

PROJECT PERIODIC REPORT

Grant Agreement number: 611221

Project acronym: ILINC

Project title: Establishing a European Network of Law Incubators that Bridge ICT Entrepreneurs and Start-ups with Law Students

Funding Scheme: FP7-ICT-2013-10

Date of latest version of Annex I against which the assessment will be made:

Periodic report: 1st 2nd 3rd 4th

Period covered: from 1 October 2014 to 30 September 2015

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² The home page of the website should contain the generic European flag and the FP7 logo which are available in electronic format at the Europa website (logo of the European flag: http://europa.eu/abc/symbols/emblem/index_en.htm logo of the 7th FP: http://ec.europa.eu/research/fp7/index_en.cfm?pg=logos). The area of activity of the project should also be mentioned.

3. Project Objectives for the Period

3.1 iLINC Project: Overall Objectives (As stated in the Grant Agreement)

This project will link the legal demands of ICT entrepreneurs and start-ups with the expertise of postgraduate students at leading academic law institutions through establishing an open European network of law incubators.

This will be achieved through: 1) Developing an understanding of the key legal challenges facing companies in the ICT sector, and the specificities of different national legal systems; 2) Developing models and supporting tools for the provision of legal support as a professional service; 3) Establishing the links between the real-world project engagements and academic programmes; and 4) Establishing the longer-term sustainability of the network.

The iLINC Network will have: a ‘Core Network’ of four leading European academic institutions in London, Amsterdam, Leuven and Hamburg together with Brooklyn Law School as an Associate Partner; an ‘Active Network’ of up to 12 participating academic institutions with an interest in developing their own law incubator initiatives; and an ‘Extended Network’ of private and public sector non-academic entities as participants in the broader ICT innovation ecosystem.

There will be three main beneficiaries from this project: 1) Entrepreneurs and start-ups that benefit from the provision of legal expertise; 2) University-based law institutions that benefit from the establishment of law incubators: e.g. enhanced teaching and better translation of research into economic activity; and 3) Postgraduate law students that benefit from their engagement in real and relevant projects with academic oversight, which are directly linked to their academic programmes.

During this two-year project, events will focus on developing and sharing best practices for law incubators, as well as exploring key ICT legal challenges. This project will also establish an open communications platform (iLINC Portal) that will provide a repository for project deliverables and other outputs, and facilitate different modes of interaction.

Objectives for Work Package 1

WP1 will focus on developing an understanding of the key legal challenges facing companies in the ICT sector and will achieve this by:

- Identifying the key existing/emerging technologies for the ICT sector (**mainly Period 1**);
- Describing (both in technical and non-technical terms) the main legal issues/challenges facing companies in the ICT sector for key technology areas (**Period 1 and Period 2**);
- Describing (both in technical and non-technical terms) how these legal issues/challenges vary by legal systems (**Period 1 and Period 2**).

Objectives for Work Package 2

WP2 will focus on developing models and supporting tools for the provision of legal support as a professional service, the main objectives for which are:

- Describing the service delivery models of operation for all elements in the professional services value chain (**Period 1 and Period 2**);
- Establishing a portfolio of tools and templates to support the undertaking of each of these elements (**mainly Period 2**);
- Building a library of case studies to help with building awareness of the law incubator models and sharing best practices (**mainly Period 2**).

Objectives for Work Package 3

One of the main benefits from the law incubator model is that it bridges professional projects/engagements covering all service delivery modes (and the richness of experience) with academic law programmes.

WP3 will focus on establishing the links between the real-world projects/engagements and the university-based academic programmes, and will achieve this by:

- Developing a set of clear approaches to assess the real value of the legal support provided (**Period 1 and Period 2**);
- Describing the full set of potential links between projects/engagements (for all service delivery modes) and academic programmes (**Period 1 and Period 2**);
- Integrating student performance on projects/engagements into the overall academic programme assessment (**Period 1 and Period 2**).

Objectives for Work Package 4

WP4 will focus on building the full iLINC network on a sustainable basis encompassing the core network (of funded partners); a broader collaborative network of up to 12 European law institutions; and the full portfolio of associated entities (including clients). The main objectives of this work package will be to:

- Disseminate best practices and project deliverables with the broader network of 12 European law institutions (**Period 1 and Period 2**);
- Disseminate best practices and project deliverables by extending the network to other European law institutions (**Period 1 and Period 2**);
- Develop a communications platform (iLINC Portal) that allows access to information on options / practices for service delivery, collaboration mechanisms and integration with educational programmes (**Period 1 and Period 2**).

3.2 Summary of Recommendations from Interim Review (at end of Period 1)

Recommendations Concerning the Period under Review

What the Reviewers Said:

“Current progress is in line with DOW, with acceptable impact and achievement of milestones. Corrective actions are not necessary but *final reports have to be more specific, with more facts and less descriptions of activities*. The team is doing a lot of interesting discovery of issues and possible service models and they should provide a convincing documentation of the very valuable learning experience generated by this project.”

How the iLINC Team Responded:

The content creation for the deliverables for WP1 was more ambitious with the establishment of the iLINC ‘Thought Leadership Programme’. The deliverables for WP 2 and WP3 were enhanced by providing both a longer report form as well as a ‘practical handbook’ form. This served to put greater emphasis on the ‘key facts’ for setting up a university-based legal incubator, both in terms of service delivery as well as linking the provision of legal support with enriched learning programmes.

Recommendations Concerning Future Work

What the Reviewers Said:

- a) The project should continue the current learning process in order to develop even better understanding of start-up needs, legal services that can be offered, gap analyses and recommendations to close the gap.
- b) The focus during the second year of the project should be on extending collaborations with other departments within the participating core universities and/or other institutions within the respective start-up communities.
- c) It is also important that all partners contribute in a full way to the project and it should be ensured that the start-up incubator of Leuven uses the wealth of knowledge developed by the project.
- d) It will be very important to document all various lessons learnt from this project, for example the barriers created by existing institutions or associations in some countries, as well as examples of successful ramifications, such as those happening in Berlin with the incubator supported by Google.
- e) More actual success stories are necessary to ensure that this project has long-lasting impact.
- f) Furthermore, a stronger quality control process should be implemented.

How the iLINC Team Responded:

For a) over 100 start-up companies responded to the full-length iLINC survey (in WP1). This was augmented through the addition of additional insights based on the research work of the extended team at the Hans-Bredow Institute.

For b) the additional strategic partnerships established included: EshipLaw in the US in order to globalise the iLINC reach; Legal Hackers Europe in order to increase iLINC member involvement in legal hackathons; and Intellectual Ventures to explore potential sponsorship opportunities. In terms of intra-university collaboration, qLegal has been collaborating with qNomics, which is a similar initiative to qLegal except that the focus is on students providing financial advice to start-up companies

For c) the iLINC Network encourages diversity in incubator models. All of the core partners have law incubators that differ in their structure, approach and service delivery model. Each partner contributed in accordance with the strengths and capabilities of their respective incubators. Leuven team members were involved in both cross-border exchange activities.

For d) the more ambitious ‘Thought Leadership Programme’ of WP1 (and its component parts) addresses this comment.

For e) the mentioning of Berlin Incubator and the iLINC project in the recent publication (page 14) by the German Government into digitalising the German economy. See the following link:

<https://www.bmwi.de/BMWi/Redaktion/PDF/I/impulse-fuer-die-digitalisierung-der-deutschen-wirtschaft,property=pdf,bereich=bmwi2012,sprache=de,rwb=true.pdf> .

The Amsterdam Clinic joined StartupDelta, the Dutch government’s initiative to tackle barriers to innovation, and led by Special Envoy Neelie Kroes (former EC vice-president). The Clinic’s position in iLINC was a unique selling point. The Clinic also started cooperating with the Dutch consulate in N.Y., as part of their brief to bring US startups to the Netherlands and E.U.

The success stories of where start-ups have been assisted by iLINC incubators include the global start-up 3d Hubs (www.3dhubs.com helped by Amsterdam and BLIP); Chino (www.chino.io helped by qLegal and Amsterdam).

For f) the management time spent by QMUL staff on the project was increased by 15-20%. This extra time from QMUL was also funded by QMUL (in-kind funding).

4. Work Progress and Achievements During the Period

The iLINC project has five work packages, each with its own set of deliverables. For each of the work packages 1-4, the progress made on deliverables is described in the respective table in this section. The tasks relevant to both Period 1 and Period 2 of the iLINC project (and as described in the grant agreement) are also described in this part of the document for ease of reference.

For the purposes of clarity, the following colouring scheme has been used:

- Milestones have been left in white (i.e. no shading);
- Completed deliverables and significant results are shown in **yellow**;
- Deviations from the Description of Work are shown in the commentary column (and shaded in **green**).

A single set of statements on the use of resources for Work Packages 1 to 4 is found at the end of this section (together with an explanation of any deviations).

4.1 Work Package 1: Definition of Tasks

WP1 Task 1: Developing the key technology roadmap for the ICT sector

Mainly Period 1. The technology roadmap will help to establish priorities for this project – the ICT technology landscape is too rich and varied to tackle all associated legal challenges in equal measure. QMUL and KUL will provide strong input on this task due to their close association with the TechHub and iMinds initiatives, in London and Leuven respectively. QMUL also have in-house capabilities for technology roadmapping and scenario-planning.

WP1 Task 2: Highlighting the legal issues/challenges for prioritised technology areas

Period 1 and Period 2. The technology roadmap will be populated by selected legal issues and challenges covering e.g. intellectual property, data protection and e-commerce law. Content will be determined by considering the following:

- Feedback provided by ICT start-up companies and entrepreneurs from undertaking surveys and other sources;
- Capabilities and strengths of consortium members in terms of legal expertise;
- Legal issues/challenges that are best-suited for this engagement mode i.e. student delivery.

All project partners will participate equally in this task although respective contributions will reflect areas of specialism and research interests of academic staff. An online survey will be completed by at least 25 ICT companies in each of the Core Partner countries. Associate Partners will be invited to participate on behalf of their respective communities. The main aim will be to determine which legal issues and challenges are most pressing for the ICT start-up communities.

WP1 Task 3: Highlighting the variation in legal challenges by legal system

Period 1 and Period 2. This task takes the second task and explores a third key dimension: how legal issues/challenges for the ICT sector vary by national, regional and international legal systems, particularly across the European Union. The involvement of the Brooklyn Law School will help in this task to extend the international coverage of selected challenges.

KUL took responsibility for leading on the preparation of the reports, presentation of white papers (policy briefs) for this WP. This included all respective additions to the iLINC Portal.

4.2 Work Package 1: Definition of Deliverables

D1.1) Technology and Legal Roadmap: The technology roadmap will help to establish priorities for this project. It will be populated by selected legal issues and challenges covering e.g. intellectual property, data protection and e-commerce law. The roadmap will also explore how legal issues/challenges for the ICT sector vary by national, regional and international legal systems, particularly across the European Union. [month 12]

D1.2) Policy White Paper: The Policy White Paper will outline some key areas for policy changes to help unblock ‘legal barriers to innovation’ in the ICT sector. An important goal will be to share the Policy White Paper with key decision/policy makers and to secure meetings in order to discuss specific legal challenges and to explore ways to remove legal barriers to innovation in the ICT sector. [month 24]

4.3 Work Package 1: Progress and Commentary

Milestones and Deliverables for Work Package 1			
Mapping the ICT Legal and Regulatory Challenges			
Number and Title	Delivery Month	Summary of Progress	Commentary
MS1 Key Technology Roadmap for the ICT Sector	6	<p>For Task 1, a number of key technology areas/trends and their impact on the main legal issues/challenges (for ICT start-ups from the survey) have been explored. This task was undertaken subsequent to the completion of the survey by start-ups.</p> <p>This task was achieved through:</p> <ul style="list-style-type: none"> a) Close interaction with the start-up community through: <ul style="list-style-type: none"> - Our daily activities as legal incubators - Maintaining close contacts with start-up hubs (e.g. Startups.be) and incubators (e.g. iMinds) b) Academic research and literature study (e.g. reports by Gartner, Frost and Sullivan) c) Legal expertise of iLINC partners d) The development of the iLINC survey 	<p>The survey-based approach described in Task 2 was also used for Task 1. This meant that the key technology areas and the key legal challenges were explored with the same survey. This approach was accepted by the reviewers.</p> <p>Regardless, of the technology areas start-ups were active in, our research indicated that there was a significant overlap among start-ups with regard to the most crucial legal questions. Therefore, the deliverables focused on the legal issues rather than the technology areas. However, start-ups had to indicate via the survey in which area they were active in (media, ICT, health, financial,...), as well as leave a description of their services.</p>

MS2 Legal Issues/Challenges by Technology Area - Survey	9	<p>For Task 2, the survey for has been completed by over 60 start-ups, the results from which were presented at BPS2 (Best Practice Sharing Event Two) in Amsterdam.</p> <p>The identification of legal challenges areas for start-ups has been achieved through:</p> <p>a) Close interaction with the start-up community through: - Our daily activities as legal incubators - Maintaining close contacts with start-up hubs (e.g. Startups.be) and incubators (e.g. iMinds)</p> <p>b) Academic research and literature study (e.g. Gartner, Frost and Sullivan, Start-up Manifestos)</p> <p>c) Legal expertise of iLINC partners</p> <p>d) The development of the iLINC survey</p>	<p>The interim review noted that the survey should be continued to include over 100 start-ups to build the legal challenges database.</p> <p>It should be noted that, by the end of period 2, 100 start-ups participated in the iLINC survey. Survey results were furthermore complemented with additional results from the Alexander von Humboldt Institut Für Internet Und Gesellschaft.</p>
MS3 Variation in Legal Issues by Legal System	12	<p>For Task 3, a selection of jurisdictional variations the main legal issues/challenges has been explored.</p> <p>This task has been achieved through:</p> <p>a) Close contact with the start-up communities.</p> <p>b) Academic research and literature studies (e.g. European reports and studies concerning the identified legal issues challenges</p> <p>c) Legal expertise of iLINC partners – discussions on cross-border barriers.</p> <p>d) The iLINC survey: in particular, start-ups were asked whether they faced cross-border barriers</p>	<p>Taking into consideration the suggestions of the mid-term reviewers (cf. supra), it was decided to focus more on the development of the ‘Thought Leadership’ programme, and a functional approach relating to task 3 was developed. Legal variations were integrated into the deliverables when they were deemed relevant for the target audience of the respective documents (the incorporation of tasks can be found within the description of deliverables).</p>
D1.1 Technology and Legal Road Map (Period1)	12	<p>A final draft of the Technology and Legal Road Map (D1.1) was completed on time.</p> <p>Research relating to tasks 1-3 were integrated, achieving the objectives of D1.1, i.e. a roadmap populated by selected legal issues and challenges and how these legal issues vary by legal systems, particularly across the European Union.</p>	<p>MS2 has been incorporated:</p> <p>D1.1. provided an overview of the key legal domains of importance to start-ups. Per legal domain, specific ‘issues’ were highlighted. (e.g. within the data protection domain, we focused on consent)</p>

		<p>MS1 has been integrated:</p> <p>Regardless, of the technology areas start-ups were active in, our research indicated that there was a significant overlap among start-ups with regard to the most crucial legal questions. Focusing primarily on the legal challenges, D1.1. Technology and Legal Road Map nevertheless provided an overview of emerging technological developments likely to influence the legal surroundings of start-ups.</p>	<p>MS3 has been incorporated:</p> <p>D1.1. Technology and Legal Roadmap (Period I) highlighted the legal variations among Member States with regard to specific legal topics identified as a part of task 2. A comparative table was also integrated, summarizing the legal variations across EU Member States.</p>
<p>End of Period 1: At the Interim Review, it was concluded that “The overall progress of WP1 is good.” The reviewers also added that “the roadmap should be more detailed. The current descriptions/explanations are very general”</p>			
D1.1 Technology and Legal Road Map (Period2)	24	<p>A revised and final version of the Technology and Legal Road Map (D1.1) in the form of a suite of documents entitled: ‘Legal and Technology Briefs’ has been completed. These briefs were deliberately kept concise and easily accessible for a non-academic audience.</p> <p>The following questions were addressed within briefs:</p> <ol style="list-style-type: none"> a) Why should a certain topic be on a start-up’s radar? <ol style="list-style-type: none"> a. In the light of future changes b. In the light of current developments c. From a business perspective b) Relevant jurisdictional differences (e.g. Netherlands, UK, Germany, France, US) c) Future changes? <ol style="list-style-type: none"> a. Regulatory b. Technology Trends d) Highlights? <ol style="list-style-type: none"> a. Practical Examples b. Case Law c. Key Points of Awareness 	<p>This enhanced version of D1.1 replaced the originally accepted D1.1 from Period 1 (described above) to pursue a more ambitious approach for WP1.</p> <p>MS1 has been incorporated:</p> <p>The technology areas start-ups were active were used as a method to select the 10 legal briefs (e.g. many start-ups use data mining technologies, thus a brief on profiling was included)</p> <p>MS2 has been incorporated:</p> <p>Legal briefs addressed some of the key legal issues identified as part of MS2 research. In addition we also chose topics for which information was not readily available via other sources.</p> <p>MS3 has been incorporated:</p> <p>Legal variations were integrated into the deliverables when they were deemed relevant for the target audience. Within the legal briefs, legal variations were highlighted to raise awareness among start-ups who wish to expand to other territories.</p>

D1.2 Policy White Paper (Part1)	24	<p>The document produced for this deliverable was given the title: ‘Regulatory Barriers in the Start-Up Ecosystem’. It provides an overview of the legal challenges facing start-ups as well as an introductory description of the iLINC Thought Leadership Programme. It also provides a useful overview of the individual Policy Briefs (D1.2) as well as the Legal and Technology Briefs (D1.1).</p> <p>It should also be noted that this deliverable also includes a list of emerging technology trends and their potential influence on the legal framework (as described in MS1).</p>	<p>By the end of the project, well over 100 start-ups had been surveyed, thereby achieving the original objective in the DOW.</p> <p>D1.2. also formed a continuation of the D1.1. (period 1), as such research concerning MS1-MS2-MS3 was further expanded by:</p> <ul style="list-style-type: none"> • Providing a more detailed overview of the survey results. (MS1, MS2) • Providing an expanded and more detailed list of legal challenges faced by start-ups (MS2) • Highlighting the cross-border barriers for start-ups (MS3)
D1.2 Policy White Paper (Part2)	24	<p>A final version of the Policy White Paper (D1.2) in the form of a suite of documents entitled: ‘Policy Briefs’ has been completed.</p> <p>Policy briefs addressed the following questions:</p> <ol style="list-style-type: none"> a) Why is the topic at hand important for start-ups? b) Why is the topic at hand important for policy makers? <ol style="list-style-type: none"> a. E.g. Sustainable, increase competition, cost efficient, re-imagine established markets b. What are the caveats? c) How is the current regulatory regime blocking innovation? d) Best Practices <p>The earlier Policy Briefs have been disseminated throughout the iLINC Network. This helped to secure the inclusion of iLINC in a key strategic publication by the German Government.</p>	<p>MS2 was incorporated:</p> <p>Depending on the key legal issues that were identified as part of our research for MS2, a selected list of policy themes was proposed.</p> <p>MS3 was integrated:</p> <p>Jurisdictional differences that were identified as part of MS3 were also taken into account, e.g. in which legal areas are harmonising measures necessary?</p> <p>Variations in Member States’ approaches concerning specific legal issues were also integrated into the policy briefs, in order to provide policy makers with examples of start-up friendly legislative proposals taken in other EU Member States. Where jurisdictional differences act as a barrier towards innovation, policy</p>

			<p>recommendations towards harmonisation were formulated. D1.2. (Part I) also formulated policy recommendations with relation to jurisdictional differences that currently block digital innovation.</p> <p>The insights on jurisdictional differences generated in Task 3 have been embedded throughout the suite of briefs.</p>
<p>End of Period 2: A more ambitious approach for WP1 was undertaken with the establishment of the ‘iLINC Thought Leadership Programme’. Although the thematic content of the deliverables D1.1 and D1.2 remained the same, the structure was changed so that a full suite of legal/technology briefs and policy briefs were created. This meant that an updated and improved deliverable D1.1 has also been created.</p> <p>All milestones were integrated into the deliverables, thus achieving all the objectives as proposed by the DoW.</p> <p>Finally, it is emphasised again that D1.1 (Period 1) was accepted and approved by the Interim Review Team. The iLINC Project in Period 2 was more ambitious and produced an enhanced deliverable with D1.1(Period2).</p>			

Further Comments for WP1

D1.2. (Part 1) ‘Regulatory Barriers within the Start-Up Ecosystem’, should be considered a hybrid document that took as its basis D1.1. (Period 1). It therefore also functions as an extension of the legal and technology roadmap, providing an overview of the legal challenges facing start-ups, cross-border barriers of innovation, important policy issues on the minds of start-ups, as well as policy recommendations concerning the identified challenges.

All documents produced under WP1 have been published on the iLINC network’s portal. Moreover, visitors to the portal are invited to leave comments and feedback to encourage further discussion. iLINC briefs have been shared with the EshipLaw Network to strengthen potential trans-Atlantic co-operation. Our efforts were also mentioned in a recent publication of the German Government concerning the digitalisation of the German Economy. Briefs have been and will be further disseminated among start-up communities (e.g. Start-ups.be, Digital Catapult) and policy makers (e.g. Digital Minds for Belgium, a working group convened by the Minister for Telecommunications and Digital Agenda, consisting of industry and government representatives, as well as academics, like P. Valcke).

4.4 Work Package 2: Definition of Tasks

WP2 Task 1: Develop full description of operational models for service delivery

Period 1. The underlying structure for Task 1 in this work package is based on the main elements of a professional services value chain. Building strongly on Tasks 1-3 in WP1 as well as the LINCuP Communications Platform from WP4, the main elements are as follows:

- Client identification – understanding the market and their potential needs and with a particular focus on web entrepreneurs;
- Project/Engagement scoping – identifying and framing the issues is possibly the most critical part of professional service delivery, and hence the need for a clear understanding on how to best leverage academic supervision;
- Proposal development – a key aspect here will investigate the extent to which a bespoke approach to proposal development is necessary;
- Project/Engagement delivery – project/engagement types will range from dealing with legal challenges that span the full spectrum from routine to complex, thus allowing students to develop a range of project delivery skills. Service delivery covers the three modes outlined above;
- Client management – approaches to maintain the customer relationship pre- and post-engagement e.g. confidentiality obligations.

WP2 Task 2: Establish a portfolio of tools and templates to support service delivery

Period 2. Using the value-chain structure developed in the first task, a number of tools, templates and other key knowledge will be developed including as follows:

- Clarification of legal aspects for the engagement of postgraduate students in providing legal services through law incubators;
- Structuring professional indemnity insurance (included with the above);
- Template for structuring and framing projects/engagement types;
- Project costing/pricing templates.

WP2 Task 3 Build a library of case studies for project/engagement types

Period 2. Once a critical mass of completed projects/engagements has been established, the process of turning these into case study documents will begin and will be available from month 12.

QMUL took responsibility for leading on the preparation of deliverables for this work package (with strong support from HBI). This included all respective additions to the iLINC Portal.

4.5 Work Package 2: Definition of Deliverables

D2.1) Service delivery models: This deliverable will provide a full description of the service delivery models for law incubators, covering different delivery modes within a professional services value chain framework. This will include a full set of tools and templates with variants to suit client types, legal issues and cultural variations. [month 24]

D2.2) Service delivery case studies for selected projects/engagements: Once a critical mass of completed projects/engagements has been established, the process of turning these into case study documents will begin and will be available from month 12. [month 24]

4.6 Work Package 2: Progress and Commentary

Milestones and Deliverables for Work Package 2: Developing Service Delivery Models			
Number and Title	Delivery Month	Summary of Progress	Commentary
MS4 Service Delivery – Descriptions and Models	12	For Task 1, the full set of findings for the service delivery models adopted in Europe and the US were presented at BPS2 in Amsterdam.	Patrick Cahill from QMUL visited clinics/incubators in Europe and the US to complete the findings.
D2.1 Service Delivery Models	24	A final draft of the report on Service Delivery Models (D2.1) was completed by the end of Period 1.	.
End of Period 1: At the Interim Review, it was concluded that “The overall progress of WP2 appears to be ahead of plan.” The reviewers also added that “the models (including the opportunities and challenges) are clearly described.”			
MS5 Service Delivery – Tools and Templates	18	For Task 2, an early-stage portfolio of tools and templates was already available on the qLegal website by the end of Period 1. This task ran well ahead of schedule.	The reviewers at the end of Period 1 commented that “the qLegal website is a great start.”
MS6 Service Delivery – Case Studies	24	A full suite of case studies was completed by drawing on examples from the qLegal, Amsterdam and Berlin incubators.	Milestone achieved.
D2.1 Service Delivery Models (Part 1)	24	A final version of the report on Service Delivery Models (D2.1) has been completed	Completed as envisaged
D2.1 Service Delivery Models (Part 2)	24	A final version of the Practical Guide for Setting up a Law Incubator (with a focus on service delivery) has also been completed.	This deliverable is an extension of D2.1 (Part1) and provides a more hands-on guide for aspiring law incubators.

D2.2 Service Delivery Case Studies for Selected Projects / Engagements	24	The iLINC completed a full set of nine case studies as described in the objectives. These case studies cover different projects at different incubators.	
<p>End of Period 2: Milestones achieved and deliverables completed as envisaged. Furthermore, and with a view to stronger dissemination, a peer-reviewed journal publication was written by John Cummins, Professor Ian Walden and Patrick Cahill. With the title: ‘Knowledge Transfer in Commercial Law’, the paper was published in the 2014 Edition of ‘Innovation through Knowledge Transfer’ and can be viewed at: http://inimpact.innovationkt.org/ and then: http://nimbusvault.net/publications/koala/inimpact/papers/inkt14-029.pdf</p>			

4.7 Work Package 3: Definition of Tasks

WP3 Task 1: Develop student recruitment methodology

Period 1 and Period 2. It will be important to have a rigorous approach towards selecting students for projects/engagements, firstly to ensure that they are sufficiently high calibre and motivated, and secondly, to ensure that the projects/engagements are directly relevant to their specific learning needs. Those partners that have existing schemes, i.e. Brooklyn, QMUL and IViR, will have significant experience to contribute to this task.

WP3 Task 2: Develop project/engagement outcomes assessment methodology

Period 1 and Period 2. One of the fundamental principles to be communicated is that students will be operating in a professional manner and will be judged as such. Therefore, having an effective way to determine the quality of project/engagement outcomes is very important. This task is closely linked to the client management element from WP2, and project/engagement reviews will be undertaken as part of the overall client management activity.

WP3 Task 3: Develop linkage mechanisms between projects/engagements and learning

Period 1 and Period 2. There are a number of ways of establishing links between projects/engagements and learning including:

- Use of case studies to further increase scope of student involvement;
- Opens possibilities for joint lectures involving both clients and students;
- Groups of similar projects may help to establish Special Interest Groups and enhance university-industry collaborations.

WP3 Task 4 Establish models for integrating student project performance into programme assessment

Period 1 and Period 2. Academic programmes differ by country as will the scope for integrating student project performance into their overall grades for their performance on their respective academic programme. This aspect is important as it ‘closes the loop’ and ensures that student motivations and the interests of start-up companies and entrepreneurs are fully aligned.

IViR (Amsterdam) took responsibility for leading on the preparation of deliverables for this work package. This included all respective additions to the iLINC Portal.

4.8 Work Package 3: Definition of Deliverables

D3.1) Methodologies to link projects with academic programmes: This deliverable (including milestone deliverables) is a suite of different methodologies focussing on the links between the real-world projects/engagements and the university-based academic programmes. These methodologies cover student recruitment; project/engagement outcomes assessment; linkage mechanisms between projects/engagements and learning programmes; and assessment of students. [month 24]

4.9 Work Package 3: Progress and Commentary

Milestones and Deliverables for Work Package 3: Establishing Links to Learning			
Number and Title	Delivery Month	Summary of Progress	Commentary
MS7 Student Recruitment Methodology	6 (24)	<p>For Tasks 1-4 (corresponding MS7-10), the preliminary findings for the different modes of linking project engagements with academic learning programmes were presented at BPS1.</p> <p>For Tasks 1-4, the full set of findings for the different modes of linking project engagements with academic learning programmes were presented at BPS2.</p> <p>For Tasks 1-5, the international cross-border exchange approach was presented at BPS3 together with the idea of a European/US competition for students.</p>	<p>On commencing the project, it was decided that Tasks 1-4 would be conducted in parallel rather than sequentially.</p> <p><i>Going forward, the deliverables for WP3 will be directly coupled with the deliverables for WP2 (Acknowledged at the Interim Review Meeting).</i></p> <p>Ronan Fahy (IViR) met multiple times with core partners (esp. qLegal) to ensure consistency of deliverables.</p>
MS8 Project / Engagement Outcomes Methodology	12 (24)		
MS9 Linkage Mechanisms between Projects / Engagements and Learning	18 (24)		
MS10 Student Performance / Academic Assessment Methodology	24		
<p>End of Period 1: At the Interim Review, it was concluded that “There is good progress with respect to each of the milestones and the final report will be completed by Month 18 which is ahead of schedule.”</p>			
D3.1 Methodologies to Link Projects with Academic Programmes (Part 1) (Part 2)	24	A final version of the report on Methodologies to Link Projects with Academic Programmes (D3.1 Part1) and the accompanying Literature Review (D3.1 Part2) have been completed.	Completed as envisaged
D3.1 Methodologies to Link Projects with Academic Programmes (Part 3)	24	<p>A final version of the Practical Guide for Setting up a Law Incubator in a Law School (with a focus on linking projects to student learning programmes) has also been completed. This is accompanied by a ‘10 practical tips’ document.</p> <p>This deliverable is an extension of D3.1 (Part1) and provides a more hands-on guide for aspiring law incubators</p>	D3.1 (Part3) was developed in response to commonly raised issues by active network partners (inter alia at thematic sessions at BP events), focus on student learning. To stimulate a ‘can do’ attitude among aspiring institutions, a quick reference document in the form of 10 practical tips was developed.

End of Period 2: Milestones achieved and deliverables completed as envisaged. Furthermore, and with a view to stronger dissemination, a policy brief directed at law incubators on ‘Cross Border Learning’ was produced by IViR (Amsterdam). This brief sets out why and how law incubators can provide students with international experience in their clinical activities. This deliverable can be found at this link on the iLINC Portal:

https://www.ilincnetwork.eu/network_resources/law-incubator-policy-brief/

4.10 Work Package 4: Definition of Tasks

WP4 Task 1: Organise at least three best practice sharing events specifically for the Active Network of up to 12 law institutions and also involving additional law institutions

Period 1 and Period 2. At least three events are planned during the two-year programme to which the Active Network of 12 collaborating law institutions will be invited. These will take place in London, Amsterdam and Berlin. These events will underpin various forms of collaboration with these institutions in order to e.g. help them to develop strategies and action plans to enable them to establish their own law incubation capabilities, and possibly, to deliver pan-European (‘multi-institutional’) legal services to start-ups and entrepreneurs. The number of additional institutions (e.g. 5-10) should be clarified at the kick-off meeting.

WP4 Task 2: Organise ICT legal challenge events specifically for the ICT community

Period 1 and Period 2. At least two local events for each of the Core Partners are planned (at least eight in total) where start-ups and entrepreneurs in each of the project partners’ cities will engage. Steps will be taken, however, to encourage an international representation for the ‘local’ events. These events will be organised in conjunction with local ICT initiatives and/or digital technology hubs with the Core Partners providing key input on legal challenges. The respective collaborating partners will be providing the resourcing for event planning and logistics.

WP4 Task 3: Set up a communications platform (iLINC Portal) to support information sharing and exchange

Period 1 and Period 2. This task is about establishing a Law Incubator Network Communications Platform (iLINC Portal) that will provide network partners with:

- A repository for a range of project deliverables and other outputs; and
- A facilitator for several modes of interaction and/or purposes e.g. to provide a marketplace for project and funding opportunities.

For the first year, the main objective is to establish a prototype communications platform for iLINC.

As a parallel activity to establishing the iLINC Portal, the project will actively contribute to a common online platform for the projects launched in the context of the objective 11.5 of FP7 ICT work programme 2013. This contribution in kind includes the provision of content and material, exchange of information, participation in online groups, but not financial contributions. This platform is expected to be sustainable after the end of the project. The contribution to the common online platform should constitute an integral part of the project. However, it does not prevent the project from creating its own website or online activities, if appropriate. This common platform run

by ACE and EIG will include content and matchmaking services (ACE will be mainly responsible for the content part and EIG for the matchmaking services). Each project will have the opportunity for their stakeholders (such as entrepreneurs, start-ups and investors) to use the Euroquity platform for their matchmaking activities. Each project will also participate in at least one clustering event or meeting per year. Such events will be preferably organised in conjunction with EU supported events like ICT2013.

HBI took responsibility for leading on this work package. This includes overall supervision of the iLINC Portal. Events, however, were organised by the respective, local partners.

Building the iLINC Network has required the organisation of Best Practice Sharing and ICT Legal Challenge events and is a key the main focus of the tasks for WP4. Organisation of events in host cities will be the responsibility of the respective partner. HBI will have a key responsibility for the development (including outsourcing for functional development) and the overall content management of the iLINC Portal.

Additional Note for WP4

During the first fourteen months of the iLINC project, a significant amount of management time was invested in helping to establish the ‘common online platform’ (as detailed below the tasks for WP4). After having invested this time, a decision was taken by the Commission not to establish this platform. No formal procedure for amending the descriptions of work (for all seven of the original EU Start-up Europe Hub projects, of which iLINC is one) was deemed necessary by the Commission.

4.11 Work Package 4: Definition of Deliverables

D4.1) Events for Core Partner Network and ICT Community: This deliverable encompasses the organisation of:

- Three best practice sharing events specifically for the Active Network of up to 12 law institutions;
- Eight ICT legal challenge events specifically for the ICT community (>=2 per Core Partner).

D4.2) Law Incubator Network Communications Platform (LINCuP): The Law Incubator Network Communications Platform (LINCuP) will provide network partners with:

- A repository for a range of project/engagement deliverables and other outputs; and
- A facilitator for several modes of interaction and/or purposes e.g. to provide a marketplace for project and funding opportunities. [month 24]

4.12 Work Package 4: Progress and Commentary

Milestones and Deliverables for Work Package 4: Building the iLINC Network			
Number and Title	Delivery Month	Summary of Progress	Commentary
MS11 BPS Events Specifically for Active Network of Law Institutions	6	For Task 1, the first Best Practice Sharing Event (BPS1) was held in London. The event was attended by all iLINC team members from the Core Network, Jonathan Askin from the iLINC Associate Partner (BLIP), and by 13 representatives from 11 Active Network Partners.	The feedback for a number of criteria was rated at 9 /10. A short report on the London event can be found at: https://www.ilincnetwork.eu/network_news/ilinc-best-practice-event-in-london-8-9-may-2014/
MS11 BPS Events Specifically for Active Network of Law Institutions	12	For Task 1, the second Best Practice Sharing Event (BPS2) was held in Amsterdam. 14 representatives from 12 Active Network Partners attended the event. The event also had ‘transatlantic involvement’ from EshipLaw, and a session showcasing service delivery collaboration between Amsterdam and BLIP students.	The feedback for a number of criteria was rated at over 9/10. A short report on the Amsterdam event can be found at: www.ilincnetwork.eu/network_news/ilinc-best-practice-event-in-amsterdam-30-31-october-2014/
MS12 ICT Legal Challenge Events for ICT Community	12 (Ongoing)	For Task 2, 17 ICT Legal Challenge Events have been organised by the respective Core Network legal incubators in Period 1. The number of events organised has already surpassed the original objectives set, particularly QMUL in London.	It is estimated that over 300 start-ups and entrepreneurs have participated in these events.
MS13 iLINC Portal – Prototype	12	At the end of Period 1, the portal is currently at the stage of a basic website. Progress is as envisaged. A prototype for the full website had been developed and presented at the Interim Review Meeting.	
End of Period 1: At the Interim Review, it was concluded that “the ‘milestones’ are progressing as envisaged” and that the iLINC Portal was at an “early stage”. Furthermore, the reviewers indicated that “the number of events is impressive” and that “the participation of (over) 12 legal institutions (besides the four Core Partners) is promising”.			
MS11 BPS Events Specifically for Active Network of Law Institutions	18	For Task 1, the third Best Practice Sharing Event (BPS3) was held in Berlin. 17 representatives from 11 Active Network Partners together with 6 participants from the iLINC Strategic Partners attended the event.	BPS3 was considered by many to be the most successful BPS event of all.

MS12 ICT Legal Challenge Events for ICT Community	12 (Ongoing)	For Task 2, 21 ICT Legal Challenge Events have been organised by the respective Core Network legal incubators in Period 1. The number of events organised has already surpassed the original objectives set, particularly QMUL in London.	It is estimated that over 700 start-ups and entrepreneurs have participated in these events. This represents more than a 100% increase compared to Period 1.
D4.1 Events for the Core/Active Partner Network and ICT Community	24	<p>A full report (with photos) on the Berlin event can be found at: www.ilincnetwork.eu/network_news/ilinc-event-in-berlin-18-19-may-2015/ and http://www.hiig.de/en/events/ilinc-best-practice-sharing-event/</p> <p>Eight ICT legal challenge events specifically for the ICT community (at least two per Core Partner).</p> <p>Two events are profiled at: www.ilincnetwork.eu/network_news/ilinc-ict-legal-challenge-events-report-from-qlegal/</p> <p>All qLegal events can be found at: http://www.qlegal.qmul.ac.uk/events/archive/index.html</p>	The events in WP4 have been more successful than envisaged with significantly more Active Network partners and a much higher number of events for the ICT Community.
D4.2 Law Incubator Network Communications Platform	24	For Task 3, the iLINC Portal (after changing the name from the LINCuP Platform) was launched. The overall response has been positive from a steady stream of users.	There was a slight delay of one month in the launch of the iLINC Portal. The target launch date was the end of January 2015 and the final launch was at the end of February.
End of Period 2: Milestones achieved and deliverables completed as envisaged. The reviewers at the Final Review commented on the ‘modern look and operational simplicity’ regarding the iLINC portal.			

