

First

Implementing cooperation on Future Internet and ICT Components between Europe and Latin America

Objective ICT-2009.9.1: International cooperation

Project 248753

Deliverable Title	D3.1 Set of 5 country Strategic Vision documents and governance rules
Deliverable Lead:	ROSE
Related Work package:	WP3 – Task 3.1
Author(s):	ROSE, ITM, CIN, ALE
Dissemination level:	PU – Public
Status of the document	Final version
Version	1.0
Due submission date:	01-01-2011
Actual submission:	07-03-2011
Instrument:	Support Action
Start date of Project:	01/01/2010
Duration:	24 months
Project coordinator:	Rose Vision

Abstract	This document compiles the activities performed to provide a feedback of FIRST activities to European Technology Platforms.
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EXECUTIVE SUMMARY

The main objective of WP3 is to create and launch Technology Platforms in Argentina, Brazil, Chile, Colombia and Mexico in the area of Future Internet. This deliverable summarises the activities carried out within Task 3.1 "Emergence and set up".

During year 1 of the FIRST project, three main activities have been conducted:

- Coordinate with WP2 in order to guarantee that the analysis performed in this WP was correctly oriented and produced valid outcomes for the take up of WP3 and the respective national steering councils.
- Production of the draft versions of all the necessary documents. The following documents have been produced and distributed:
 - o Governance and structure,
 - o Letter of Interest,
 - o Steering Council candidature,
 - o Strategic Vision document,
 - o SRA-skeleton,
 - o Project proposal form.
- Management of the individual discussions at each LATP in order to define Governance and Vision documents and to revise the documents.

Deliverable 3.1 compiles the Governance and Vision documents for the LatAm for 4 countries: Argentina, Chile, Colombia and Mexico. The Governance document includes the Governance Structure of each Platform and the Composition of the Steering Council.

The approval of the Governance and Vision documents and the approval of the composition of the Steering Council were performed at the second National event of the LATPs in Argentina, Chile, Colombia and Mexico.

LatAM country	Approvals for	Date and Venue
PLATA (Argentina)	Governance and Vision documents Composition of the Steering Council	6 th December 2010 in Buenos Aires
MACHI (Chile)	Governance and Vision documents Composition of the Steering Council	1 st December 2010 in Santiago de Chile
RECIIF (Colombia)	Governance and Vision documents Composition of the Steering Council	29 th October 2010 in Cartagena de Indias at ANDICOM 2010
MTP (Mexico)	Governance and Vision documents Composition of the Steering Council	9 th November 2010 in Pachuca City, Mexico

The official signature of the LATP Governance and Vision documents is forecasted at the LATP first national event during year 2 (first semester 2011) as forecasted in the Annex_I.

80% of the objectives have been reached by setting the Governance and Vision documents of the LATP for 4 countries: Argentina, Chile, Colombia and Mexico (D3.1). It is expected to reach 100% during year 2 when Brazil has implemented their plan to re-focus their effort on WP3.

1 GENERAL INTRODUCTION

The main objective of WP3 is to create and launch Technology Platforms in Argentina, Brazil, Chile, Colombia and Mexico in the area of Future Internet. In order to achieve this high-level objective, other more specific objectives have been fixed:

- Draft initial versions of **governance documents** for the national LATPs according to their particular structures and membership.
- **Activate discussions** within the initial core group proposed in WP1 and support the secretariat of this group.
- **Motivate the participation** of additional actors in the national LATPs as part of the LATP general assembly (typical membership of the technology platform).
- **Edit documents** to be produced by each LATP (main documents will be Vision, SRA and roadmap for the implementation of the SRA).
- **Provide support and assistance** in the day-by-day activities of the technology platform.
- **Organize LATPs events** such as General Assemblies and conference calls according to the events calendar agreed by the Steering Council of the platform.

2 WORK PERFORMED

This task was initiated in M3 in order to be able to provide inputs to WP2, to make possible that outcomes from WP2 are coherent with what WP3 would need in order to start its work. This task is also focused on producing initial draft versions of the necessary documents that will serve as basis for the creation of each one of the LATPs.

Once the initial lists of candidate members of the national steering councils proposed in WP2 is ready, this task will be in charge of promoting the development of a common vision and a governance document for each LATP. This activity will be concluded once the steering council of the LATP agrees on the content and signs both Vision and governance documents. The signature of these documents will imply the official creation of the Technology Platform. The main deliverable of this task is a **strategic vision document** that has been co-signed by all the members of the steering council. At this stage also the first **governance rules** will also be provided.

During this period three main tasks have been conducted:

- Coordinate with WP2 in order to guarantee that the analysis performed in this WP was correctly oriented and produced valid outcomes for the take up of WP3 and the respective national steering councils.
- Production of the draft versions of all the necessary documents. The following documents have been produced and distributed:
 - Governance and structure,

- Letter of Interest,
 - Steering Council candidature,
 - Strategic Vision document,
 - SRA-skeleton,
 - Project proposal form.
- Management of the individual discussions at each LATP in order to define Governance and Vision documents and to revise the documents.

Argentina

ALETI has carried out several actions in order to launch and set the technology platform in Argentina. ALETI has identified the Argentinean target audience, to whom the project has been presented using different channels of communication: skype calls, phone calls, face to face meeting, e-mails. Even though these different channels have not the same impact, the rule was presenting the project and the benefits of participating in a Technology Platform.

This ICT-Prospective takes the following vision outlined in the Strategic Plan 2004-2014, within the framework of Blue and White Book:

"Turning Argentina in a relevant actor, as a peripheral country, in the SSI world market." It should be clarified that, despite the fact that the Forum discussed SSI, many of the measures include ICT as a whole or at least partially. In other words, the vision could be expanded to ICT in general and could be redefined as follows:

"Turning Argentina in a relevant actor, as a peripheral country, in the ICT world market".

In the case of Argentina, the project achieved a great success since the Argentinean Ministry of Science, Technology and Productive Innovation (MINCyT) became actively involved in the set up of the Technology Platform in Argentina. In this sense, MINCyT provided an expert (Researcher Javier Orozco from the Universidad Nacional del Sur) who will guide and validate the process.

As Chile, Argentina also had a high support of the Industry. The ICT Chamber CESSI helped in the dissemination and also talked about the project in one board meeting. In addition, Distrito Tecnológico del Noreste Santafesino, an entity that have more than 40 companies that are working in local projects, joined the technology platform. UIA, Unión Industrial Argentina, the entity that gathers all the industries also accorded to participate in the technology platform since ICT is a driver for the rest of the companies.

The support of the Industry is a remarkable fact since historically the sector is not involved in R&D activities, so this high interest shows that Argentines are viewing that R&D is vital for the nation competitiveness.

On the other hand, the support of the Universities and Research Centres was given in a natural way since the major portion of this sector is also aware about FP7 and already work in R&D activities. On December 6, the event of the set up of the platform was celebrated and three Working Groups were constituted:

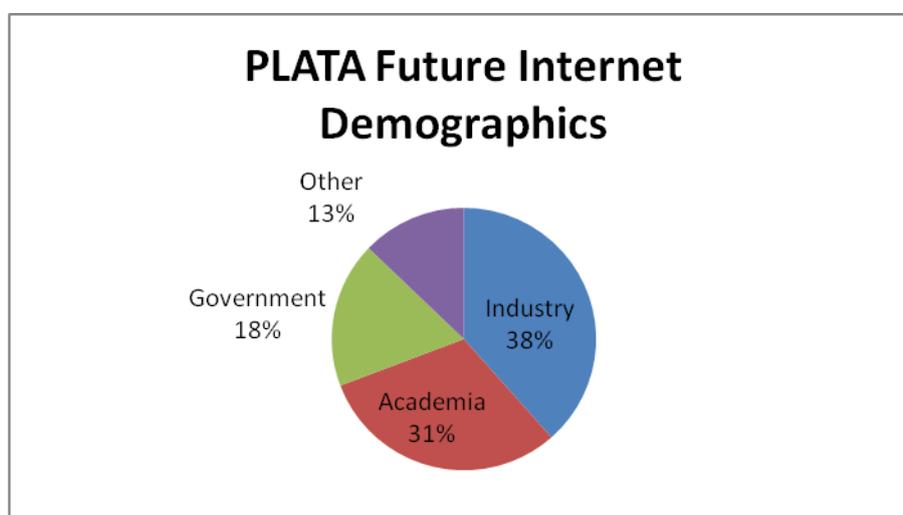
- ICT Components: with focus in Nanoelectronics
- NUEVONET: with focus in Software and Service, Networked Electronic Media, Mobile Communications and Satellite Communications.

- Smart and Embedded Systems: with focus in EPoSS and Artemis.

During the constituting event it was decided to name the platform as PLATA (Plataforma Tecnológica Argentina) of Future Internet. PLATA is the name of the most important river of Argentina (it also means silver). During the event the documents of governance and Vision were presented and agreed by all the attendees.

Both countries have already constituted the Advisory Group, with a Core Group, although no president was elected.

In parallel, a Vision Document was defined and distributed between the members. Both CONICyT and MINCyT actively made recommendations regarding the Vision.



Regarding the Governance of the technology platform, ALETI distributed a spanish version to all the members who agreed with it in the day of the event. In the case of Chile, the members voted for some changes that were carried out.

Chile

The Chilean Government has launched the *Digital Development Strategy*, intended to ensure the impact of a more intensive and sophisticated use of ICT, as a driver for economic growth, development of knowledge and social inclusion.

The goal is clear: developing a digital country to introduce more development¹ and equality². In order to turn this challenge into an achievement, one of the objectives set out in the Strategy is to “increase competitiveness and productivity of the national ICT sector”.

¹ In the last step, it is a *Social Development*, which will be brought by the development of more products, applications and services thanks to R&D fostered by the work of the Chilean Technology Platform.

² In this case, equality is taken in terms of opportunities for the private and academic sectors. Private includes Large Enterprises and Small & Medium Companies.

One fundamental path to fulfill this goal is increasing the “availability of funds for R&D of ICT in Universities and Research Centres”. Related to this: “The link between University and Business is an area to be greatly strengthened. Although there are successful Business-University collaborative experiences, their occurrence is very scarce compared to desired standards. In contrast, leading countries in ICT industry development have strongly developed collaboration, coordination and joint university-business initiatives.”³

ALETI has identified the Chilean target audience, to whom the project has been presented using different channels of communication: skype calls, phone calls, face to face meeting, e-mails. Even though these different channels have not the same impact, the rule was presenting the project and the benefits of participating in a Technology Platform

As it was the case in Colombia, in Chile the Technology Platform was officially launched on December 1st. The platform was baptized MACHI Future Internet, in honour to the aboriginal tribe of Mapuches. The conformation of the Working Groups was also consolidated in the event, where all the representatives had the opportunity of contributing with their perspectives. Both Platform governance and Vision were also presented during the mentioned event. The thematic working groups created in the platform are:

- Software and Systems (Mirror of NESSI)
- Embedded Systems (Mirror of ARTEMIS)
- Smart Systems Integration (Mirror of EPoSS)
- Mobile and Wireless Communications (Mirror of Net!Works)
- Networked Electronic Media (Mirror of NEM)

The support of the Industry is a remarkable fact since historically the sector is not involved in R&D activities, so this high interest shows that Chileans are starting to view the vital role that R&D activities have for the nation competitiveness.

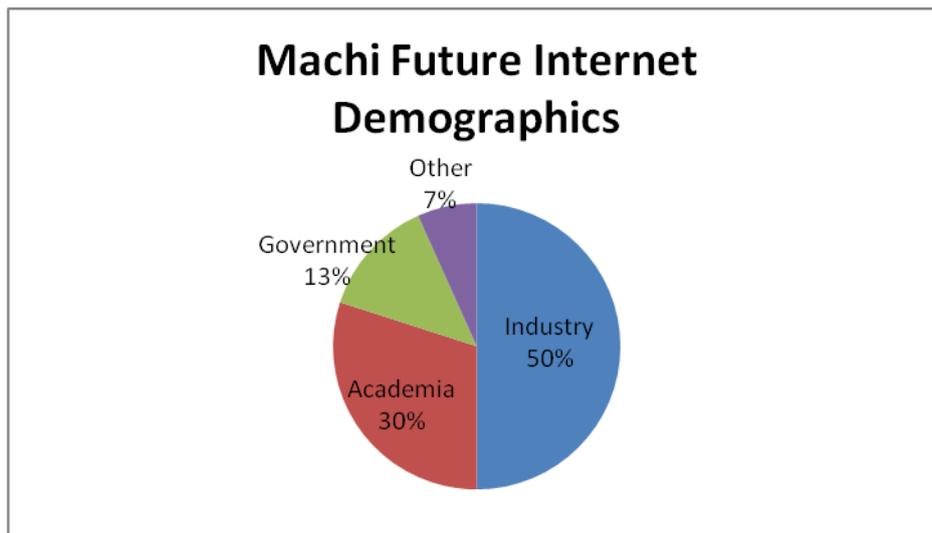
In Chile the launch and set up was supported by three industrial chambers: GECHS (Asociación Gremial de las Empresas Chilenas Desarrolladoras de Software), AIE (Asociación Industrias Eléctricas Electrónicas) and ACTI (Asociación Chilena de Empresas de Tecnologías de la Información).

Another key for success was the active participation of the area of International Relations of CONICYT, the Science and Technology governmental entity who helped in the dissemination of the Technology Platform since they understood that it is a fundamental tool for fostering the Chilean participation in R&D activities. Another high impact fact was that the C.I.O. of the Chilean State has personally supported the project.

Finally, it is important to emphasize that MACHI members have been permanently informed and contacted in order to inform them on the progresses of the creation of the platform. This activity was very important since it shaped a confident relation between the members of the platform and MACHI Secretary, ALETI.

In the following graphic, it is showed the percentages of representation that each sector has in MACHI:

³ Digital Development Strategy 2007-2012 [http://www.estrategiadigital.gob.cl/files/Digital%20Strategy_CHILE.pdf]



Finally, it is of main importance to emphasize that the major portion of MACHI members received a specific follow-up during the year. With follow-up, we mean that they were continuously contacted in order to inform them the progresses of the project. This activity was very important since it shaped a confident relation between the member/potential members and MACHI Secretary, ALETI.

Brazil

The Brazilian team started to work in the dissemination of FIRST European platforms in September 2010, when the concept started to be built. With this new concept the FIRST Brazilian team had been associated with SUCESU to build the Platforms. This association result in a MoU that is going to be discussed with FIRST coordinators. With this MoU signed, SUCESU and FIRST Brazilian team shall start the definition of the Vision and Governance documents and then Launch the Brazilian Platform.

Colombia

CINTEL has performed all the expected actions in this task, successfully concluding them with the official launch of the Colombian Technology Platform of Future Internet (RECIIF) - on October 29th 2010.

"RECIIF will be for the year 2012 the national meeting place par excellence of the Colombian Industry and Academia, a national reference point for the government and the international reference point for the promotion and creation of R&D&I projects on Future Internet that contribute to the development of ICT sector and society in the country, allowing Colombian R&D&I efforts to contribute to the goal that all Colombians access the virtual world anytime, anywhere and through any device"

In its official launch the official governance and vision of the platform were publicly presented, thus reaching all the measures of success expected for this task and with an advancement of 4 months with respect to the planned work plan.

In particular RECIIF has 3 thematic working groups on the following fields:

- F*- Mobile and wireless communications (Mirror of Net!Works ETP)
- F*- Networked & Electronic Media (Mirror of NEM ETP)
- F*- Software & Services (Mirror of NESSI ETP)

CINTEL developed the first version of the governance rules and the vision document of the Colombian Technology Platform based on the draft versions distributed by ROS that were based on models from the European Technology Platforms, inputs provided by the members of the Steering Council of RECIIF and a survey of R&D&I topics of interest. The documents have been evolving according to the revisions performed by the steering council members and will be officially signed by the members of RECIIF's Steering Council during the third national event.

CINTEL has also published on December **RECIIF's official website** that is available at www.cintel.co, under the action line: "Research and Innovation". This website provides the basic information of the technology platform and is open for new entities to join. Improvements of the website are permanently being implemented.

Mexico

The Mexican Technology Platform (MTP) is comprised by diverse Thematic Workgroups (TWGs), which are entities with a specific knowledge interest, ICT-industry (Information and Communication Technology) oriented, but with a significant participation coming from institutions and organizations involved in research and development.

This joint effort aims to define a long-term Common Vision for Mexican positioning in each one of the different interest areas addressed by the TWGs, with their respective Strategic Research Agendas (SRAs) focused on strategically relevant topics, with a significant social impact. It is intended to support the achievement of national strategic objectives, related to growth, competitiveness, and sustainability, through a significant participation coming from ICT in the mid and long term.

On November 9th 2010, it was defined and implemented the Steering Council of the Mexican Technology Platform (MTP) in the ICT day & Interactive Workshop, Mexico 2010. This event was organized by FIRST and Pro-IDEAL projects, whose venue was the Universidad Autónoma de Hidalgo at Pachuca, Mexico. It was carried out in order to identify R&D priorities in Mexico about ICTs and select the Steering Council members of the MTP, as well as the definition of the organization's vision, mission, and governance.

The event was graced on the presence of Dr. Klaus Pendl, from European Commission DG Information Society and Media Research Programme Officer. Around 60 representatives of the industry, government, and research institutions of different states of the country attended this event; among them there were applicants for different positions in the Steering Council and Presidency. Their interest was to set up the MTP.

The Steering Council was formed by voted persons and entities in order to fill out the sites on the organizational structure of Mexican Technology Platform:

- President of the Steering Council

- Leaders of the different Thematic Work Groups (eMobility-Mex, NESSI-Mex, NEM-Mex, ARTEMIS-MEX, and eHealth-Mex)
- Observers (governmental and nongovernmental organizations supporting the R&D)
- Group operators of ICTs companies (Associations, Chambers and so on)
- Scientific Committee (Researchers networks)
- Secretariat

The action plan for MTP's consolidation for the upcoming months was established. This included: the official launching of the MTP, development of thematic working group meetings for generating research and action lines, approach of Mexican thematic working groups with their European counterparts, recruitment of more companies which are members of the different ICT clusters of the country, generation of first proposals for obtaining funds of the Seventh Framework Programme (FP7) on the part of the different thematic working groups members, and set the place and date for the next Steering Council meeting.

3 MAIN RESULTS

Deliverable 3.1 was produced that compiles the Governance and Vision documents for the LatAm for 4 countries: Argentina, Chile, Colombia and Mexico. The Governance document includes the Governance Structure of each Platform and the Composition of the Steering Council. The approval of the Governance and Vision documents and the approval of the composition of the Steering Council were performed at the second National event of the LATPs in Argentina, Chile, Colombia and Mexico.

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The official signature of the LATP Governance and Vision documents is forecasted at the LATP first national event during year 2 (first semester 2011) as forecasted in the Annex_I.

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4 TEMPLATES

Governance and structure

Letter of Interest in becoming member of LATP

Steering Council candidature

Strategic Vision Document

SRA-Skeleton

Project proposal form

Governance Model

Latin American Technology Platform

www.latin-american-technology-platforms.eu

Draft provided by the FIRST project

Version 0.0

August 2010

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1. Introduction: Scope and principles of the platform

This document describes the governance rules which are used in the **[Name of the LATP]** Technology Platform. The objective of the Governance is to have a clear and simple management structure, which allows the effective operation of the platform and permits that the majority of the effort is devoted to the development and promotion of the platform priorities.

The intended scope of the **[Name of the LATP]** is to:

- F*- provide a unified view for research in the field of Future Internet;
- F*- Identify a shared strategic research agenda based on technological and economic considerations;
- F*- coordinate implementation of the research objectives;
- F*- demonstrate the potential application of research results to existing business processes as well as in new products and services;
- F*- continuously analyse relevant state-of-the-art technologies, including the opportunities offered by available approaches and the appearance of new paradigms;
- F*- Continuously analyse the state of the Future Internet industry and the economic impact of the research undertaken. This will provide real economic data for the definition of future research directions; and
- F*- Establish the strategies to speed up the realization of the vision of the platform, including support to public policies.
- F*- This document sets out the governance framework for the **[Name of the LATP]** – setting the parameters and providing guidance for coordinating its activities.

The **[Name of the LATP]** is based on the following principles:

- F*- the platform is industry-driven; and
- F*- Participation in the platform is open. All major stakeholders from the Future Internet field in **[COUNTRY]** have the opportunity to join the platform and contribute to the activities of the platform.

The **[Name of the LATP]** has set up a support structure capable of working in a consistent manner, characterised by: openness, effectiveness, efficiency, and readiness to respond to the needs of the **[NAME OF THE LATP]** stakeholders.

Membership of the **[NAME OF THE LATP]** is open to all by registering via the webpage of the FIRST project that promotes the creation of the platform (www.latin-american-technology-platforms.eu). Once the FIRST project finalises, the platform will develop its own website.

A particular focus of the initiative is to ensure that SMEs are well represented, to maximise the benefits of the platform to the economy of **[Country]**.

2. The [NAME OF THE LATP] Governance Structure: Basic Elements

The [NAME OF THE LATP] governance is based on the following structure:

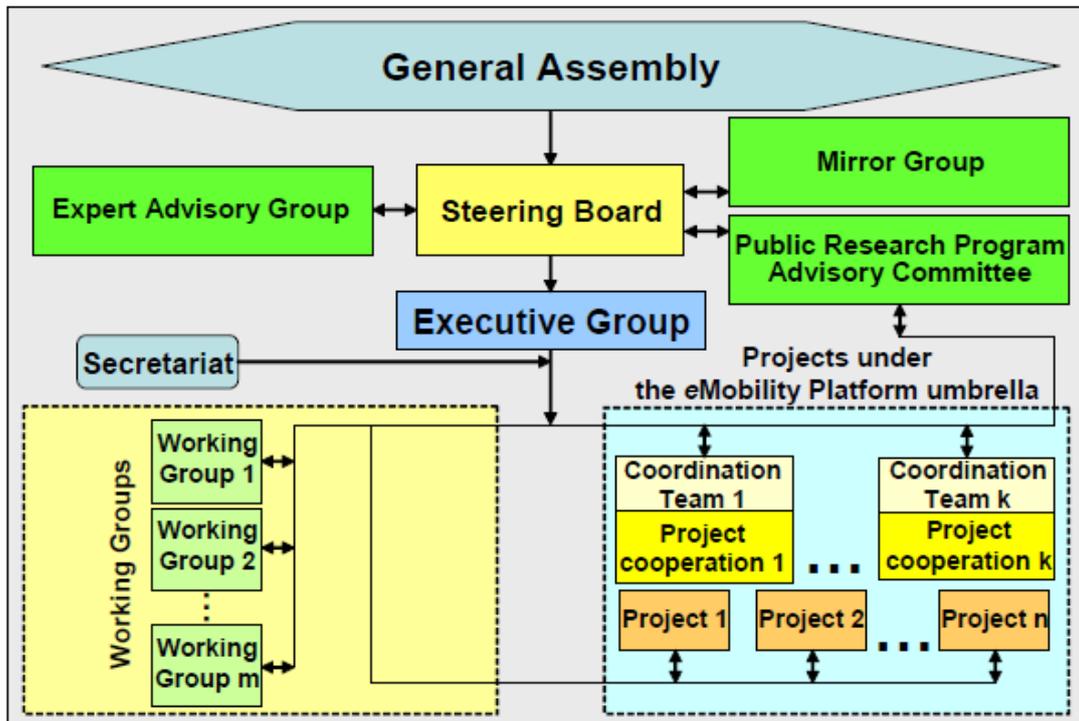


Figure 1: Potential eMobility Platform structure

- F-* The [NAME OF THE LATP] **General Assembly** assembles all interested stakeholders. Membership is open to all and members will be encouraged to actively participate in [NAME OF THE LATP] events and contribute to [NAME OF THE LATP] activities (e.g. updating the [NAME OF THE LATP] Strategic Research Agenda). General Assembly members elect the [NAME OF THE LATP] Steering Council, endorse the Strategic Research Agenda as well as the policies and content of the initiative. All members are welcome to participate in the GA meetings.
- F-* The [NAME OF THE LATP] **Steering Council**, involves a representative set of players of all domains of the Future Internet field, representing the [country] industrial and academic environment. They define the strategic vision and the key orientations of the platform, aiming at converting the [NAME OF THE LATP] vision into a strategic agenda, and setting the operational goals for achieving this agenda. The Steering Council members, through their participation at this level, are displaying their commitment to significant research investment in the [NAME OF THE LATP] domain over at least the next 5 to 10 years.
- F-* A [NAME OF THE LATP] **Chairperson** is appointed by the Steering Council as a representative role held by a senior person from the [NAME OF THE LATP]

community who is prepared to interact at senior level with other industry players and key representatives from the International and national Public Authorities.

- F-* The **Steering Council** may decide to set up **[NAME OF THE LATP] new Working Groups** with focused activities open to all members of the **[NAME OF THE LATP] General Assembly**, with the specific goal of progressing one or more parts of the **[NAME OF THE LATP] SRA** or other work items. Their terms of reference are defined by the Steering Council and endorsed by the General Assembly.
- F-* **Steering Council Observers:** Additional parties, who will be the nominated representatives of several key organisations, will be invited to participate in the activities of the Steering Council to facilitate the synchronisation of **[NAME OF THE LATP] activities** with their organisations. The Steering Council observers will be required to sign the **[NAME OF THE LATP] 'Letter of interest'**.
- F-* The **[NAME OF THE LATP] Secretariat** is a fixed secretariat providing the working infrastructure for the **[NAME OF THE LATP] platform**. This includes managing the communications, document support, meeting support, handling publications, and representing the **[NAME OF THE LATP]** where appropriate. For the period from **[date of signature of the vision and governance]** to December 2011, the activities of the **[NAME OF THE LATP] Secretariat** will be supported by the Support Action project FIRST. After this project, the platform must be self-managed and self-supported by its own members.

3. **[NAME OF THE LATP] General Assembly**

The General Assembly should represent a broad membership from all interested stakeholders in order to take into account in the activities the views and interests of all sector actors and active players. Any

- F-* legally established corporation and individual firm, partnership, university and research institute, government body or international organisation,
- F-* based in **[Country]**,
- F-* supporting the mission and vision of the **[NAME OF THE LATP] Platform** and
- F-* confirming to be committed to the active participation in the ongoing and future framework programmes

can apply for membership in the **[NAME OF THE LATP] Platform General Assembly**.

Each organisation should declare in its membership application, to which Stakeholder Group

- F-* Large industry
- F-* SMEs
- F-* research domain (universities, R&D centers)
- F-* Observers (associations, chambers, R&D agencies, Ministries, etc)

it belongs to.

[NAME OF THE LATP] General Assembly membership is open to every organisation that is willing to assist in the implementation of the [NAME OF THE LATP] Vision, make it happen and contribute to the investment in R&D activities.

[Name of the LATP] must hold at least one General Assembly meeting per year. Two could be considered normal operation. Every [NAME OF THE LATP] member organisation registered in the General Assembly has the right to participate in the meeting and vote on the issues presented. There is one vote per registered member organisation.

The Chairperson of the [NAME OF THE LATP] Steering Council is responsible for calling, convening and chairing the General Assembly meetings. The notice for the [NAME OF THE LATP] General Assembly meetings should go out two months in advance.

Notification of issues for decision must be provided with the meeting notification and all supporting information and the final agenda must be available not later than one month before the meeting.

Extraordinary General assembly meetings may be called at any time by 25% of the [NAME OF THE LATP] General Assembly members or 50% of the [NAME OF THE LATP] Steering Council.

Responsibilities of the General Assembly members

The main responsibilities are:

- F-* Election of Chairperson and Vice-Chairpersons for the General Assembly.
- F-* Election of the members of the Steering Council and the Working Groups coordinators.
- F-* Decision on accepting new members in the Platform.
- F-* Decision on suspension, exclusion or expulsion of members in the Platform.
- F-* Contribute to the Strategic Research Agenda, reports and recommendations.
- F-* Contribute to the workplan for the establishment of Working Groups and the preparation of project proposals.

Each member of the General Assembly can submit contributions to the Steering Council for review on the Strategic Research Agenda, the vision or the roadmap for future cooperation.

The General Assembly will review the work done by the Steering Council and the Working Groups.

Consensus

As a matter of principle, all the governance bodies of the platform seek to take decisions by unanimous consent. The Chairperson and the Secretariat shall make every reasonable effort to facilitate consensus amongst the members of the General Assembly.

If unanimity is not achievable, then consensus -- that is, the absence of sustained opposition to a position which is supported by a broad majority -- is an acceptable basis for agreement on a position, a statement or a course of action. Members undertake to only sustain opposition to a broad majority view in situations where, in their view, their own highly important interest is threatened. If a vote shall be held, the results shall be recorded even when consensus has been reached.

Voting rules

Routine operational decisions are taken by consensus; voting is reserved for significant decisions, where traceable evidence is required, or if required by any voting member. Vote in the various governance bodies is to be done on a per organization basis, with one vote per eligible organization.

Organizations shall designate the voting member in the General Assembly and the Steering Council by name. Organisations may temporarily or permanently replace the voting member by a deputy, who is another member of their organization, after notification to the Chairperson of the Steering Council and the Secretariat.

There shall be no voting by proxy.

Voting is done on a 75% majority basis, as determined by either total number of members eligible to vote or the number of voting members present, as specified. Simple majority voting shall not be used to take decisions in [NAME OF THE LATP].

Votes shall be cast by secret ballot in the case of election of officers of the Steering Council, in disciplinary matters, or when requested by two or more members of the voting community. All other votes shall be done by show of hands.

4. [NAME OF THE LATP] Steering Council

The Steering Board is the governing body of the [NAME OF THE LATP] Platform.

The [NAME OF THE LATP] Steering Council may have up to [40 members] representing reasonably to all stakeholders groups, the leading players involved in the scope of the [NAME OF THE LATP] vision. The constitution of the Steering Council shall reflect the need for adequate representation of all industry sectors and stakeholders, including SMEs and Academia in the country.

Steering Council composition:

The [NAME OF THE LATP] Steering Council must always have a balanced composition from the industrial sectors as well as appropriate observers from relevant organisations as deemed appropriate by the Steering Council. To support this there will be nominal quotas for the different stakeholders groups on the Steering Council.

Steering Council members should be key actors in the [Country] Future Internet sector. In their Steering Council role they will primarily represent a field of activity or industry sector interests in the [NAME OF THE LATP] context.

The ideal balance of the [NAME OF THE LATP] Steering Council is to have adequate representation from all relevant sectors, including:

- F*- Large industry
 - Minimum of 3 members
- F*- SME's

- Minimum of 6 entities

F- Academia and Research Centres

- Minimum of 6 entities

F- Observers

- No restrictions

This balance is subject to review by the Steering Council prior to every Steering Council election. The Steering Council has the right to introduce new categories and to delete existing ones if they are no longer appropriate.

Companies being proposed for the Steering Council must select for themselves which category they wish to represent and demonstrate suitable competence and activities to justify their ability to represent this sector.

Additional observer positions may be identified to complement [NAME OF THE LATP] activities.

Election to the Steering Council

The [NAME OF THE LATP] Steering Council is to be elected by the [NAME OF THE LATP] General Assembly. Elections for available positions must be notified to the General Assembly at least 40 days in advance of the meeting. The elections at the meeting will be by simple majority of the votes from registered members present.

Votes are on the basis of one per member.

Eligibility for Steering Council membership

Steering Council membership is held by organisations, but it is required that the organisation nominates a specific person to participate in the Steering Council on a regular basis.

Any registered [NAME OF THE LATP] member may propose his organisation as a candidate for a Steering Council post if the post available is in line with the competence of his organisation. The Secretariat is responsible for advising candidates if they are not deemed appropriate for the post to which they have nominated themselves.

No member may nominate another member without the written agreement for the nominee organisation.

Term of Secretariat for Steering Council Members

Steering Council members elected at a General Assembly are elected for a two-year term. The term begins at the General Assembly where they are elected and ends at the corresponding

General Assembly two years later. At the end of the term the post comes vacant and the members must be re-elected by the General Assembly if they wish to continue on the Steering Council.

Chairperson, Vice-Chairperson of the Steering Council

The members of the Steering Council will select a Chairperson and if appropriate number of Vice-Chairpersons (Each Vice-Chairperson shall have a concrete role such as VC for Public relations, or VC for research activities, etc.). They will serve for a 2-year period of Secretariat to coincide with the Steering Council elections. They may be re-appointed for several terms. If more than 50% of the Steering Council has been elected at a General Assembly a new election could be held if deemed appropriate.

Responsibilities of the Steering Council

The Steering Council has the ultimate responsibility for the development and dissemination for the [NAME OF THE LATP] Strategic Research Agenda.

The Steering Council is also responsible for ensuring that the [Name of the LATP] is operated in an open and effective manner where participation from all is welcomed and the working structures are minimal but effective.

Voting on any issue is on a one vote per Steering Council member basis and all decisions except budgets require a simple majority. Budget decisions (and any decision with a financial liability implication) require a 75% majority. During the time in which the FIRST project supports the platform any economical support from the project will be conditioned to the project internal rules, budget and EC procedures for managing the funds.

The organizations involved in the [NAME OF THE LATP] Secretariat, at this stage [names of the entity or entities that will run the secretariat], are honorary members of the Steering Council. They are full participants of the meetings but do not have formal votes. However, these entities may also be elected as Steering Council members and thereby obtain voting rights. Observer roles are also non-voting.

The [NAME OF THE LATP] Steering Council will meet as required. Two-three times per year is seen today as the appropriate periodicity.

In summary, the main responsibilities of the Steering Council are:

- F*- Proposal of the Steering Council Chairperson and three Vice-Chairpersons. The Chairperson will also chair the General Assembly.
- F*- Implementation of the [NAME OF THE LATP] Platform Vision.
- F*- Initiation of the elections of Steering Council members in the General Assembly in time.
- F*- Guidance on strategic direction, conflict resolution and the related proposals for the General Assembly.
- F*- Decision on changes in the organisational structure.
- F*- Development and approval of the Strategic Research Agenda, of reports and recommendations.

- F- Development and approval of the workplan for the establishment of Working Groups and the preparation of project proposals.
- F- Launching of complementary and cooperating project proposals by taking into account contributions of the General Assembly.
- F- Handling of membership issues such as accepting new members in the the [NAME OF THE LATP] Platform.
- F- Proposals for suspension, exclusion or expulsion of members in the the [NAME OF THE LATP] Platform.
- F- Organisation of General Assembly meetings with the support of the Secretariat.
- F- Organisation of voting procedures by e-mail in the General Assembly.

Leaving the Steering Council

Any Steering Council member may resign from the Steering Council at any time but their liability will end at the end of their official term of Secretariat.

Steering Council members who do not attend two consecutive meetings will be deemed to have resigned from the Steering Council and, subject to a confirming decision of the Steering Council, their post will be made available for election at the next GA.

The appointed representative of each Steering Council member is expected to serve in a personal capacity on the [NAME OF THE LATP] Steering Council. The appointment of a substitute is possible but two consequent absences of the appointed representative will be noted as one *non-participation*. In exceptional circumstances, e.g. change of organization, a Steering Council member may propose a new representative.

Official term of the 1st [NAME OF THE LATP] Steering Council

The first [NAME OF THE LATP] Steering Council was a recommended composition made by the promoters of the platform with the support and advice of the FIRST project. For functional reasons, this initial Steering Council will be considered as valid until the first General Assembly takes place, when all the positions will be elected.

5. [NAME OF THE LATP] Secretariat

The [NAME OF THE LATP] Secretariat provides a secretariat function to [NAME OF THE LATP].

Operational decisions will be made on the basis of Steering Council decisions. The [NAME OF THE LATP] Secretariat will have an appointed representative from the entities that compose it.

The Secretariat reports to the Executive Director [NAME OF THE LATP] Chairperson and the Steering Council.

6. Working Groups

[NAME OF THE LATP] uses a structure of Working Groups to perform specific tasks, notably:

- F- Aaa

F- Bbbb

F- Ccc

F- Ddd

F- Eee

F-

These Working Groups are created by the Steering Council in order to facilitate the internal organisation and the liaison with the European Technology Platforms.

In general, Working Groups are open to the [NAME OF THE LATP] all members through a process defined below.

The lifetime of each working group is determined on a case-by-case basis, depending on, for example, the breadth of scope and the contribution made to the Strategic Research Agenda. The Steering Council decides on continuation at the end of this period and sets a date for subsequent review.

7. Participation in Working Groups

(a) Members of the platform are encouraged to express their interest in joining Working Groups, according to their interests, capacities and future expectations.

(b) On the basis of subsection (d) below, members of the [NAME OF THE LATP] can join [NAME OF THE LATP] Working Groups. Any external invited party will be required to become [NAME OF THE LATP] Member.

(c) Industry associations are welcome to participate in the [NAME OF THE LATP] but will not be selected to join Working Groups. All the entities that form a WG must be capable to perform R&D activities and join R&D projects.

(d) Notwithstanding the above criteria, the candidates will be selected based on their motivation to the objectives of the [NAME OF THE LATP] and their ability and commitment to contribute to the Working Group. Previous participation to the [NAME OF THE LATP] activities and other EU research projects will be taken in consideration as key indicators of the above. The overall balance and efficiency of the Working Group will be considered as well.

8. Working practice

[NAME OF THE LATP] will develop the Vision and the Strategic Research Agenda together with position papers, opinions, recommendations and reports as necessary. These documents will be communicated to the country government, the European Institutions (Including ETPs and European Commission), the relevant non-governmental organisations and all stakeholders. Copies of these documents will be made available to the public (e.g. by web site) upon request.

In performing the functions of its mission, [NAME OF THE LATP] may be supported by ad-hoc Groups. On [NAME OF THE LATP] advice and request, the Steering Council may set up

Working Groups of limited duration to deal with particular issues of special concern to its mission.

[NAME OF THE LATP] will endeavour to consult with established advisory bodies and high level groups on relevant issues of networked and electronic media research.

[NAME OF THE LATP] will instigate and maintain an awareness programme to improve the profile and perception of the [Name of the LATP] worldwide with particular focus on Europe and the European Technology Platforms.

9. Production of the [NAME OF THE LATP] SRA

The SRA will reflect the key challenges to achieve the Vision and in doing so, will identify the main research areas to be addressed.

The [NAME OF THE LATP] Steering Council will establish the process of preparation and later updates of the Strategic Research Agenda. The first version of the SRA must be completed before April 2011.

[NAME OF THE LATP] will determine the scope and content of the Strategic Research Agenda in accordance with the Vision. The content of the Strategic Research Agenda will be presented in an agreed format.

The Strategic Research Agenda will not be a detailed research work programme; the formulation of such work programmes is the responsibility of competent organisations in the public or private sectors;

[NAME OF THE LATP] will determine specific priorities in the Strategic Research Agenda. The selection of priorities carried out on the basis of objective criteria established by [NAME OF THE LATP] will take into account relevant policies (e.g. competition, trade, information society, industry/IPR's, environment, safety, employment, education, etc).

The Strategic Research Agenda will be a statement of research priorities, including timing and identification of the necessary actions to be taken.

10. [NAME OF THE LATP] Intellectual Property and Confidentiality Policy

For individual research and technology development projects under public programmes such as Framework Programme 7, intergovernmental, national or regional programmes the IPR provisions of the respective public programmes and of the project specific consortium agreement will apply.

All contributions to the Strategic Research Agenda should have a legal status that the material can be published. Material submitted for the SRA must be free of any IPR or copyright restrictions and may be included in [NAME OF THE LATP] documentation without restriction.

This is inherent in [NAME OF THE LATP] working group participation and if any company or individual is not in agreement with this they should not participate in the [NAME OF THE LATP] discussions.

The [NAME OF THE LATP] public documents are the property of the [Name of the LATP] and will be copyrighted as such.

Anyone seeking to use all or part of the [NAME OF THE LATP] documentation in any form must seek permission from the [NAME OF THE LATP] Steering Council.

The documents and discussions of the [NAME OF THE LATP] executive functions (Steering Council, Executive group, etc.) are confidential to the participants in those groups and may not be distributed outside of those groups without the respective permission. In exceptional cases the [NAME OF THE LATP] Chairperson has the authority to decide to share some information externally if he/she believes it is in the interest of the [Name of the LATP].

Membership of the [Name of the LATP] includes agreement to and the promise to adhere to these IPR rules.

The confidentiality rules apply for three years from receipt of any information and they remain in force even if any individual or company leaves the [Name of the LATP].

11. Endorsement of project proposals and projects

If an institution or a consortium expresses its intention to submit to an RTD funding source an RTD proposal with the [Name of the LATP] label, or to use the [Name of the LATP] label in an ongoing project, the Steering Council shall approve it.

12. Use of the [Name of the LATP] brand

The [Name of the LATP] brand (including the acronym and logo) shall be associated with all publications approved for release by the Steering Council. The Office shall have the right to use the [Name of the LATP] letterhead to conduct regular platform business and accomplish their assigned mission.

The [Name of the LATP] brand may be used on the public [Name of the LATP] web site managed on behalf of the Steering Council. The [Name of the LATP] brand may be used on banners, displays, and printed material associated with events organized or sponsored by the [Name of the LATP]. As a matter of principle, the [Name of the LATP] brand shall never be used as a point of focus in the promotion of any organization or party.

Partners are authorized to mention their partner status and use the [Name of the LATP] logo in commercial documentation, providing the [Name of the LATP] brand is not a point of focus in the promotional message.

All other usage of [Name of the LATP] brand is subject to approval of the Steering Council.

13. Leaving the [Name of the LATP]

Members may resign at any time by sending a letter to the [NAME OF THE LATP] Secretariat. The resignation becomes effective at the end of the calendar year following receipt of the letter. Letters received after the 30th November in any year will take effect from the end of the following year.

This applies also for members of the Steering Council or the Executive Group with the additional requirement that they step down from whichever role once they have announced their resignation.

14. [NAME OF THE LATP] Discipline Procedures

If a member of the [Name of the LATP] is considered to be acting against the interests of the [NAME OF THE LATP] the first action will be for the Chairperson to contact the member and ask for an explanation and a complete stop of the offending behaviour.

If there is a continuation of the problem the Chairperson has the right to suspend the offending member until the next Steering Council where the issue must be discussed. The offending member has the right to be invited to part of the Steering Council meeting to present their side of the issue.

If the Steering Council decides that the member should not be allowed to continue in the [NAME OF THE LATP] platform they must present a recommendation to the next General Assembly to withdraw membership from the offending member. The offending member will remain suspended during this time.

The Steering Council and the member must present their views in less than 10 mins each at the next General Assembly and the forum must decide if the member will be removed from the initiative. A two-thirds majority of members present at the General Assembly is necessary for such a decision to be passed.

An excluded member must wait at least 18 months before re-applying for membership.

15. Validity of these rules for the [Name of the LATP]

These rules enter into force on adoption by the Steering Council and approval by the general assembly.

They will remain in force until the decision is taken by the Steering Council or the General Assembly to end the [Name of the LATP].

Discussions on amendments to these rules may be started at any time on request of more than two Steering Council members.

The adoption of amendments to these rules requires a two-thirds majority of the Steering Council.

Letter of Interest in the [NAME OF THE LATP]

stated by

[Name of the organisation].

– hereinafter referred to as PARTY.

1. PARTY expresses its interest in the INITIATIVE named [NAME OF THE LATP].
2. For the PARTY, [NAME OF THE LATP] represents a very interesting supplementary/complementary way of sharing ideas, exploiting R&D results and discuss further innovation activities. This would be a unique chance to support the Research activities in [Country] in the field of Future Internet.
3. PARTY agrees with the general [NAME OF THE LATP] Vision: “Promote research and development activities in the field of Future Internet in cooperation with European researchers under the Seventh Framework Programme”.
4. PARTY expresses its intent to join the [NAME OF THE LATP] Steering Council as observer entity, offering support and collaboration, without any requests of financial support from the [NAME OF THE LATP].
5. PARTY agrees to abide by all terms and conditions specified in the document “[NAME OF THE LATP] Governance”¹ and revisions thereof, and accepts the working practice and organisation structure established by [NAME OF THE LATP].
6. PARTY agrees to have its name and/or affiliation (as applicable) used by [NAME OF THE LATP] for communication and advertising purposes, without any compensation, financial or otherwise.

Place, date

[signature and stamp]

Signed on behalf of PARTY

¹ PARTY accepts all terms and conditions of the document “[NAME OF THE LATP] Governance” by extension. PARTY notes that specific language addresses ownership of intellectual property and the use of the NESSI name and logo.

First

[NAME OF THE LATP] Steering Council Candidature Form

Organization Name:

Category (Large Industry, SME, Academia-Research):

Official Organization Representative Person:

Last Name	:	
First Name	:	
Title	:	
Phone	:	
Mobile phone	:	
Fax	:	
Email	:	
Address	:	
Town	:	
Zip	:	
Country	:	

Official Organization Deputy Representative Person:

Last Name	:	
First Name	:	
Title	:	
Phone	:	
Mobile phone	:	
Fax	:	
Email	:	
Address	:	
Town	:	
Zip	:	
Country	:	

Short description of the organization, position within the Future Internet in [Country] (max one page):

Statement of commitment to the [NAME OF THE LATP] Vision and objectives

[Empty box for text entry]

Vision 2020 (template)

Latin American Technology Platform

www.latin-american-technology-platforms.eu

Draft provided by the FIRST project

Version 0.0

August 2010

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1. Introduction

Internet is already an essential part of our society, each day more present in our daily life, It has changed our life but it has the potential to transform it even more. We are foreseen a new internet where Immersive, 3D applications will be protagonist. In this new scenario, the differences between real world and the virtual world accessed by internet will not be clear. We shall have access to products and information that are not close to where we live and, perhaps more important, we shall be able to experiment a different way of life. Internet demands are also continuously increasing, and research is becoming essential to achieve necessary improvements to satisfy these demands in terms of ubiquity, reliability, mobility, efficiency or security.

Nonetheless, the Future Internet is not a prediction but a goal to be attained in response to the current limits of the Internet to meet complexity and sufficient quality standards. And the stakeholders of this research effort are responsible for enabling the technologies, the standards and the methodologies. From the technical point of view, this future Internet should be global, ubiquitous, accessible, trustable, sustainable, omni-media, scalable, adaptable, and personalized, and SatComs will play an important role in achieving these objectives.

It is time of thinking in a Future Internet. This document aims at contributing to give a coherent vision of the [Country] ICT actors about Internet in the upcoming future by the provision of new ideas, convergence between the technical and non-technical perspectives, providing recommendations on policies and roadmaps that could foster the active participation of the local industry, academia and a broad scope of organizations in the development of the infrastructures and services for the future networked society.

The main objective of the [NAME OF THE LATP] Technology Platform is to foster and promote a consistent approach to R&D activities in [Country] in collaboration with the European Technology Platforms and having the Seventh Framework Programme as the reference basis for R&D in the Future Internet field.

The [NAME OF THE LATP] gathers most of the relevant stakeholders in [Country] in the field of Future Internet and from a R&D perspective and as a consequence this document represents a key milestone in the promotion of R&D activities in cooperation between [Country] and the EU.

The [Country] Vision-2020 in Future Internet provides a high level analysis of the technological panorama of [Country] and beyond, and as consequence of this analysis a set of recommendations have been produced in order to guide the research priorities for the medium and long term.

This document shall be considered as the central pillar and guidance for the [NAME OF THE LATP] Technology Platform in all its future activities, such as the production of the SRA, and the implementation of the SRA through R&D projects.

Antonio Alfaro,

Rose Vision CTO

FIRST Project coordinator

2. Future Internet: An essential tool for enhancing economy, society and culture

I will write this section and distribute a draft chapter to you in a few days.

3. Research priorities and global initiatives in Future Internet

I will write this section and distribute a draft chapter to you in a few days.

4. Our Vision for [Country]-2020 in the Future Internet field

This is the chapter that each LATP has to focus on. Check other Vision documents from other platforms and

4.1. Vision on [Thematic one: NEM or eMobility or NESSI, or any other] (Between 1 or 2 pages max)

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SRA skeleton (template)

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Version 0.0

August 2010

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1. Introduction

Mr. XXXXX

Chairperson of the [NAME OF THE LATP] Technology Platform

2. State of the art and future trends

3. Research priorities in the Future Internet field

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xxxx

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Xxxx

3.3. Research priorities on [Thematic one: NEM or eMobility or NESSI, or any other] (compilation of themes, with max. Half-a-page per theme. At least 6-10 themes per chapter)

Xxxx

4. Conclusion

Xxxx

5. Research-Priorities table

Xxxx

FP7 PROPOSAL SCHEME TABLE

Entity presenting the proposal		
Contact person	Name	
	e-mail	
Initiative Title		
Initiative acronym		
Priority and objective	[Choose one from the list in page 2 of this document] [T1-9] or [S1-4]	
Short description of the initiative	[very short: 6-8 lines]	
Your entity (proposer)	<p>Choose one profile for your entity out of the four listed below:</p> <ul style="list-style-type: none"> • Large company • SME • University • Other academic or research organisation • Other association or organization (not research organization) <p>[Describe your entity expertise in 4-5 lines]</p>	
European counterparts profile needed	[Describe the profile of partners needed: 1-2 lines per partner needed]	
Expected outcome of this initiative	[very short: 3-4 lines]	
Expected impact of this initiative	[very short: 3-4 lines]	

FP7 PROPOSAL SCHEME TABLE

LIST OF PRIORITIES:

TECHNOLOGY ORIENTED

T-1	Redes de telecomunicaciones avanzadas (ópticas, inalámbricas, satélite)	Network of the future
T-2	Ingeniería del software y sistemas, cloud computing	Cloud Computing, Internet of Services and Advanced Software Engineering
T-3	Seguridad e identidad en las redes y los servicios	Trustworthy ICT
T-4	Medios audiovisuales y sistemas/motores de búsqueda	Networked Media & Search Systems
T-5	Robótica y sistemas cognitivos para el manejo de redes de objetos complejas multi-variable	Cognitive Systems and Robotics
T-6	Componentes nanoelectrónicos y su integración en sistemas inteligentes	Advanced nanoelectronic components and smart systems integration
T-7	Sistemas embebidos para el control de sistemas complejos	Embedded systems, monitoring and control towards complex systems engineering
T-8	Tecnologías fotónicas	Photonics
T-9	Experimentación, pruebas de campo y social-labs	Future Internet Research and Experimentation

SERVICE OR SECTOR ORIENTED

S-1	TICs para la preservación digital, contenidos digitales y sistemas inteligentes de manejo de la información (incluye tecnologías del lenguaje)	ICT for digital content and preservation, language technologies, etc.
S-2	TICs para la salud (virtualización del ser humano, sistemas de guía y ayuda al paciente, inclusión social de ancianos y enfermos, etc.)	ICT for Health, Ageing Well, Inclusion and Governance
S-3	TICs para la eficiencia energética (distribución eléctrica, de agua, transporte eficiente de personas y	ICT for a Low Carbon Economy (smart grids, transportation, water usage, etc)

FP7 PROPOSAL SCHEME TABLE

	mercancías, etc.)	
S-4	TICs para el acceso a bienes culturales y para la educación	ICT for Learning and Access to Cultural Resources

PLATA

*PLA*taforma Tecnológica Argentina

Argentinean Technology Platform

Vision 2020

Latin American Technology Platform

www.latin-american-technology-platforms.eu

Version 1.0

November 2010

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1.Introduction

Internet is already an essential part of our society, each day more present in our daily life, it has changed our life but it has the potential to transform it even more. We are foreseen a new internet where Immersive, 3D applications will be protagonist. In this new scenario, the differences between real world and the virtual world accessed by internet will not be clear. We shall have access to products and information that are not close to where we live and, perhaps more important, we shall be able to experiment a different way of life. Internet demands are also continuously increasing, and research is becoming essential to achieve necessary improvements to satisfy these demands in terms of ubiquity, reliability, mobility, efficiency or security.

Nonetheless, the Future Internet is not a prediction but a goal to be attained in response to the current limits of the Internet to meet complexity and sufficient quality standards. And the stakeholders of this research effort are responsible for enabling the technologies, the standards and the methodologies. From the technical point of view, this future Internet should be global, ubiquitous, accessible, trustable, sustainable, omni-media, scalable, adaptable, and personalized, and SatComs will play an important role in achieving these objectives.

It is time of thinking in a Future Internet. This document aims at contributing to give a coherent vision of the Argentine ICT actors about Internet in the upcoming future by the provision of new ideas, convergence between the technical and non-technical perspectives, providing recommendations on policies and roadmaps that could foster the active participation of the local industry, academia and a broad scope of organizations in the development of the infrastructures and services for the future networked society.

The main objective of the Argentine Technology Platform is to foster and promote a consistent approach to R&D activities in Argentina in collaboration with the European Technology Platforms and having the Seventh Framework Programme as the reference basis for R&D in the Future Internet field.

The Argentine Technology Platform gathers most of the relevant stakeholders in Argentina in the field of Future Internet and from a R&D perspective and as a consequence this document represents a key milestone in the promotion of R&D activities in cooperation between Argentina and the EU.

The Argentine Vision-2020 in Future Internet provides an analysis of the technological panorama of the country and beyond, and as consequence of this analysis a set of recommendations have been produced in order to guide the research priorities for the medium and long term. Argentine Technology Platform in all its future activities, such as the production of the SRA, and the implementation of the SRA through R&D projects.

Julian Seseña

Rose Vision

FIRST Project coordinator

Our Vision for Argentina-2020 in the Future

Internet field

Argentina is one of the important actors in Latin America regarding ICT. There are several Future Internet areas that show potential in Argentina. In order to identify them is important to take a look at the public policies and vision for R&D. The main governmental institution is the Science and technology Ministry (MinCyT) which is in charge of the design of R&D policies and funds in the country.

The MinCyT has a Social & Productive Innovation Programme (since 2009) in which a specific point aims to boost R&D&i activities of high quality, especially on ICT. The goal is to transfer knowledge to the productive sector by enhancing the bounds between researchers (both public and private R&D centres).

In September 2009, MinCyT published The ICT-Prospective-Project 2020 White Book¹, an effort that gathered more than 150 ICT stakeholders, who sought to identify application, technology and transverse areas that should be promoted in Argentina in the ICT area in Argentina in the coming years.

This ICT-Prospective takes the following vision outlined in the Strategic Plan 2004-2014, within the framework of Blue and White Book:

"Turning Argentina in a relevant actor, as a peripheral country, in the SSI world market." It should be clarified that, despite the fact that the Forum discussed SSI, many of the measures include ICT as a whole or at least partially. In other words, the vision could be expanded to ICT in general and could be redefined as follows:

"Turning Argentina in a relevant actor, as a peripheral country, in the ICT world market".

In this prospective work, it is suggested that the main challenge for Argentina, in terms of Science and Technology, is to change the R&D and innovation model. This change is an unavoidable precondition to overcome a delay of 50 years in the next 20 years. This transformation can be summarized as the passage from linear to nonlinear R&D paradigm. One of the necessary conditions to achieve this is to establish, prioritize and support multidisciplinary R&D programs oriented to the selected specializations. Not from the "scientific offer" but mainly from the demand for knowledge and solutions required by the specializations.

ICT industry and more specifically in hardware and semiconductors differs from other manufacturing industries in that production workers make up a relatively small proportion of the workforce. Technological innovation characterizes this industry more than most others. The extraordinarily dynamic scenario of innovation requires a high proportion of engineers and other technical workers who carry out extensive research and development (R&D)².

The Asian region had firmly established as a site for assembly of electronics products and components and more recently as a designer of new products. These countries, early identify the importance of the global ICT markets and construct a national development project reaching a resounding success. Nonetheless, it would be useless replicate their policies now because the

¹ MINCYT (2009) Libro Blanco de la Prospectiva TIC: Proyecto 2020. Ministerio de Ciencia, Tecnología e Innovación Productiva de la Nación, Buenos Aires.

² United States Department of Labor. - U.S. Bureau of Labor Statistics. <http://www.bls.gov/oco/cg/cgs010.htm>.

window of opportunity of which they took advantage is already mid-way along its life cycle and this region is far ahead in its accumulation in experience for technology production. In spite of this, ICT's fabrication objective would not be abandoned, but the bulk of it would be strengthened in those areas that target high-value low-volume niches, taking advantage of the hyper-segmentation of markets that characterizes the current globalization wave ³.

The main technology areas identified are:

Software Engineering

- Applications and Software creation with other elements
- Ility Engineering
- Semantic of Contents
- Digital integration of data and information
- New trends in engineering requirements
- Complex Systems Architecture
- Hardware-software co- design.
- Digital TV. Networked home integration, value-added applications.

Signals

- Multimedia communication within wireless mobile networks
- Customized broadband services and context awared through high quality optic fiber links
- Broadband seamless mobile Internet access.
- Energy efficient system design.
- Dirty RF technologies for low cost-high performance communications.

Image Technologies

- Object segmentation and quantification in images
- Real time automatic identification and interpretation of objects in images and videos
- Smart methods for tracking sequences in videos
- Illumination models and realism

Embedded systems

- Multi-Modal architectures and computational systems.
- Complex Systems integration.
- Real time embedded systems, architectures and software.
- Smart systems integration. Applications in wide areas monitoring and control; early warning systems; security; health care of mobile patients; power systems monitoring; agriculture and livestock monitoring.
- Agro-ICT technologies for equipment design and automation.
- Biotechnologies support and applications.

Microelectronics and Nanoelectronics

- Design of integrated systems, software y services for design.
- Low Power SOC and SOP
- Applications in Biomedicine, Environmental monitoring, agriculture and energy saving.

In transverse areas, there were identified critical areas where work is needed to support the development of technologies: human resource training, promoting innovation, encouraging the value added development in industry and the Diaspora (how a process of “brain drain” can be a

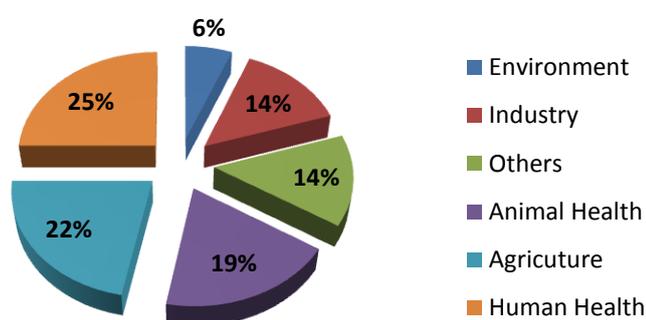
³ Perez, Carlota (2002), *Technological Revolutions and Financial Capital: The Dynamics of Bubbles and Golden Ages*, Cheltenham, Elgar.

gain for the country, using the ability of Argentine foreign experts to guide the training of human resources and improve the profile of productive specialization in the country).

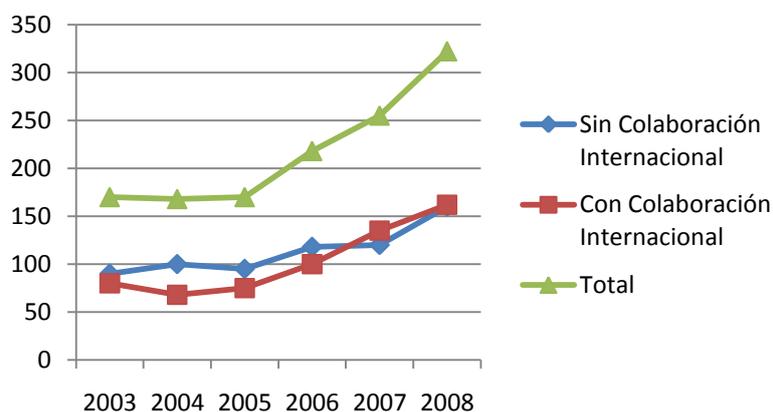
In addition to this, the MinCyT has officially defined three main areas of priority and interest for specific funds. This official announcement is an important validation for the following sectors:

1. Biotechnology
2. Nanotechnology
3. ICT

Biotechnology is a key sector for a country like Argentina that presents a strong agricultural sector. The main areas developed in the country in this field are the following (Source: MinCyT):



Regarding Nanotechnology, it is important to remark the evolution of the academic sector. For example, the following is the evolution of the number of publications of Argentinean researchers (Source MinCyT):



The ICT sector has turned into one of the most important sector for the MinCyT because of the spillover effect that improve other industries competitiveness. Also it represents a tool to create added value and more qualified jobs through the population. The ICT sector in Argentina showed a total spend almost US\$ 12.000 millions in 2008, showing an annual growth of 28% and reaching a 4,4% of the Gross Domestic Product. Inside the ICT sector, almost 70% is focused on Telecommunications. Given the fact that is a quite new sector is important to remark that 1,4% of the total employment is created by the ICT industry.

Argentinean society challenges that attract major research and development efforts are health, education, security and reliability and the agro-food value chain. In these ICT application areas, Argentina has potential, knowledge and experience to become a major player, as a peripheral country, in the medium to long term.

All these specific areas have two main objectives: *Improving the productive process for Industries and improving the life quality of the population.* In order to achieve these goals is of major importance to coordinate the R&D activities and projects with the different needs of the society and the industry. Then, the *Argentinean Technology Platform should work as a support point in which these needs and the respective R&D actors will find a common place to interact properly.* This interaction will be focused on *promoting R&D projects together with the European Union organizations in the field of Future Internet.*

The Technology Platform is the methodology used to create synergy between industry and academia (it is a primary goal to synchronize the developments of the academic sector with the evolution of the productive sector's needs) to increase the country's competitiveness driven by R&D international cooperation projects.

Investing in research is a bet on the future because the supply will be comprised of higher value-added products that satisfactorily meet the demand, FP7 projects are a suitable tool for implementing long-term research. Also, international cooperation should be promoted in those fields previously identified as strategic for Argentinean industry; with the aim of enhancing these areas.

In the long term, it is expected that efforts in R&D will increase productivity and competitiveness along with a more social and territorial cohesion. In order to achieve this last objective it is important to work on the R&D application areas of ICT.

Governance Model

PLATA

FUTURE INTERNET

ARGENTINA

Latin American Technology Platform

www.latin-american-technology-platforms.eu

Draft provided by the FIRST project

Version 2.0

December 2010

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1. Introduction: Scope and principles of the platform

This document describes the governance rules which are used in the **PLATA**¹ Future Internet, name of the Argentinean Technology Platform of Future Internet. The objective of the Governance is to have a clear and simple management structure, which allows the effective operation of the platform and permits that the majority of the effort is devoted to the development and promotion of the platform priorities.

The intended scope of the **PLATA** is to:

- F*- provide a unified view for research in the field of Future Internet;
- F*- Identify a shared strategic research agenda based on technological and economic considerations;
- F*- coordinate implementation of the research objectives;
- F*- demonstrate the potential application of research results to existing business processes as well as in new products and services;
- F*- continuously analyse relevant state-of-the-art technologies, including the opportunities offered by available approaches and the appearance of new paradigms;
- F*- Continuously analyse the state of the Future Internet industry and the economic impact of the research undertaken. This will provide real economic data for the definition of future research directions; and
- F*- Establish the strategies to speed up the realization of the vision of the platform, including support to public policies.
- F*- This document sets out the governance framework for the **PLATA** – setting the parameters and providing guidance for coordinating its activities.

The **PLATA** is based on the following principles:

- F*- the platform is industry-driven; and
- F*- Participation in the platform is open. All major stakeholders from the Future Internet field in **Argentina** have the opportunity to join the platform and contribute to the activities of the platform.

The **PLATA** has set up a support structure capable of working in a consistent manner, characterised by: openness, effectiveness, efficiency, and readiness to respond to the needs of the **PLATA** stakeholders.

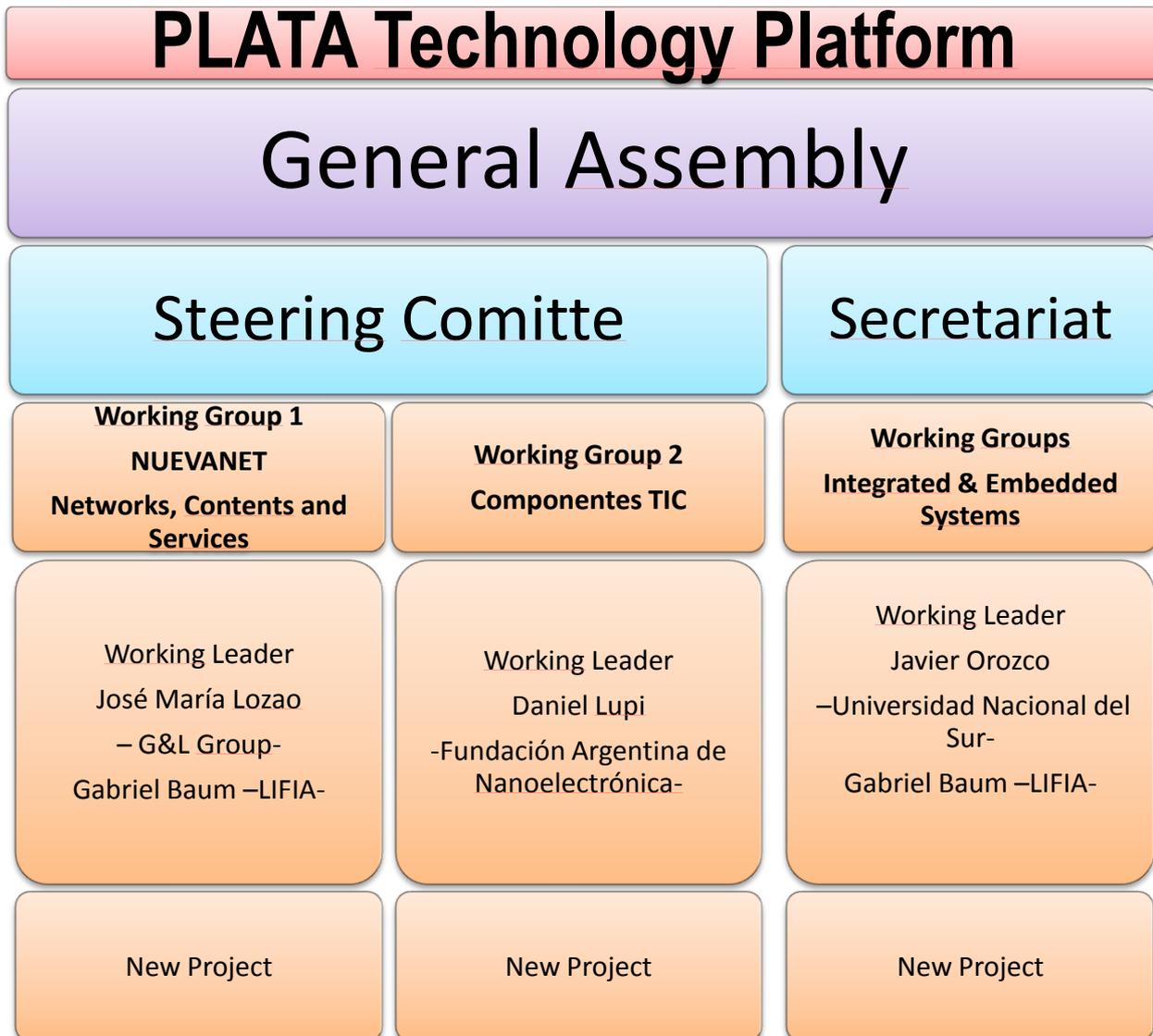
Membership of the **PLATA** is open to all by registering via the webpage of the FIRST project that promotes the creation of the platform (www.latin-american-technology-platforms.eu). Once the FIRST project finalises, the platform will develop its own website.

¹ **PLA**taforma **T**ecnológica **A**rgentina: **PLATA**. Plata means silver in Spanish.

A particular focus of the initiative is to ensure that SMEs are well represented, to maximise the benefits of the platform to the economy of Argentina.

2. The PLATA Governance Structure: Basic Elements

The PLATA governance is based on the following structure:



F- The **PLATA General Assembly (GA)** assembles all interested stakeholders. Membership is open to all and members will be encouraged to actively participate in PLATA events and contribute to PLATA activities (e.g. updating the PLATA Strategic Research Agenda). General Assembly members elect the PLATA Steering Council, endorse the Strategic Research Agenda as well as the policies and content of the initiative. All members are welcome to participate in the GA meetings.

F- The **PLATA Steering Council**, involves a representative set of players of all domains of the Future Internet field, representing the Argentinean industrial and academic environment. They define the strategic vision and the key orientations of the platform,

aiming at converting the PLATA vision into a strategic agenda, and setting the operational goals for achieving this agenda. The Steering Council members, through their participation at this level, are displaying their commitment to significant research investment in the PLATA domain over at least the next 5 to 10 years.

- F-* A **PLATA Chairperson** is appointed by the Steering Council as a representative role held by a senior person from the PLATA community who is prepared to interact at senior level with other industry players and key representatives from the International and national Public Authorities.
- F-* The **Steering Council** may decide to set up **PLATA new Working Groups** with focused activities open to all members of the PLATA General Assembly, with the specific goal of progressing one or more parts of the PLATA Strategic Research Agenda (SRA) or other work items. Their terms of reference are defined by the Steering Council and endorsed by the General Assembly.
- F-* **Steering Council Observers:** Additional parties, who will be the nominated representatives of several key organisations, will be invited to participate in the activities of the Steering Council to facilitate the synchronisation of PLATA activities with their organisations.
- F-* The **PLATA Secretariat** is a fixed secretariat providing the working infrastructure for the PLATA platform. This includes managing the communications, document support, meeting support, handling publications, and representing PLATA where appropriate. For the period from May 2011 to December 2011, the activities of the PLATA Secretariat will be supported by the Support Action project FIRST (ALETI). After this project, the platform must be self-managed and self-supported by its own members.

3. PLATA General Assembly

The General Assembly should represent a broad membership from all interested stakeholders in order to take into account in the activities the views and interests of all sector actors and active players. Any

- F-* legally established corporation and individual firm, partnership, university and research institute, government body or international organisation,
- F-* based in Argentina,
- F-* supporting the mission and vision of the PLATA Platform and
- F-* confirming to be committed to the active participation in the ongoing and future framework programmes

can apply for membership in the PLATA Platform General Assembly.

Each organisation should declare in its membership application, to which Stakeholder Group

- F-* Large industry
- F-* SMEs

F- research domain (universities, R&D centers)

F- Observers (associations, chambers, R&D agencies, Ministries, etc)

it belongs to.

PLATA General Assembly membership is open to every organisation that is willing to assist in the implementation of the PLATA Vision, make it happen and contribute to the investment in R&D activities.

PLATA must hold at least one General Assembly meeting per year. Two could be considered normal operation. Every PLATA member organisation registered in the General Assembly has the right to participate in the meeting and vote on the issues presented. There is one vote per registered member organisation.

The Chairperson of the PLATA Steering Council is responsible for calling, convening and chairing the General Assembly meetings. The notice for the PLATA General Assembly meetings should go out two months in advance.

Notification of issues for decision must be provided with the meeting notification and all supporting information and the final agenda must be available not later than one month before the meeting.

Extraordinary General assembly meetings may be called at any time by 25% of the PLATA General Assembly members or 50% of the PLATA Steering Council.

Responsibilities of the General Assembly members

The main responsibilities are:

- F*- Election of Chairperson and Vice-Chairpersons for the General Assembly.
- F*- Election of the members of the Steering Council and the Working Groups coordinators.
- F*- Decision on accepting new members in the Platform.
- F*- Decision on suspension, exclusion or expulsion of members in the Platform.
- F*- Contribute to the Strategic Research Agenda, reports and recommendations.
- F*- Contribute to the workplan for the establishment of Working Groups and the preparation of project proposals.

Each member of the General Assembly can submit contributions to the Steering Council for review on the Strategic Research Agenda, the vision or the roadmap for future cooperation.

The General Assembly will review the work done by the Steering Council and the Working Groups.

Consensus

As a matter of principle, all the governance bodies of the platform seek to take decisions by unanimous consent. The Chairperson and the Secretariat shall make every reasonable effort to facilitate consensus amongst the members of the General Assembly.

If unanimity is not achievable, then consensus -- that is, the absence of sustained opposition to a position which is supported by a broad majority -- is an acceptable basis for agreement on a

position, a statement or a course of action. Members undertake to only sustain opposition to a broad majority view in situations where, in their view, their own highly important interest is threatened. If a vote shall be held, the results shall be recorded even when consensus has been reached.

Voting rules

Routine operational decisions are taken by consensus; voting is reserved for significant decisions, where traceable evidence is required, or if required by any voting member. Vote in the various governance bodies is to be done on a per organization basis, with one vote per eligible organization.

Organizations shall designate the voting member in the General Assembly and the Steering Council by name. Organizations may temporarily or permanently replace the voting member by a deputy, who is another member of their organization, after notification to the Chairperson of the Steering Council and the Secretariat.

There shall be no voting by proxy.

Voting is done on a 75% majority basis, as determined by either total number of members eligible to vote or the number of voting members present, as specified. Simple majority voting shall not be used to take decisions in PLATA.

Votes shall be cast by secret ballot in the case of election of officers of the Steering Council, in disciplinary matters, or when requested by two or more members of the voting community. All other votes shall be done by show of hands.

4. PLATA Steering Council

The Steering Board is the governing body of the PLATA Platform.

The PLATA Steering Council may have up to 25 members representing reasonably to all stakeholders groups, the leading players involved in the scope of the Argentinian vision. The constitution of the Steering Council shall reflect the need for adequate representation of all industry sectors and stakeholders, including SMEs and Academia in the country.

Steering Council composition:

The PLATA Steering Council must always have a balanced composition from the industrial sectors as well as appropriate observers from relevant organisations as deemed appropriate by the Steering Council. To support this there will be nominal quotas for the different stakeholders groups on the Steering Council.

Steering Council members should be key actors in the Argentinean Future Internet sector. In their Steering Council role they will primarily represent a field of activity or industry sector interests in the PLATA context.

The ideal balance of the PLATA Steering Council is to have adequate representation from all relevant sectors, including:

F- Large industry

F- SME's

F- Academia and Research Centres

F- Observers

This balance is subject to review by the Steering Council prior to every Steering Council election. The Steering Council has the right to introduce new categories and to delete existing ones if they are no longer appropriate.

Companies being proposed for the Steering Council must select for themselves which category they wish to represent and demonstrate suitable competence and activities to justify their ability to represent this sector.

Additional observer positions may be identified to complement PLATA activities.

Election to the Steering Council

The PLATA Steering Council is to be elected by the PLATA General Assembly. Elections for available positions must be notified to the General Assembly at least 40 days in advance of the meeting. The elections at the meeting will be by simple majority of the votes from registered members present.

Votes are on the basis of one per member.

Eligibility for Steering Council membership

Steering Council membership is held by organisations, but it is required that the organisation nominates a specific person to participate in the Steering Council on a regular basis.

Any registered PLATA member may propose his organisation as a candidate for a Steering Council post if the post available is in line with the competence of his organisation. The Secretariat is responsible for advising candidates if they are not deemed appropriate for the post to which they have nominated themselves.

No member may nominate another member without the written agreement for the nominee organisation.

Term of Secretariat for Steering Council Members

Steering Council members elected at a General Assembly are elected for a two-year term. The term begins at the General Assembly where they are elected and ends at the corresponding General Assembly two years later. At the end of the term the post comes vacant and the members must be re-elected by the General Assembly if they wish to continue on the Steering Council.

Chairperson, Vice-Chairperson of the Steering Council

The members of the Steering Council will select a Chairperson and if appropriate number of Vice-Chairpersons (Each Vice-Chairperson shall have a concrete role such as VC for Public relations, or VC for research activities, etc.). They will serve for a 2-year period of Secretariat to coincide with the Steering Council elections. They may be re-appointed for several terms. If more than 50% of the Steering Council has been elected at a General Assembly a new election could be held if deemed appropriate.

Responsibilities of the Steering Council

The Steering Council has the ultimate responsibility for the development and dissemination for the PLATA Strategic Research Agenda.

The Steering Council is also responsible for ensuring that the PLATA is operated in an open and effective manner where participation from all is welcomed and the working structures are minimal but effective.

Voting on any issue is on a one vote per Steering Council member basis and all decisions except budgets require a simple majority. Budget decisions (and any decision with a financial liability implication) require a 75% majority. During the time in which the FIRST project supports the platform any economical support from the project will be conditioned to the project internal rules, budget and EC procedures for managing the funds.

The organizations involved in the PLATA Secretariat, at this stage ALETI, are honorary members of the Steering Council. They are full participants of the meetings but do not have formal votes. However, these entities may also be elected as Steering Council members and thereby obtain voting rights. Observer roles are also non-voting.

The PLATA Steering Council will meet as required. Two-three times per year is seen today as the appropriate periodicity.

In summary, the main responsibilities of the Steering Council are:

- F*- Proposal of the Steering Council Chairperson and three Vice-Chairpersons. The Chairperson will also chair the General Assembly.
- F*- Implementation of the PLATA Platform Vision.
- F*- Initiation of the elections of Steering Council members in the General Assembly in time.
- F*- Guidance on strategic direction, conflict resolution and the related proposals for the General Assembly.
- F*- Decision on changes in the organizational structure.
- F*- Development and approval of the Strategic Research Agenda, of reports and recommendations.
- F*- Development and approval of the work plan for the establishment of Working Groups and the preparation of project proposals.
- F*- Launching of complementary and cooperating project proposals by taking into account contributions of the General Assembly.

- F-* Handling of membership issues such as accepting new members in the PLATA Platform.
- F-* Proposals for suspension, exclusion or expulsion of members in the PLATA Platform.
- F-* Organization of General Assembly meetings with the support of the Secretariat.
- F-* Organization of voting procedures by e-mail in the General Assembly.

Leaving the Steering Council

Any Steering Council member may resign from the Steering Council at any time but their liability will end at the end of their official term of Secretariat.

Steering Council members who do not attend two consecutive meetings will be deemed to have resigned from the Steering Council and, subject to a confirming decision of the Steering Council, their post will be made available for election at the next GA.

The appointed representative of each Steering Council member is expected to serve in a personal capacity on the PLATA Steering Council. The appointment of a substitute is possible but two consequent absences of the appointed representative will be noted as one *non-participation*. In exceptional circumstances, e.g. change of organization, a Steering Council member may propose a new representative.

Official term of the 1st PLATA Steering Council

The first PLATA Steering Council was a recommended composition made by the promoters of the platform with the support and advice of the FIRST project. For functional reasons, this initial Steering Council will be considered as valid until the first General Assembly takes place, when all the positions will be elected.

5. PLATA Secretariat

The PLATA Secretariat provides a secretariat function to PLATA.

Operational decisions will be made on the basis of Steering Council decisions. The PLATA Secretariat will have an appointed representative from the entities that compose it.

The Secretariat reports to the Executive Director PLATA Chairperson and the Steering Council.

6. Working Groups

PLATA uses a structure of Working Groups to perform specific tasks, notably:

- F-* NUEVONET Working Group
- F-* ICT Component Working Group
- F-* Integrated & Smart Systems Working Group

These Working Groups were voted on the Steering Council meeting held in Buenos Aires, Argentina, on December 6, 2010.

Working Groups are open to all PLATA members through a process defined below.

Also, an additional cross Working Group was constituted:

F- Intelligent Transport Systems::: ITS Working Group

The lifetime of each working group is determined on a case-by-case basis, depending on, for example, the breadth of scope and the contribution made to the Strategic Research Agenda. The Steering Council decides on continuation at the end of this period and sets a date for subsequent review.

7. Participation in Working Groups

(a) Members of the platform are encouraged to express their interest in joining Working Groups, according to their interests, capacities and future expectations.

(b) On the basis of subsection (d) below, members of the PLATA can join PLATA Working Groups. Any external invited party will be required to become PLATA Member.

(c) Industry associations are welcome to participate in the PLATA but will not be selected to join Working Groups. All the entities that form a WG must be capable to perform R&D activities and join R&D projects.

(d) Notwithstanding the above criteria, the candidates will be selected based on their motivation to the objectives of the PLATA and their ability and commitment to contribute to the Working Group. Previous participation to the PLATA activities and other EU research projects will be taken in consideration as key indicators of the above. The overall balance and efficiency of the Working Group will be considered as well.

8. Working practice

PLATA will develop the Vision and the Strategic Research Agenda together with position papers, opinions, recommendations and reports as necessary. These documents will be communicated to the country government, the European Institutions (Including ETPs and European Commission), the relevant non-governmental organisations and all stakeholders. Copies of these documents will be made available to the public (e.g. by web site) upon request.

In performing the functions of its mission, PLATA may be supported by ad-hoc Groups. On PLATA advice and request, the Steering Council may set up Working Groups of limited duration to deal with particular issues of special concern to its mission.

PLATA will endeavour to consult with established advisory bodies and high level groups on relevant issues of networked and electronic media research.

PLATA will instigate and maintain an awareness programme to improve the profile and perception of the PLATA worldwide with particular focus on Europe and the European Technology Platforms.

9. Production of the PLATA SRA

The SRA will reflect the key challenges to achieve the Vision and in doing so, will identify the main research areas to be addressed.

The PLATA Steering Council will establish the process of preparation and later updates of the Strategic Research Agenda. The first version of the SRA must be completed before April 2011.

PLATA will determine the scope and content of the Strategic Research Agenda in accordance with the Vision. The content of the Strategic Research Agenda will be presented in an agreed format.

The Strategic Research Agenda will not be a detailed research work programme; the formulation of such work programmes is the responsibility of competent organisations in the public or private sectors;

PLATA will determine specific priorities in the Strategic Research Agenda. The selection of priorities carried out on the basis of objective criteria established by PLATA will take into account relevant policies (e.g. competition, trade, information society, industry/IPR's, environment, safety, employment, education, etc).

The Strategic Research Agenda will be a statement of research priorities, including timing and identification of the necessary actions to be taken.

10. PLATA Intellectual Property and Confidentiality Policy

For individual research and technology development projects under public programmes such as Framework Programme 7, intergovernmental, national or regional programmes the IPR provisions of the respective public programmes and of the project specific consortium agreement will apply.

All contributions to the Strategic Research Agenda should have a legal status that the material can be published. Material submitted for the SRA must be free of any IPR or copyright restrictions and may be included in PLATA documentation without restriction.

This is inherent in PLATA working group participation and if any company or individual is not in agreement with this they should not participate in the PLATA discussions.

The PLATA public documents are the property of the PLATA and will be copyrighted as such.

Anyone seeking to use all or part of the PLATA documentation in any form must seek permission from the PLATA Steering Council.

The documents and discussions of the PLATA executive functions (Steering Council, Executive group, etc.) are confidential to the participants in those groups and may not be distributed outside of those groups without the respective permission. In exceptional cases the PLATA Chairperson has the authority to decide to share some information externally if he/she believes it is in the interest of the PLATA.

Membership of the PLATA includes agreement to and the promise to adhere to these IPR rules.

The confidentiality rules apply for three years from receipt of any information and they remain in force even if any individual or company leaves the PLATA.

11. Endorsement of project proposals and projects

If an institution or a consortium expresses its intention to submit to an RTD funding source an RTD proposal with the PLATA label, or to use the PLATA label in an ongoing project, the Steering Council shall approve it.

12. Use of the PLATA brand

The PLATA brand (including the acronym and logo) shall be associated with all publications approved for release by the Steering Council. The Office shall have the right to use the PLATA letterhead to conduct regular platform business and accomplish their assigned mission.

The PLATA brand may be used on the public PLATA web site managed on behalf of the Steering Council. The PLATA brand may be used on banners, displays, and printed material associated with events organized or sponsored by the PLATA. As a matter of principle, the PLATA brand shall never be used as a point of focus in the promotion of any organization or party.

Partners are authorized to mention their partner status and use the PLATA logo in commercial documentation, providing the PLATA brand is not a point of focus in the promotional message.

All other usage of PLATA brand is subject to approval of the Steering Council.

13. Leaving the PLATA

Members may resign at any time by sending a letter to the PLATA Secretariat. The resignation becomes effective at the end of the calendar year following receipt of the letter. Letters received after the 30th November in any year will take effect from the end of the following year.

This applies also for members of the Steering Council or the Executive Group with the additional requirement that they step down from whichever role once they have announced their resignation.

14. PLATA Discipline Procedures

If a member of the PLATA is considered to be acting against the interests of the PLATA the first action will be for the Chairperson to contact the member and ask for an explanation and a complete stop of the offending behaviour.

If there is a continuation of the problem the Chairperson has the right to suspend the offending member until the next Steering Council where the issue must be discussed. The offending

member has the right to be invited to part of the Steering Council meeting to present their side of the issue.

If the Steering Council decides that the member should not be allowed to continue in the PLATA platform they must present a recommendation to the next General Assembly to withdraw membership from the offending member. The offending member will remain suspended during this time.

The Steering Council and the member must present their views in less than 10 mins each at the next General Assembly and the forum must decide if the member will be removed from the initiative. A two-thirds majority of members present at the General Assembly is necessary for such a decision to be passed.

An excluded member must wait at least 18 months before re-applying for membership.

15. Validity of these rules for the PLATA

These rules enter into force on adoption by the Steering Council and approval by the general assembly.

They will remain in force until the decision is taken by the Steering Council or the General Assembly to end the PLATA.

Discussions on amendments to these rules may be started at any time on request of more than two Steering Council members.

The adoption of amendments to these rules requires a two-thirds majority of the Steering Council.

MACHI

Vision 2020

Chilean Technology Platform

www.latin-american-technology-platforms.eu

Draft 1.0

December 2010

1. Introduction

Internet is already an essential part of our society, each day more present in our daily lives, it has changed our lives but has the potential to transform it even more. We have foreseen a new internet where Immersive, 3D applications will be protagonist. In this new scenario, the differences between real world and the virtual world accessed by internet will not be clear. We shall have access to products and information that are not close to where we live and, perhaps more important, we shall be able to experiment a different way of life. Internet demands are also continuously increasing, and research is becoming essential to achieve necessary improvements to satisfy these demands in terms of ubiquity, reliability, mobility, efficiency or security.

Nonetheless, the Future Internet is not a prediction but a goal to be attained in response to the current limits of the Internet to meet complexity and sufficient quality standards. And the stakeholders of this research effort are responsible for enabling technologies, standards and methodologies. From the technical point of view, this future Internet should be global, ubiquitous, accessible, trustable, sustainable, omni-media, scalable, adaptable, and personalised, and SatComs will play an important role in achieving these objectives.

It is time to think about a Future Internet. This document aims at contributing to give a coherent vision of the Chilean ICT actors about Internet in the upcoming future by the provision of new ideas, convergence between the technical and non-technical perspectives, providing recommendations on policies and roadmaps that could foster the active participation of the local industry, academia and a broad scope of organisations in the development of the infrastructures and services for the future networked society.

The main objective of the Chilean Technology Platform is to foster and promote a consistent approach to R&D activities in Chile in collaboration with the European Technology Platforms and having the Seventh Framework Programme as the reference basis for R&D in the Future Internet field.

The Chilean Technology Platform gathers most of the relevant stakeholders in Chile in the field of Future Internet and from a R&D perspective and as a consequence this document represents a key milestone in the promotion of R&D activities in cooperation between Chile and the EU.

The Chilean Vision-2020 in Future Internet provides an analysis of the technological panorama of the country and beyond, and as consequence of this analysis a set of recommendations have been produced in order to guide the research priorities for the medium and long term.

Julian Seseña,

Rose Vision CTO

FIRST Project coordinator

*One of the most fascinating figures in Mapuche culture is the Machi.
She is often described as a good witch, but in truth her role is that
of a spiritual healer within the Mapuche community.*

2. Our Vision for CHILE-2020 in the Future Internet field

One of the main roadmap activities for Information and Communication Technologies (ICT) and Future Internet in the country is that the Chilean Government has launched the *Digital Development Strategy*, intended to ensure the impact of a more intensive and sophisticated use of ICT, as a driver for economic growth, development of knowledge and social inclusion. The goal is clear: developing a digital country to introduce more development¹ and equality². In order to turn this challenge into an achievement, one of the objectives set out in the Strategy is to “increase competitiveness and productivity of the national ICT sector”.

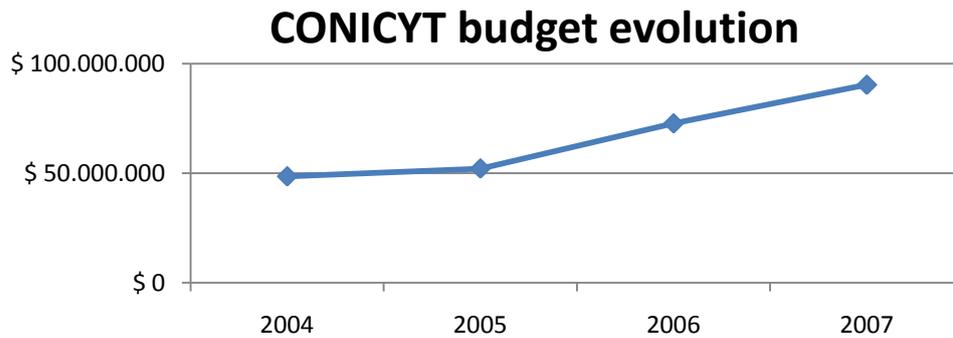
One fundamental path to fulfill this goal is increasing the “availability of funds for R&D of ICT in Universities and Research Centres”. Related to this: “The link between University and Business is an area to be greatly strengthened. Although there are successful Business-University collaborative experiences, their occurrence is very scarce compared to desired standards. In contrast, leading countries in ICT industry development have strongly developed collaboration, coordination and joint university-business initiatives.”³

¹ In the last step, it is a *Social Development*, which will be brought by the development of more products, applications and services thanks to R&D fostered by the work of the Chilean Technology Platform.

² In this case, equality is taken in terms of opportunities for the private and academic sectors. Private includes Large Enterprises and Small & Medium Companies.

³ Digital Development Strategy 2007-2012
[http://www.estradiadigital.gob.cl/files/Digital%20Strategy_CHILE.pdf]

The main public organism in charge of funding is the National Commission for Scientific and Technological Research (CONICYT). This entity has the duty of administrating the funds destined to boost R&D activities in Chile. In the last years, CONICYT increased the amount of funds destined to R&D promotion. For example, the total budget of CONICYT increased by 80% between 2004 and 2007 (Source:CONICYT):

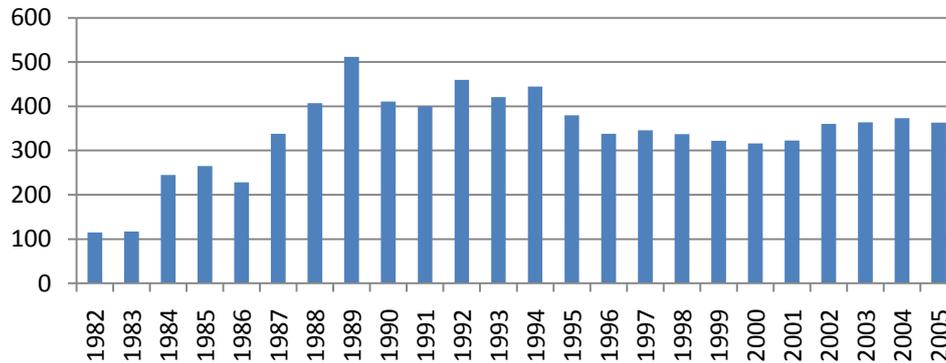


CONICYT has different programmes in order to give financial aid to research organisations and companies. Some of the main programmes are:

- F*- FONDECYT (the most important and general funding programme of CONICYT)
- F*- Astronomy (Focused on astronomy)
- F*- FONDEF (related to Biotechnology and applied ICT)
- F*- FONIS (Focused on Health and sanitary policies)
- F*- FONDAP (Focused on business opportunities)
- F*- Regional Programme
- F*- Associative Research Programme

Regarding the most important funding programme, FONDECYT, it is important to highlight how the implementation of this programme in 1982 improved the level of R&D activities. For example, the evolution of the total number of projects supported by the programme shows a great increase and a solid stability (Source:CONICYT):

Number of projects that received financial aid from FONDECYT



Sharing the same objectives of CONICYT, the main goal of the Vision of the Chilean Technology Platform is to **increase the international cooperation in R&D ICT projects between Chile and the European Union**. The rationale is that Chile needs to turn its outstanding ICT R&D potential into successful product development in order to be competitive worldwide. A key factor for success is bringing together a wide spectrum of ICT players in Chile: Research Centres, Universities, Industries and Associations, in order to produce a common Vision and a Research Strategy. Therefore, the Vision of the Platform is closely linked to the Digital Strategy of Chile. The Technology Platform methodology will include topics such as:

- F*- Contacting ICT European stakeholders (**networking**).
- F*- Participating in projects with the highest international standards.
- F*- Producing an ICT R&D Strategy Agenda. This will enable mapping Chilean capabilities and matching them with European projects/organisations.

The vision of the Chilean Technology Platform is also very close to the mission of the *Chilean Strategic Map of Digital Era* of “*Proyecto País*” designed by the Commission of Informatics & Computing of the Chilean Engineers Association⁴. This mission is to contribute with Chilean Economic and Social development by significantly increasing the competitiveness and economic activity of enterprises/organisations, improving quality of life and social capital through the use of ICT.

⁴ Proyecto País> Segunda Etapa 2005 – 2020
[http://www.ingenieros.cl/index.php?option=com_docman&Itemid=289]

In order to fulfill this commitment, the Commission establishes some action lines, of which it can be underscored the need for developing a national industry based on the participation of an important sector of Chilean ICT-based businesses. This envisages the following aspects:

- F*- Encouraging the development of Technologic Centres, Consortia and Research Centres in strategic areas. This will enable permanently meeting the Supply and the Demand, allowing the detection of needs, product innovation and coordination of the various players related to specific Industries and ICT supply.
- F*- Creating programmes of R&D Associability, ICT Supply and Demand.

The Technology Platform methodology proposed by the FIRST project brings forward a tool for promoting the ICT Supply and Demand Meeting. It intends to help and support the Digital Strategy goals, as well as to build a model for fostering competitiveness by gathering ICT R&D stakeholders in the same scenario.

The application areas for ICT R&D that are developed in Chile are: mining, e-government, fish farming, wine production, forestry, astronomy, tourism and agricultural productions. In all cases the vision is clear: improving the productivity and management capabilities by the incorporation of ICT. In the last years, the focus was placed on E-Government on one side, and, on the other side, the policies were focused on turning Chile into an exporter of services.

Finally, it is important to point out that the high participation of **SMEs** and **Large Companies** will contribute to the success of this Platform activity. Historically, Latin American R&D International Cooperation has been dealt with by the **Academic Sector**. The challenge of the FIRST project is to involve the Chilean Industry in order to meet Market expectations. Hopefully, all Chilean good ideas will end up in Market Applications.

Governance Model

MACHI

FUTURE INTERNET

CHILE

Latin American Technology Platform

www.latin-american-technology-platforms.eu

Draft provided by the FIRST project

Version 1.0

December 2010

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1. Introduction: Scope and principles of the platform

This document describes the governance rules which are used in the **MACHI** Technology Platform, name of the Chilean Technology Platform of Future Internet. The objective of the Governance is to have a clear and simple management structure, which allows the effective operation of the platform and permits that the majority of the effort is devoted to the development and promotion of the platform priorities.

The intended scope of the **MACHI** is to:

- F*- provide a unified view for research in the field of Future Internet;
- F*- Identify a shared strategic research agenda based on technological and economic considerations;
- F*- coordinate implementation of the research objectives;
- F*- demonstrate the potential application of research results to existing business processes as well as in new products and services;
- F*- continuously analyse relevant state-of-the-art technologies, including the opportunities offered by available approaches and the appearance of new paradigms;
- F*- Continuously analyse the state of the Future Internet industry and the economic impact of the research undertaken. This will provide real economic data for the definition of future research directions; and
- F*- Establish the strategies to speed up the realization of the vision of the platform, including support to public policies.
- F*- This document sets out the governance framework for the **MACHI** – setting the parameters and providing guidance for coordinating its activities.

The **MACHI** is based on the following principles:

- F*- the platform is industry-driven; and
- F*- Participation in the platform is open. All major stakeholders from the Future Internet field in **Chile** have the opportunity to join the platform and contribute to the activities of the platform.

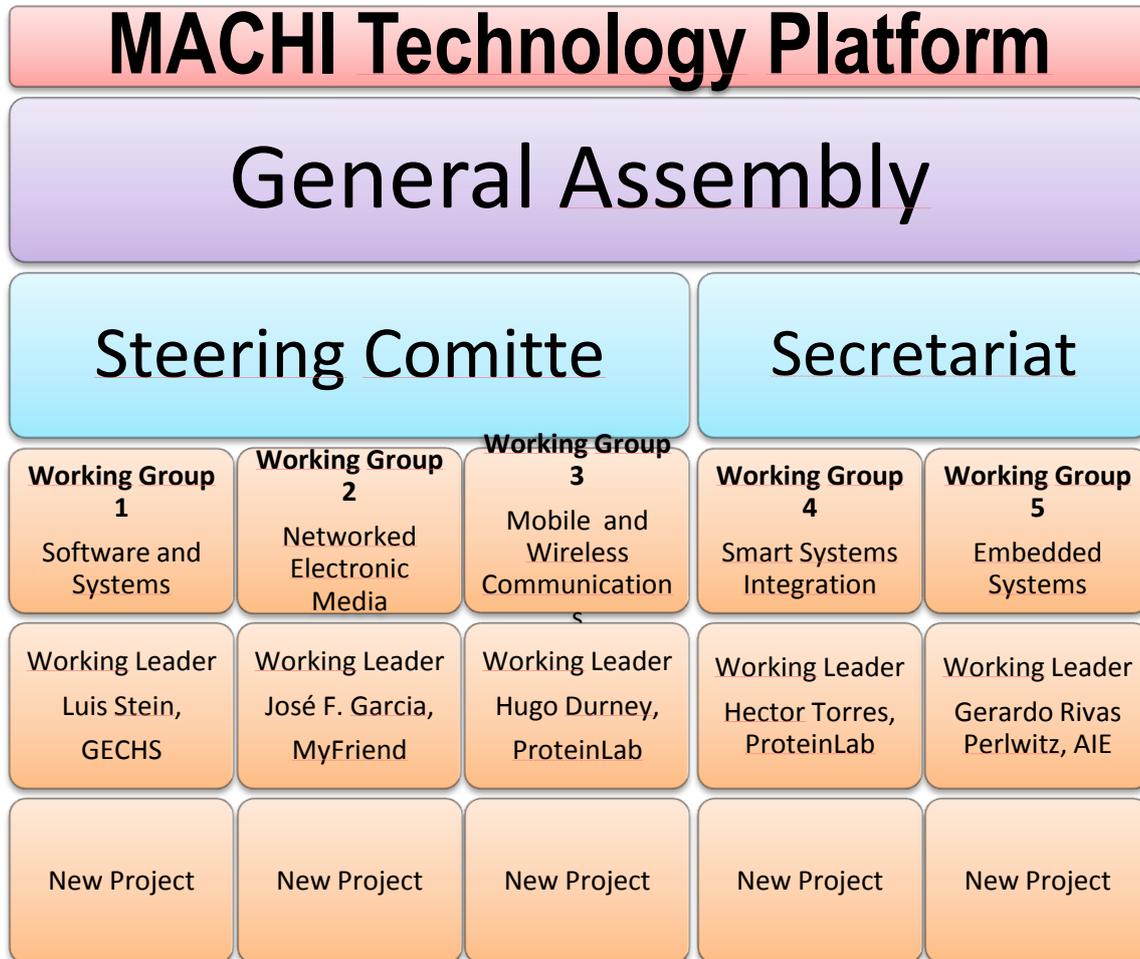
The **MACHI** has set up a support structure capable of working in a consistent manner, characterised by: openness, effectiveness, efficiency, and readiness to respond to the needs of the **MACHI** stakeholders.

Membership of the **MACHI** is open to all by registering via the webpage of the FIRST project that promotes the creation of the platform (www.latin-american-technology-platforms.eu). Once the FIRST project finalises, the platform will develop its own website.

A particular focus of the initiative is to ensure that SMEs are well represented, to maximise the benefits of the platform to the economy of Chile.

2. The MACHI Governance Structure: Basic Elements

The MACHI governance is based on the following structure:



F- The **MACHI General Assembly** assembles all interested stakeholders. Membership is open to all and members will be encouraged to actively participate in MACHI events and contribute to MACHI activities (e.g. updating the MACHI Strategic Research Agenda). General Assembly members elect the MACHI Steering Council, endorse the Strategic Research Agenda as well as the policies and content of the initiative. All members are welcome to participate in the GA meetings.

F- The **MACHI Steering Council**, involves a representative set of players of all domains of the Future Internet field, representing the Chilean industrial and academic environment. They define the strategic vision and the key orientations of the platform, aiming at converting the MACHI vision into a strategic agenda, and setting the operational goals for achieving this agenda. The Steering Council members, through their participation at this level, are displaying their commitment to significant research investment in the MACHI domain over at least the next 5 to 10 years.

F- A **MACHI Chairperson** is appointed by the Steering Council as a representative role held by a senior person from the MACHI community who is prepared to interact at

senior level with other industry players and key representatives from the International and national Public Authorities.

- F-* The **Steering Council** may decide to set up **MACHI new Working Groups** with focused activities open to all members of the MACHI General Assembly, with the specific goal of progressing one or more parts of the MACHI SRA or other work items. Their terms of reference are defined by the Steering Council and endorsed by the General Assembly.
- F-* **Steering Council Observers:** Additional parties, who will be the nominated representatives of several key organisations, will be invited to participate in the activities of the Steering Council to facilitate the synchronisation of MACHI activities with their organisations.
- F-* The **MACHI Secretariat** is a fixed secretariat providing the working infrastructure for the MACHI platform. This includes managing the communications, document support, meeting support, handling publications, and representing MACHI where appropriate. For the period from May 2011 to December 2011, the activities of the MACHI Secretariat will be supported by the Support Action project FIRST. After this project, the platform must be self-managed and self-supported by its own members.

3. MACHI General Assembly

The General Assembly should represent a broad membership from all interested stakeholders in order to take into account in the activities the views and interests of all sector actors and active players. Any

- F-* legally established corporation and individual firm, partnership, university and research institute, government body or international organisation,
- F-* based in Chile,
- F-* supporting the mission and vision of the MACHI Platform and
- F-* confirming to be committed to the active participation in the ongoing and future framework programmes

can apply for membership in the MACHI Platform General Assembly.

Each organisation should declare in its membership application, to which Stakeholder Group

- F-* Large industry
- F-* SMEs
- F-* research domain (universities, R&D centers)
- F-* Observers (associations, chambers, R&D agencies, Ministries, etc)

it belongs to.

MACHI General Assembly membership is open to every organisation that is willing to assist in the implementation of the MACHI Vision, make it happen and contribute to the investment in R&D activities.

MACHI must hold at least one General Assembly meeting per year. Two could be considered normal operation. Every MACHI member organisation registered in the General Assembly has the right to participate in the meeting and vote on the issues presented. There is one vote per registered member organisation.

The Chairperson of the MACHI Steering Council is responsible for calling, convening and chairing the General Assembly meetings. The notice for the MACHI General Assembly meetings should go out two months in advance.

Notification of issues for decision must be provided with the meeting notification and all supporting information and the final agenda must be available not later than one month before the meeting.

Extraordinary General assembly meetings may be called at any time by 25% of the MACHI General Assembly members or 50% of the MACHI Steering Council.

Responsibilities of the General Assembly members

The main responsibilities are:

- F*- Election of Chairperson and Vice-Chairpersons for the General Assembly.
- F*- Election of the members of the Steering Council and the Working Groups coordinators.
- F*- Decision on accepting new members in the Platform.
- F*- Decision on suspension, exclusion or expulsion of members in the Platform.
- F*- Contribute to the Strategic Research Agenda, reports and recommendations.
- F*- Contribute to the workplan for the establishment of Working Groups and the preparation of project proposals.

Each member of the General Assembly can submit contributions to the Steering Council for review on the Strategic Research Agenda, the vision or the roadmap for future cooperation.

The General Assembly will review the work done by the Steering Council and the Working Groups.

Consensus

As a matter of principle, all the governance bodies of the platform seek to take decisions by unanimous consent. The Chairperson and the Secretariat shall make every reasonable effort to facilitate consensus amongst the members of the General Assembly.

If unanimity is not achievable, then consensus -- that is, the absence of sustained opposition to a position which is supported by a broad majority -- is an acceptable basis for agreement on a position, a statement or a course of action. Members undertake to only sustain opposition to a broad majority view in situations where, in their view, their own highly important interest is threatened. If a vote shall be held, the results shall be recorded even when consensus has been reached.

Voting rules

Routine operational decisions are taken by consensus; voting is reserved for significant decisions, where traceable evidence is required, or if required by any voting member. Vote in the various governance bodies is to be done on a per organization basis, with one vote per eligible organization.

Organizations shall designate the voting member in the General Assembly and the Steering Council by name. Organisations may temporarily or permanently replace the voting member by a deputy, who is another member of their organization, after notification to the Chairperson of the Steering Council and the Secretariat.

There shall be no voting by proxy.

Voting is done on a 75% majority basis, as determined by either total number of members eligible to vote or the number of voting members present, as specified. Simple majority voting shall not be used to take decisions in MACHI.

Votes shall be cast by secret ballot in the case of election of officers of the Steering Council, in disciplinary matters, or when requested by two or more members of the voting community. All other votes shall be done by show of hands.

4. MACHI Steering Council

The Steering Board is the governing body of the MACHI Platform.

The MACHI Steering Council may have up to 25 members representing reasonably to all stakeholders groups, the leading players involved in the scope of the Chilean vision. The constitution of the Steering Council shall reflect the need for adequate representation of all industry sectors and stakeholders, including SMEs and Academia in the country.

Steering Council composition:

The MACHI Steering Council must always have a balanced composition from the industrial sectors as well as appropriate observers from relevant organisations as deemed appropriate by the Steering Council. To support this there will be nominal quotas for the different stakeholders groups on the Steering Council.

Steering Council members should be key actors in the Chilean Future Internet sector. In their Steering Council role they will primarily represent a field of activity or industry sector interests in the MACHI context.

The ideal balance of the MACHI Steering Council is to have adequate representation from all relevant sectors, including:

- F*- Large industry
 - Minimum of 3 members
- F*- SME's

- Minimum of 6 entities
- F*- Academia and Research Centres
 - Minimum of 6 entities
- F*- Observers

- No restrictions

This balance is subject to review by the Steering Council prior to every Steering Council election. The Steering Council has the right to introduce new categories and to delete existing ones if they are no longer appropriate.

Companies being proposed for the Steering Council must select for themselves which category they wish to represent and demonstrate suitable competence and activities to justify their ability to represent this sector.

Additional observer positions may be identified to complement MACHI activities.

Election to the Steering Council

The MACHI Steering Council is to be elected by the MACHI General Assembly. Elections for available positions must be notified to the General Assembly at least 40 days in advance of the meeting. The elections at the meeting will be by simple majority of the votes from registered members present.

Votes are on the basis of one per member.

Eligibility for Steering Council membership

Steering Council membership is held by organisations, but it is required that the organisation nominates a specific person to participate in the Steering Council on a regular basis.

Any registered MACHI member may propose his organisation as a candidate for a Steering Council post if the post available is in line with the competence of his organisation. The Secretariat is responsible for advising candidates if they are not deemed appropriate for the post to which they have nominated themselves.

No member may nominate another member without the written agreement for the nominee organisation.

Term of Secretariat for Steering Council Members

Steering Council members elected at a General Assembly are elected for a two-year term. The term begins at the General Assembly where they are elected and ends at the corresponding General Assembly two years later. At the end of the term the post comes vacant and the

members must be re-elected by the General Assembly if they wish to continue on the Steering Council.

Chairperson, Vice-Chairperson of the Steering Council

The members of the Steering Council will select a Chairperson and if appropriate number of Vice-Chairpersons (Each Vice-Chairperson shall have a concrete role such as VC for Public relations, or VC for research activities, etc.). They will serve for a 2-year period of Secretariat to coincide with the Steering Council elections. They may be re-appointed for several terms. If more than 50% of the Steering Council has been elected at a General Assembly a new election could be held if deemed appropriate.

Responsibilities of the Steering Council

The Steering Council has the ultimate responsibility for the development and dissemination for the MACHI Strategic Research Agenda.

The Steering Council is also responsible for ensuring that the MACHI is operated in an open and effective manner where participation from all is welcomed and the working structures are minimal but effective.

Voting on any issue is on a one vote per Steering Council member basis and all decisions except budgets require a simple majority. Budget decisions (and any decision with a financial liability implication) require a 75% majority. During the time in which the FIRST project supports the platform any economical support from the project will be conditioned to the project internal rules, budget and EC procedures for managing the funds.

The organizations involved in the MACHI Secretariat, at this stage ALETI, are honorary members of the Steering Council. They are full participants of the meetings but do not have formal votes. However, these entities may also be elected as Steering Council members and thereby obtain voting rights. Observer roles are also non-voting.

The MACHI Steering Council will meet as required. Two-three times per year is seen today as the appropriate periodicity.

In summary, the main responsibilities of the Steering Council are:

- F*- Proposal of the Steering Council Chairperson and three Vice-Chairpersons. The Chairperson will also chair the General Assembly.
- F*- Implementation of the MACHI Platform Vision.
- F*- Initiation of the elections of Steering Council members in the General Assembly in time.
- F*- Guidance on strategic direction, conflict resolution and the related proposals for the General Assembly.
- F*- Decision on changes in the organizational structure.
- F*- Development and approval of the Strategic Research Agenda, of reports and recommendations.
- F*- Development and approval of the work plan for the establishment of Working Groups and the preparation of project proposals.

- F*- Launching of complementary and cooperating project proposals by taking into account contributions of the General Assembly.
- F*- Handling of membership issues such as accepting new members in the MACHI Platform.
- F*- Proposals for suspension, exclusion or expulsion of members in the MACHI Platform.
- F*- Organization of General Assembly meetings with the support of the Secretariat.
- F*- Organization of voting procedures by e-mail in the General Assembly.

Leaving the Steering Council

Any Steering Council member may resign from the Steering Council at any time but their liability will end at the end of their official term of Secretariat.

Steering Council members who do not attend two consecutive meetings will be deemed to have resigned from the Steering Council and, subject to a confirming decision of the Steering Council, their post will be made available for election at the next GA.

The appointed representative of each Steering Council member is expected to serve in a personal capacity on the MACHI Steering Council. The appointment of a substitute is possible but two consequent absences of the appointed representative will be noted as one *non-participation*. In exceptional circumstances, e.g. change of organization, a Steering Council member may propose a new representative.

Official term of the 1st MACHI Steering Council

The first MACHI Steering Council was a recommended composition made by the promoters of the platform with the support and advice of the FIRST project. For functional reasons, this initial Steering Council will be considered as valid until the first General Assembly takes place, when all the positions will be elected.

5. MACHI Secretariat

The MACHI Secretariat provides a secretariat function to MACHI.

Operational decisions will be made on the basis of Steering Council decisions. The MACHI Secretariat will have an appointed representative from the entities that compose it.

The Secretariat reports to the Executive Director MACHI Chairperson and the Steering Council.

6. Working Groups

MACHI uses a structure of Working Groups to perform specific tasks, notably:

- F*- Software and Systems
- F*- Networked Electronic Media
- F*- Embedded Systems

F- Mobile & Wireless Communications

F- Smart Integration System

These Working Groups were voted on the Steering Council meeting held in Santiago de Chile on December 1st, 2010.

In general, Working Groups are open to all MACHI members through a process defined below.

The lifetime of each working group is determined on a case-by-case basis, depending on, for example, the breadth of scope and the contribution made to the Strategic Research Agenda. The Steering Council decides on continuation at the end of this period and sets a date for subsequent review.

7. Participation in Working Groups

(a) Members of the platform are encouraged to express their interest in joining Working Groups, according to their interests, capacities and future expectations.

(b) On the basis of subsection (d) below, members of the MACHI can join MACHI Working Groups. Any external invited party will be required to become MACHI Member.

(c) Industry associations are welcome to participate in the MACHI but will not be selected to join Working Groups. All the entities that form a WG must be capable to perform R&D activities and join R&D projects.

(d) Notwithstanding the above criteria, the candidates will be selected based on their motivation to the objectives of the MACHI and their ability and commitment to contribute to the Working Group. Previous participation to the MACHI activities and other EU research projects will be taken in consideration as key indicators of the above. The overall balance and efficiency of the Working Group will be considered as well.

8. Working practice

MACHI will develop the Vision and the Strategic Research Agenda together with position papers, opinions, recommendations and reports as necessary. These documents will be communicated to the country government, the European Institutions (Including ETPs and European Commission), the relevant non-governmental organisations and all stakeholders. Copies of these documents will be made available to the public (e.g. by web site) upon request.

In performing the functions of its mission, MACHI may be supported by ad-hoc Groups. On MACHI advice and request, the Steering Council may set up Working Groups of limited duration to deal with particular issues of special concern to its mission.

MACHI will endeavour to consult with established advisory bodies and high level groups on relevant issues of networked and electronic media research.

MACHI will instigate and maintain an awareness programme to improve the profile and perception of the MACHI worldwide with particular focus on Europe and the European Technology Platforms.

9. Production of the MACHI SRA

The SRA will reflect the key challenges to achieve the Vision and in doing so, will identify the main research areas to be addressed.

The MACHI Steering Council will establish the process of preparation and later updates of the Strategic Research Agenda. The first version of the SRA must be completed before April 2011.

MACHI will determine the scope and content of the Strategic Research Agenda in accordance with the Vision. The content of the Strategic Research Agenda will be presented in an agreed format.

The Strategic Research Agenda will not be a detailed research work programme; the formulation of such work programmes is the responsibility of competent organisations in the public or private sectors;

MACHI will determine specific priorities in the Strategic Research Agenda. The selection of priorities carried out on the basis of objective criteria established by MACHI will take into account relevant policies (e.g. competition, trade, information society, industry/IPR's, environment, safety, employment, education, etc).

The Strategic Research Agenda will be a statement of research priorities, including timing and identification of the necessary actions to be taken.

10. MACHI Intellectual Property and Confidentiality Policy

For individual research and technology development projects under public programmes such as Framework Programme 7, intergovernmental, national or regional programmes the IPR provisions of the respective public programmes and of the project specific consortium agreement will apply.

All contributions to the Strategic Research Agenda should have a legal status that the material can be published. Material submitted for the SRA must be free of any IPR or copyright restrictions and may be included in MACHI documentation without restriction.

This is inherent in MACHI working group participation and if any company or individual is not in agreement with this they should not participate in the MACHI discussions.

The MACHI public documents are the property of the MACHI and will be copyrighted as such.

Anyone seeking to use all or part of the MACHI documentation in any form must seek permission from the MACHI Steering Council.

The documents and discussions of the MACHI executive functions (Steering Council, Executive group, etc.,) are confidential to the participants in those groups and may not be

distributed outside of those groups without the respective permission. In exceptional cases the MACHI Chairperson has the authority to decide to share some information externally if he/she believes it is in the interest of the MACHI.

Membership of the MACHI includes agreement to and the promise to adhere to these IPR rules.

The confidentiality rules apply for three years from receipt of any information and they remain in force even if any individual or company leaves the MACHI.

11. Endorsement of project proposals and projects

If an institution or a consortium expresses its intention to submit to an RTD funding source an RTD proposal with the MACHI label, or to use the MACHI label in an ongoing project, the Steering Council shall approve it.

12. Use of the MACHI brand

The MACHI brand (including the acronym and logo) shall be associated with all publications approved for release by the Steering Council. The Office shall have the right to use the MACHI letterhead to conduct regular platform business and accomplish their assigned mission.

The MACHI brand may be used on the public MACHI web site managed on behalf of the Steering Council. The MACHI brand may be used on banners, displays, and printed material associated with events organized or sponsored by the MACHI. As a matter of principle, the MACHI brand shall never be used as a point of focus in the promotion of any organization or party.

Partners are authorized to mention their partner status and use the MACHI logo in commercial documentation, providing the MACHI brand is not a point of focus in the promotional message.

All other usage of MACHI brand is subject to approval of the Steering Council.

13. Leaving the MACHI

Members may resign at any time by sending a letter to the MACHI Secretariat. The resignation becomes effective at the end of the calendar year following receipt of the letter. Letters received after the 30th November in any year will take effect from the end of the following year.

This applies also for members of the Steering Council or the Executive Group with the additional requirement that they step down from whichever role once they have announced their resignation.

14. MACHI Discipline Procedures

If a member of the MACHI is considered to be acting against the interests of the MACHI the first action will be for the Chairperson to contact the member and ask for an explanation and a complete stop of the offending behaviour.

If there is a continuation of the problem the Chairperson has the right to suspend the offending member until the next Steering Council where the issue must be discussed. The offending member has the right to be invited to part of the Steering Council meeting to present their side of the issue.

If the Steering Council decides that the member should not be allowed to continue in the MACHI platform they must present a recommendation to the next General Assembly to withdraw membership from the offending member. The offending member will remain suspended during this time.

The Steering Council and the member must present their views in less than 10 mins each at the next General Assembly and the forum must decide if the member will be removed from the initiative. A two-thirds majority of members present at the General Assembly is necessary for such a decision to be passed.

An excluded member must wait at least 18 months before re-applying for membership.

15. Validity of these rules for the MACHI

These rules enter into force on adoption by the Steering Council and approval by the general assembly.

They will remain in force until the decision is taken by the Steering Council or the General Assembly to end the MACHI.

Discussions on amendments to these rules may be started at any time on request of more than two Steering Council members.

The adoption of amendments to these rules requires a two-thirds majority of the Steering Council.

- RECIIF -

*Red de Colaboración para la I+D+i en
Internet del Futuro en Colombia*

Vision

**Colombian Technology Platform in Future Internet
Latin American Technology Platform
www.latin-american-technology-platforms.eu**

**Version 1.0
December 2010**

RECIIF's Vision

"RECIIF will be for the year 2012 the national meeting place par excellence of the Colombian Industry and Academia, a national reference point for the government and the international reference point for the promotion and creation of R&D&I projects on Future Internet that contribute to the development of ICT sector and society in the country, allowing Colombian R&D&I efforts to contribute to the goal that all Colombians access the virtual world anytime, anywhere and through any device"

Colombia is a country with high potential for research, innovation and technological development. Currently the country is building a content industry with high potential for development. The Software and Information Technology sector has been identified as one of the world-class sectors in Colombia and "Mobile telephony is one of the most dynamic industries in recent years"¹ in the country.

On August 7, 2005, the National Planning Department of Colombia officially published the document *Visión Colombia II Centenario: 2019*. In this vision, the Colombian government stated that by 2019 all Colombians must be informed and connected by efficient use of Information and Communication Technologies; Information will be an effective right and a tool for dissemination and adoption of knowledge that will promote economic development, material prosperity, social equity and democracy, and Information and Communication Technologies will be a means to freely access the information at reasonable costs and from any place in the Colombian territory².

In addition to this vision, the Colombian government enacted on July 30 2009, Law 1341, also known as the ICT Law, which states that "research, sponsorship, promotion and development of Information and Communications technologies is a State policy that involves all sectors and levels of government and society, to contribute to the educational, cultural, economic, social and political development and to increase productivity, competitiveness, respect to inherent human rights and social inclusion."³

In line with these objectives and the vision of Colombia's government, RECIIF - the Collaborative Network for R&D&I in Future Internet will be for the year 2012 the national meeting place par excellence of the Colombian Industry and Academia, a national reference point for the government and the international reference point for the promotion and creation of R&D&I projects on Future Internet that contribute to the development of ICT

¹ Cosette Castro. Industrias de Contenidos en Latinoamérica.

² Non-official translation - Colombia's National Planning Department: *Visión Colombia II Centenario: 2019*. <http://bit.ly/bWZu30>

³ Non-official translation - Law 1341 de 2010: <http://bit.ly/cPeAkg>

sector and society in the country, allowing Colombian R&D&I efforts to contribute to the goal that all Colombians access the virtual world **anytime, anywhere and through any device.**

Similarly, the vision of RECIIF will be in line with the guidelines provided by the Law of Science and Technology, Act 1286 of 2009, aimed at "promoting and evaluating the university-business strategic alliance, in order to jointly develop science, technology and innovation in strategic sectors for economic and social development."⁴ In order to do so, RECIIF will generate synergy between its members and will establish strong liaisons with equivalent international communities. It will encourage the participation in projects of high international standards and produce a strategic research agenda that will establish an R&D&I horizon for coming years, developing Colombian capacities to the international level.

Currently critical mass in research stems from research groups from the Academia. In 2010 there are 4239 research groups registered with the Administrative Department of Science, Technology and Innovation - Colciencias, among which 128 are dedicated to Computer Science and 553 are devoted to engineering⁵. The industry, meanwhile, focuses its efforts on innovation and the adoption and adaptation of technologies for application in the Colombian context, exploring new business models, designing new products and services that create value for their organizations. RECIIF will boost R&D&I in the Industry and will work towards setting up strong bounds between entities that carry out R&D&I activities in Future Internet at national, regional and international level, to expand the impact and recognition of Colombian activities, initiatives and products based on Colombia's technological and economic capability.

It will also focus on the continued analysis of the available state-of-the-art technologies, the emergence of new models and the state of the industry; the identification of market needs and future developments, as well as the demonstration of the potential application of research results into existing business processes and development of new products and services to promote the sectoral integration, industrial development, competitiveness and economic growth in Colombia.

In order to achieve RECIIF's Vision as a community, each thematic group of RECIIF (i.e. WG in Mobile and Wireless Communications, WG in Networked & Electronic Media, WG in Software and Services) has collected the opinion of different entities from the Academia and the Industry in order to identify R&D&I priorities. It is important to note that the following is a first approach to the vision of R&D&I activities, that will be strengthened with the increasing participation of new RECIIF members. However, R&D&I priorities are still being narrowed down and are subject to changes depending on the constant development of the sector, the participation of Colombian organisations in the definition of R&D&I priorities and Colombia's situation.

⁴ Colombian Law of Science and Technology: <http://bit.ly/aT02a0>

⁵ COLCIENCIAS - Administrative Department of Science, Technology and Innovation

RECIIF’S VISION IN MOBILE AND WIRELESS COMMUNICATIONS

According to the report of connectivity published in March 2010 by the Ministry of Information and Communications Technologies, “there was a 4.04% increase in the number of Internet connections to mobile subscription provider, from 915,280 in December 2009 to 952,271 at the end of March 2010.”, “mobile telephony has become one of the most dynamic industries in recent years.”⁶ Colombia has submitted one of the highest rates of growth in broadband. Internet network would be the primarily element in which Internet of things, Internet of services and the Internet of people will be deployed. Therefore, R&D&I in Mobile and Wireless Communications is mandatory for setting up an appropriate communication environment. R&D&I activities may focus on three different topics, namely: Infrastructure, Applications and Business.

Infrastructure

R&D&I on infrastructure would comprise different topics such as mobile broadband access networks, context-aware networks, sensor networks, wireless internet-connected object networks and self-organizing networks. It would also be important to deepen research in the convergence of fixed and mobile networks, the development of low-cost networks solutions and the integration of social networks to low-speed technologies, initially.

Applications

As the Internet also grows towards an Internet of Users, content, knowledge and services; R&D&I would focus on mobile applications, machine-machine communications over mobile (M2M), Mobile Social Networking and Mobile Advertising. Nonetheless, one of Colombia’s greatest concerns is the improvement of quality of life and health services, therefore, giving m-Health a higher priority for R&D&I. However, R&D in interoperability issues and security assurance would still be performed.

Business

Last but not least, it is important that R&D&I generate value to the business activities and therefore, it would also be important to undertake R&D&I activities on Business Models, especially for 4G networks.

RECIIF’S VISION IN NETWORKED & ELECTRONIC MEDIA

Internet is evolving towards an Internet of people. People connect to social networks, share photos, videos, opinions (blogs, micro blogs, ...). Colombia is building an industry of content with high potential for development. Internet should provide the necessary tools to facilitate information management. Advertising should be more aware of the needs of users and the context. Internet will provide a more real, vivid and interesting experience to the user. It should be accessible by anyone and should become a support for the development

⁶ Cosette Castro. Industrias de Contenidos en Latinoamérica. Enero 2008.

of other economic sectors. R&D&I activities in Networked & Electronic Media comprise the study of different forms of content (3D, immersive, interactive, multimedia), where special focus should be made in four main categories: Creation of content and applications, Content presentation, Content management and Support Technologies.

Creation of content and applications

New eye-catching forms of contents should be developed. R&D&I on network-aware applications, context aware applications, collaborative media creation, as well as tools for creating this content would be developed.

Content presentation

R&D&I activities would improve the interaction between the user and the environment as well as collective user experience. Research would include topics such as mixed and augmented reality as well as new forms of content representation.

Content management

Under this topic, the following subjects would be addressed: Content search, Content capture and adaptation, in order to provide quality content and the integrity of content. Also new methods and optimized services for content distribution and deployment are required.

Support Technologies

Technologies are vital for supporting content delivery and distribution, therefore research on scalable converged networks, platforms and environments, cooperatives architectures and content aware networks is sought.

RECIIF’S VISION IN SOFTWARE AND SERVICES

The concept of Software as a service has taken great force worldwide. Colombia is not indifferent to this phenomenon. As stated before, the Software and IT sector has been identified as one of the world-class sectors in Colombia. Within this sector, Colombia’s most attractive sub-segments are service-oriented architecture, programming “extreme” new business models, outsourcing and remote administration tools, web development, managing business processes.

R&D&I activities would focus on advanced software engineering topics (Methodologies of software development, testing tools, new approaches of Service oriented architectures), frameworks for software developments, platforms for service delivery, virtualization, cloud computing, Semantic Web and expert systems. Also R&D&I on Business Process Management and Business Intelligence, as well as on the development of new services and applications, in particular SW for Health and mobile applications and their interoperability are sought. Last but not least, security issues still an R&D&I concern of this thematic group.

In order to allow the vision of an informed and connected Colombian society become a reality, Industry and Academia must work together, promoting a coherent approach to R&D&I that allow all Colombians access the virtual world anytime, anywhere and through any device. It is no secret that today's Internet has some limitations, for “the Internet was never designed for how it is now being used”⁷ and the world and its demands are constantly changing due to continuous innovation in the ICT sector. It is the aim of RECIIF to overcome these limitations by allowing Colombian R&D&I efforts to contribute to the goal that all Colombians access the virtual world anytime, anywhere and through any device.

⁷ DG Information Society and Media: Future Internet 2020: Visions of an industry expert group. May 2009.

Governance Model

RECIIF

*Red de Colaboración para la I+D+i en
Internet del Futuro en Colombia*

Colombian Technology Platform in Future Internet
Latin American Technology Platform
www.latin-american-technology-platforms.eu

Version 1.0
October 2010

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“Internet is already an essential part of our society, each day more present in our daily life. It has changed our life but it has the potential to transform it even more. In this new scenario, the differences between real world and the virtual world accessed by internet will not be clear. We shall have access to products and information that are not close to where we live and, perhaps more important, we shall be able to experiment a different way of life. Internet demands are also continuously increasing, and research is becoming essential to achieve necessary improvements to satisfy these demands in terms of ubiquity, reliability, mobility, efficiency or security.

Nonetheless, the Future Internet is not a prediction but a goal to be attained in response to the current limits of the Internet to meet complexity and sufficient quality standards. And the stakeholders of this research effort are responsible for enabling the technologies, the standards and the methodologies. From the technical point of view, this future Internet should be global, ubiquitous, accessible, trustable, sustainable, omni-media, scalable, adaptable, and personalized... It is time of thinking in a Future Internet...”

*Antonio Alfaro,
Rose Vision CTO
FIRST Project coordinator¹*

¹ FIRST is a Support Action that intends to foster International Cooperation in the areas of Future Internet and ICT Components and systems between Europe and Latin America.

List of Acronyms

ETP	European Technology Platform
FI	Future Internet
GA	General Assembly
IPR	Intellectual Property Rights
LATP	Latin American Technology Platform
SC	Steering Council
SME	Small and Medium Enterprises
SRA	Strategic Research Agenda
RECIIF	Collaborative Network for R&D&I in Future Internet in Colombia <i>Red de Colaboración para la Investigación en Internet en Futuro en Colombia</i>
R&D&I	Research, Development and Innovation
TP	Technology Platform
WG	Working Group

1. RECIIF Governance Model

RECIIF is the Collaborative Network for R&D&I in Future Internet in Colombia. It is Colombian Community for R&D&I in Future Internet, a community that gathers representatives from the industry (Large companies and SMEs) and the Academia in order to foster and promote a consistent approach to R&D&I activities in Future Internet in Colombia.

This document describes the governance rules used in **RECIIF**. The objective of the Governance Model is to provide a clear and simple management structure, which allows the effective operation of the RECIIF community and permits that the majority of the effort is devoted to the development and promotion of **RECIIF**'s activities. This document sets out the governance framework of **RECIIF**. It sets the parameters and provides guidance for coordinating its activities.

1.1 RECIIF Scope

The intended scope of the **RECIIF** community is to:

- F*- provide a unified view for research in the field of Future Internet;
- F*- identify a shared strategic research agenda based on the technological and economic considerations of the country;
- F*- continuously analyse available state-of-the-art technologies and the appearance of new models;
- F*- identify the needs of the market and future developments
- F*- continuously analyse the state of the Future Internet industry and the economic impact of the undertaken research;
- F*- demonstrate the potential application of research results to existing business processes as well as in new products and services;
- F*- establish the strategies to speed up the realization of the objectives of RECIIF, including the support to public policies;
- F*- ensure that RECIIF members have a well-structured way of interaction;
- F*- act as a facilitator to establish complementary and cooperative research projects and related activities.

1.2 Principles of RECIIF Community

RECIIF is based on the following principles:

- F*- **Awareness-raising:** The objectives and activities of the Community will be disseminated to all stakeholders including policy makers, regulators, the business sector and consumers, as the community focuses also on the identification of future market needs and future developments.

- F-* **Industry-driven:** The RECIIF community is driven by the industry and market needs according to Colombia's current and foreseen situation.
- F-* **Collaboration:** The RECIIF community is aimed at aligning R&D&I efforts of different stakeholders toward the promotion of collaborative R&D&I topics and projects that impact on the development of its members and Colombian society.
- F-* **Openness:** participation in the RECIIF community is open to all Colombian entities that are willing to contribute to the activities of this community.
- F-* **Transparency:** In order to ensure transparency in the RECIIF community, the following actions will be performed:
 - Rotation of the Steering Council
 - Regular stakeholder meetings
 - Openness to the participation of new stakeholders
 - Setting up a Community Website
- F-* **Coherence:** The actions and initiatives in the framework of RECIIF must be aligned with the Vision document and the objectives of the Strategic Research Agenda.
- F-* **Internationalization:** the RECIIF community is aimed at establishing stronger bounds for cooperation with equivalent Latin-American and international communities.

1.3 RECIIF Stakeholders

The RECIIF is open to all R&D&I stakeholders of the Future Internet field of the ICT Community, in particular:

- F-* Academic and research institutions (Universities, educational centres, SENA)
- F-* Research Centres
- F-* Application Developers
- F-* Associations of the ICT industry
- F-* Regional Centres for Productivity
- F-* Broadcasting organizations
- F-* Chambers of Commerce
- F-* Commercial Technology Providers
- F-* Content providers
- F-* Equipment suppliers
- F-* Industrial users
- F-* Integrators
- F-* Operators
- F-* Public Institutions (Colciencias, Ministries, National Planning Department)
- F-* R&D&I Funding Agencies
- F-* R&D Centres
- F-* Service providers
- F-* SMEs
- F-* Solution providers

RECIIF stakeholders are classified into four categories according to their nature:

- F*- Large Enterprises
- F*- SMEs
- F*- Research Domain (Universities, R&D centres)
- F*- Observers (associations, chambers, R&D agencies, Ministries, etc)

1.4 RECIIF Guideline documents

In order to establish a well founded R&D&I framework in Future Internet for the following years and to orient Colombian R&D&I endeavours, RECIIF embodies its guidelines in three documents:

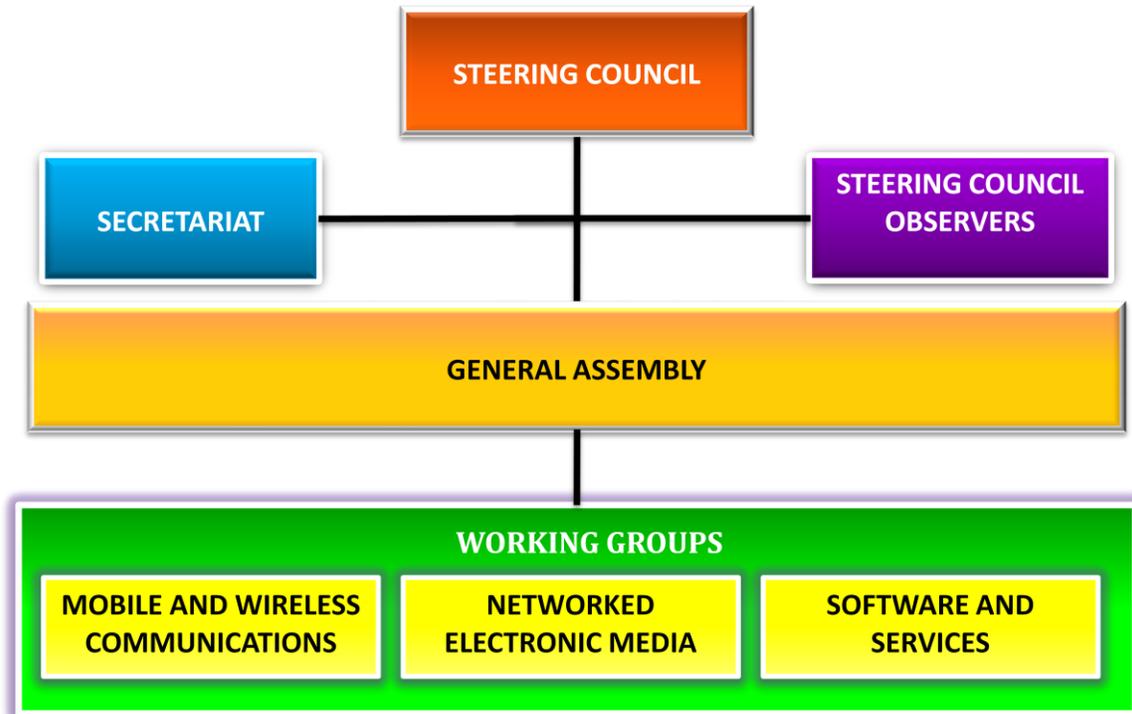
- F*- **Governance Model Document:** It establishes and regulates the principles of operation of the RECIIF community.
- F*- **RECIIF Vision 2020 Document:** It comprises the vision of the RECIIF community, establishing the goals and challenges of the community. It is developed by the Steering Council and endorsed by the General Assembly. It is reviewed and updated every two years.
- F*- **RECIIF Strategic Research Agenda:** The Strategic Research Agenda reflects the main challenges in achieving RECIIF Vision 2020 and identifies specific research priorities, their importance and time-relevance.

RECIIF Roadmap: The SRA Roadmap contains a list of future research topics, defining their objectives and scope, expected impact, estimated budget and duration, as well as project ideas toward the implementation of RECIIF SRA.

2. RECIIF Governance Structure

The RECIIF governance is based on the following structure:

Figure 1 RECIIF Governance Structure



F- The **RECIIF General Assembly (GA)** brings together all interested stakeholders that participate in the RECIIF community. Membership is open to all organizations that meet the requirements described in section 3. **Membership of RECIIF.** RECIIF members will be encouraged to actively participate in RECIIF events and to contribute to its activities (e.g. updating the RECIIF Strategic Research Agenda). General Assembly members elect the RECIIF Steering Council; they endorse the Strategic Research Agenda as well as the policies of the community. All members are welcome to participate in the GA meetings.

F- The **RECIIF Steering Council (SC)** is composed of a set of representative of the Colombian industrial and academic domains of the Future Internet field. They define the strategic vision and the key orientations of the RECIIF community, with the objective of converting the RECIIF vision into a Strategic Agenda and to

establish the operational goals for achieving this agenda. The Steering Council is chaired by **RECIIF's Chairperson**, a senior person from the RECIIF community capable of interacting at senior level with other industry players and key representatives from the International and National Public Authorities, and International equivalent Communities.

- F*- The **RECIIF Secretariat** provides the working infrastructure for the RECIIF community. This includes managing the communications, document support, meeting support, handling publications, and representing RECIIF where appropriate. The activities of the RECIIF Secretariat will be supported by the project FIRST² until December 2011. After this, the RECIIF community must be self-managed and self-supported by its own members.
- F*- **Steering Council Observers** are additional parties, who will be invited to participate in the activities of the Steering Council to facilitate the synchronisation of RECIIF activities with their organisations. Public institutions such as Colciencias, Ministries, National Planning Department and Associations can be observers of RECIIF activities.
- F*- **RECIIF Working Groups** are created by the Steering Council in order to facilitate the internal organisation, build a complete Research Agenda, liaise with established research activities contributing to the RECIIF vision and gather input from specific Communities or specific industry segments. Their work plan is defined by the Steering Council and endorsed by the General Assembly. Each working group is managed by a **Group coordinator**.

The coordination of the thematic group will be managed ideally by a representative of the Industry. However, in order to enhance the communication between Industry and the Academia, Group Coordination will be supported by a representative of the academic field.

2.1 RECIIF General Assembly

The General Assembly should widely represent all stakeholders in order to take into account in the activities, opinions and interests of all active players of the sector.

Each member of the General assembly may present its contributions to the Strategic Research Agenda, the Vision of the community and the Roadmap of RECIIF for review by the Steering Council.

The General Assembly may review the work done by the Steering Council and the Working Groups.

² FIRST is a Support Action that intends to foster International Cooperation in the areas of Future Internet and ICT Components and systems between Europe and Latin America.

Responsibilities of the General Assembly members

The main responsibilities of the GA members are:

- F*- Election of Chairperson and Vice-Chairpersons of the General Assembly.
- F*- Election of the members of the Steering Council and the Working Groups coordinators.
- F*- Decision on accepting, suspending or expelling members of the community.
- F*- Contribution to the Strategic Research Agenda, reports and recommendations.
- F*- Contribution to the work plan of the Working Groups and the preparation of project proposals.

General Assembly Meetings

RECIIF must hold at least one GA meeting per year. Every RECIIF member registered in the General Assembly has the right to participate in the meeting and to vote on the issues presented. Each RECIIF member organisation has one vote.

The Chairperson of the RECIIF Steering Council is responsible for calling, convening and chairing the General Assembly meetings. The notice for a GA meeting should go out with at least fifteen days in advance. The final agenda must be available not later than two weeks before the meeting.

Extraordinary GA meetings may be called at any time by 25% of the RECIIF GA members or 50% of the RECIIF Steering Council members.

2.2 RECIIF Steering Council

The Steering Council is the governing body of the RECIIF Community. It may have up to 20 members.

The constitution of the Steering Council shall reflect the adequate representation of all industry sectors and stakeholders, including Large Enterprises, SMEs and Academia of the country. Steering Council members should be key actors in the Colombia's Future Internet sector.

Steering Council composition

The RECIIF Steering Council must always have a balanced composition from the industrial and academic sectors as well as observers as deemed appropriate by the Steering Council. The ideal balance of the RECIIF Steering Council may have the following structure:

- F*- Large industry: Minimum of 3 members
- F*- SMEs: Minimum of 6 entities

- F*- Academia and Research Centres: Minimum of 6 entities
- F*- Observers: No restrictions

This balance is subject to review by the Steering Council. The Steering Council has the right to introduce new categories and to delete existing ones if they are no longer appropriate.

Companies being proposed for the Steering Council must select which category they wish to represent and demonstrate suitable competence and activities to justify their suitability to represent this sector.

The number of observers must be identified according to the appropriateness of their participation at the Steering Council. Their participation should be oriented to complement RECIIF activities.

Organizations that participate in RECIIF's Secretariat, CINTEL in this case, are honorary members of the Steering Council, and therefore participate in the SC meetings.

Election of the Steering Council

RECIIF's Steering Council is to be elected by RECIIF's General Assembly. Elections for available positions must be notified to the General Assembly at least one month in advance of the meeting. The elections at the meeting will be performed by simple majority of the votes of the attending members. There is only one vote per member.

Steering Council members are elected for a two-year term. The term begins at the General Assembly where they are elected and ends at the corresponding General Assembly two years later. At the end of the term the position becomes vacant. The members may be re-elected by the General Assembly if they wish to continue on the Steering Council.

Eligibility for Steering Council membership

Any registered RECIIF member may propose his/her organisation as a candidate for a Steering Council membership. It is required that the organisation appoints a specific person to participate in the Steering Council on a regular basis.

No member may nominate another member without the written consent by the nominated organisation and approval by the Council.

Chairperson and Vice-Chairperson of the Steering Council

The members of the Steering Council will elect a Chairperson and, if appropriate, a number of Vice-Chairpersons (Each Vice-Chairperson shall have a concrete role such as VC for Public relations, or VC for venture capital for research activities, etc.). They will serve for a two-year period to coincide with the Steering Council elections. They may be re-

appointed for several terms. If more than 50% of the Steering Council has been re-elected at a General Assembly, a new election could be held if deemed appropriate.

Responsibilities of the Steering Council

The Steering Council has the ultimate responsibility for the development and dissemination of RECIIF's Strategic Research Agenda. It is also responsible for ensuring that RECIIF is operated in an open and effective manner.

The RECIIF Steering Council will meet as required. Two/three times per year is seen today as the appropriate periodicity.

The Steering Council may decide on the creation of new thematic working groups open to all members of RECIIF GA, with the specific objective of moving forward on the Strategic Research Agenda of RECIIF or in other work elements.

In summary, the main responsibilities of the Steering Council are:

- F*- Election of the SC Chairperson and Vice-Chairpersons. The Chairperson will also chair the General Assembly and must be approved by the GA.
- F*- Definition and Implementation of the RECIIF Vision.
- F*- Timely initiation of the elections of SC members at the GA meeting.
- F*- Guidance on strategic direction, conflict resolution and the related proposals for the General Assembly.
- F*- Decision on changes in the organisational structure of RECIIF.
- F*- Development and approval of the Strategic Research Agenda, reports and recommendations.
- F*- Development and approval of the work plan for the establishment of Working Groups and the preparation of project proposals.
- F*- Launching of complementary and cooperative project proposals by taking into account the contributions made by the General Assembly.
- F*- Handling of membership issues such as acceptance, suspension, expulsion of members in the RECIIF Community.
- F*- Proposals for suspension, exclusion or expulsion of members in the RECIIF Community.
- F*- Organisation of General Assembly meetings with the support of RECIIF's Secretariat.
- F*- Organisation of voting procedures in the General Assembly.
- F*- Decision on the Community's name, Logo and Letterhead.

Voting at the Steering Council

Each Council member has one vote per organization. All decisions, except those related with RECIIF's budget, are approved by majority. Decisions on the budget (and any decision with financial implications) require an approval by more than 75% of the members

of the Steering Council. During the time the FIRST project supports the community, financial support of the project shall be subject to rules of the FIRST project, budget and procedures for the management of funds.

Organizations that participate in RECIIF’s Secretariat have no formal vote. However, these entities may also be elected as members of the Steering Council and obtain voting rights.

Observers have no right to vote in the decisions of the Steering Council.

Leaving the Steering Council

Any Steering Council member may resign from the Steering Council at any time but their liability will conclude at the end of their official term, if it continues as a member of the community.

Steering Council members who do not attend to two consecutive meetings will be deemed to have resigned from the Steering Council. Their position will be made available for election at the next General Assembly.

It is expected that the representative appointed by each organization for the Steering Council may act on behalf of the organization in making decisions. The appointment of a substitute is possible

Official term of the first RECIIF Steering Council

The first RECIIF Steering Council was a recommendation made by the promoters of the community with the support and advice of the project FIRST. For functional reasons, this initial Steering Council will be considered as valid until the first General Assembly takes place, when all the positions will be elected.

2.3 RECIIF Secretariat

RECIIF’s Secretariat provides support to administrative activities to RECIIF Community. This includes managing the communications, document support, meeting support, handling publications, and representing RECIIF where appropriate. The activities of the RECIIF Secretariat will be supported by the Support Action project, FIRST, until December 2011. After this project, the RECIIF community must be self-managed and self-supported by its own members.

Operational decisions will be made on the basis of Steering Council decisions. RECIIF’s Secretariat will have a representative from each of the entities that compose it.

The Secretariat reports its activities to RECIIF’s Chairperson and the Steering Council.

Secretariat Responsibilities

The main responsibilities of the Secretariat are to:

- F*- ensure that RECIIF's meetings are properly prepared, organised and managed.
- F*- ensure that meeting reports are produced, approved and disseminated promptly, and that action points are followed up.
- F*- manage, edit and disseminate major documents produced by RECIIF

2.4 RECIIF Working Groups

RECIIF uses a structure of Working Groups to perform specific tasks. These thematic working groups are:

- F*- **Mobile and Wireless Communications**
- F*- **Networked Electronic Media**
- F*- **Software and Services**

These Working Groups are created by the Steering Council. No Working Group can start operating prior to this decision.

In general, Working Groups are open to all RECIIF members.

The lifetime of each working group is determined on its scope and its contribution to the Strategic Research Agenda. The Steering Council decides on continuation at the end of this period and sets a date for subsequent review.

Each Working group is directed by a Working Group coordinator, elected by the General Assembly. Each Working Group Coordinator shall be assisted by a Working Group Vice-Coordinator, also elected by the General Assembly. Working Group Coordinators will be elected every two years.

Each Working Group Coordinator will report annually the activities and future plans of their Working Group to the General Assembly.

Each Working Group will identify projects to implement the Strategic Research Agenda.

Participation in Working Groups

- F*- RECIIF Members are encouraged to express their interest in joining one or more Working Groups, according to their interests, capacities and future expectations.

- F*- Industry associations are welcome to participate in RECIIF but will not be selected to join Working Groups.
- F*- All the entities that participate in a WG must be capable of performing R&D&I activities and join R&D&I projects.
- F*- Any external organization interested in joining a Working Group is required to become RECIIF Member.

Notwithstanding the above criteria, the candidates will be selected based on their motivation to the objectives of the RECIIF and their ability and commitment to contribute to the Working Group. Previous participation in RECIIF activities and other International research projects will be taken in consideration as key indicators of the above. The overall balance and efficiency of the Working Group will be periodically assessed as well.

2.5 RECIIF Observers

RECIIF observers are additional entities, mainly associations, chambers of commerce, R&D agencies, Colciencias and Ministries, invited to participate in the activities of the Steering Council and the General Assembly. The Steering Council observers will be required to sign RECIIF's 'Letter of interest'. Their participation is mainly oriented to facilitate the synchronisation of RECIIF activities with their organisations and to keep them informed about the activities of the Community.

3. RECIIF Membership

Membership of the **RECIIF** is open to all by registering by filling out the form "RECIIF Membership" or via the webpage of the FIRST project (www.latin-american-technology-platforms.eu). Once the FIRST project finalises, the Community will develop its own website, where online registration will be available.

A particular focus of the initiative is to ensure that SMEs are well represented, to maximise the benefits of the community to the economy of Colombia.

Any legally established corporation and individual firm, partnership, university and research institute, government body or international organisation, that meets the following requirements, can apply for membership in the RECIIF General Assembly:

- F*- based in Colombia,
- F*- supports the mission and vision of the RECIIF Community and
- F*- confirms to be committed to the active participation in the ongoing and future framework programmes

Each organisation should declare in its membership application, to which Stakeholder Group it belongs to.

4. RECIIF's Working practice

RECIIF will develop the Vision and the Strategic Research Agenda together with position papers, opinions, recommendations and reports as necessary. These documents will be communicated to the country government, international institutions (including ETPs and European Commission), the relevant non-governmental organisations and all stakeholders. Copies of these documents will be made available to the public (e.g. by web site) or upon request.

RECIIF will endeavour to contact consulting firms and high level interest groups for relevant issues of Future Internet research.

On RECIIF advice and request, the Steering Council may set up additional Working Groups of limited duration to deal with particular issues of special concern for achieving RECIIF's mission.

RECIIF will promote and maintain an awareness programme to improve the profile and perception of RECIIF worldwide.

5. RECIIF's Strategic Research Agenda - SRA

The Steering Council must define the community's vision. The SRA will reflect the key challenges to achieve the RECIIF's Vision and in doing so, it will identify the main research areas to be addressed.

The RECIIF Steering Council will establish the process of preparation and later updates of the Strategic Research Agenda. The first version of the SRA must be completed before April 2011.

The Strategic Research Agenda will not be a detailed research work programme. The SRA contains a statement of research priorities, including a half-page description per topic, its importance, expected impact and time-relevance. The content of the Strategic Research Agenda will be presented in an agreed format. The SRA will be reviewed on an annual-basis.

The selection of priorities, carried out on the basis of objective criteria established by RECIIF, will take into account relevant policies (e.g. competition, trade, information society, industry, IPR, environment, safety, employment, education, etc).

RECIIF will propose a SRA Roadmap towards the implementation of RECIIF's SRA and Vision. This roadmap must contain a list of future research topics, defining their objectives

and scope, expected results, estimated budget and duration, specific research activities and projects.

6. RECIIF Consensus and voting rules

Consensus

As a matter of principle, all the governance bodies of the Community seek to take decisions by unanimous consent. The Chairperson and the Secretariat shall make every reasonable effort to facilitate consensus amongst the members of the General Assembly.

If unanimity is not achievable, then consensus is an acceptable basis for agreement on a specific topic. Members undertake to only sustain opposition to a broad majority in situations where, in their view, their own interest is threatened. If a vote shall be held, the results shall be recorded even when consensus has been reached.

Voting rules

Routine operational decisions are taken by consensus; voting is reserved for significant decisions, where traceable evidence is required, or if required by any voting member. Vote in the various governance bodies is to be done on a per organization basis, with one vote per eligible organization.

Organizations shall specifically designate one representative per entity to vote in the General Assembly and the Steering Council; if the organisation is part of the SC. Organisations may temporarily or permanently replace the voting member by a substitute, who is another member of their organization, after notification to the Chairperson of the Steering Council and the Secretariat.

Voting is done on a 75% majority basis, as determined by either total number of members eligible to vote or the number of voting attending members. Simple majority voting shall not be used to take decisions in RECIIF.

Votes shall be cast by secret ballot in the case of election of officers of the Steering Council, in disciplinary matters, or when requested by two or more members of the voting community. All other votes shall be done by show of hands.

7. RECIIF R&D&I Projects

7.1 RECIIF R&D&I Projects Conception

One of the main tasks of the RECIIF community is to become a meeting point for different stakeholders, public and private organizations, in Colombia, interested in undertaking collaboratively R&D&I projects in the Future Internet field.

Thus, RECIIF aims to facilitate the space for R&D&I project conceptions among RECIIF members and the equivalent international communities that have a common interest to share efforts and collaborate in multinational projects. In this context, RECIIF encourages the public - private partnership and interaction between industry, universities and research centres.

The RECIIF community will develop a plan of activities aimed at fulfilling this purpose, through Brokerage Events, announcements and/or forums on the website, among others activities to be defined.

The RECIIF promotes, as a general rule, the search for sources of public and private funding for the initiatives of R&D&I projects, whether they are local or international funding schemes.

The RECIIF community will provide a standardized format for project proposals.

It is not concern of the RECIIF community the merits or content of specific R&D&I projects generated amongst its members. The RECIIF community will keep a record of the R&D&I projects generated within the communities, with a general description of the project, in order to measure impact indicators regarding the actions of RECIIF.

- F*- Project Name
- F*- SRA topic the project is aimed to
- F*- Executive Summary
- F*- General Objectives
- F*- Organization Project Coordinator
- F*- Project organizations
- F*- Budget
- F*- Time or Duration of project
- F*- Non-confidential results
- F*- Pending or existing Patents
- F*- Project Progress Status

7.2. RECIIF Development of R&D&I projects

The RECIIF community is only a promoter of R&D&I projects amongst its members. Coordination and management of the projects rely solely on the organisations that participate in the project, not on the RECIIF Community.

Nonetheless, the RECIIF community will disseminate knowledge, experiences and best practices resulting from the R&D&I projects, only if explicitly authorized by their project managers, coordinators and organisations.

The RECIIF community is not responsible of potential difficulties arising directly or indirectly from the R&D&I projects made by its members.

Endorsement of project proposals and projects

If an institution or a consortium expresses its intention to submit to an R&D&I funding source an R&D&I proposal with the RECIIF brand, or to use the RECIIF brand in an ongoing project, the Steering Council shall approve it.

8. Economic support of the RECIIF

Economic support is expected to come from the following sources:

- F*- Investment by RECIIF
- F*- Public support by local, regional and national authorities in Colombia, if agreed.

9. Use of the RECIIF brand

The RECIIF brand (including the acronym and logo) shall be associated with all publications approved for release by the Steering Council. The RECIIF Secretariat shall have the right to use the RECIIF letterhead to conduct regular Community activities and accomplish its assigned mission.

The RECIIF brand may be used on the public RECIIF website managed on behalf of the Steering Council. The RECIIF brand may be used on banners, displays, and printed material associated with events organized or sponsored by the RECIIF. As a matter of principle, the RECIIF brand shall never be used as a point of focus in the promotion of any organization or party.

Partners are authorized to mention their partner status and use the RECIIF logo in commercial documentation, providing the RECIIF brand if it is not a point of focus in the promotional message.

All other usage of RECIIF brand is subject to approval of the Steering Council.

10. Dissemination Policy

RECIIF should pay special attention to the disclosure of their activities, both nationally and internationally.

The public dissemination of the RECIIF activities will be done using all means and tools available, such as newspapers and journals, specific publications, conferences, mass mailings, newsletters, among others.

The RECIIF community will develop an official website for the diffusion of the activities of the community and to allow better internal communication among its members.

11. RECIIF Intellectual Property and Confidentiality Policy

Intellectual property of tools, processes and products that an R&D&I project would result in belong to the participants of the project, the consortium created for it, or their authors, as appropriate.

For R&D&I projects under public programmes such as the Seventh Framework Programme, intergovernmental, national or regional programmes, the IPR will be managed by the guidelines provided by each programme and the specific consortium agreement.

Public RECIIF documents (Vision, SRA and Recommendations) are property of RECIIF and shall be copyrighted as such.

Anyone seeking to use all or part of the RECIIF documentation in any form must seek permission from the RECIIF Steering Council.

The documents and discussions of the RECIIF SC Meetings are confidential and cannot be distributed outside of this group without the appropriate permission, except for the Steering Council report to the General Assembly. RECIIF's Chairperson has the authority to decide to share some information externally if he/she believes it is in the interest of RECIIF.

The confidentiality rules apply for three years from receipt of any information and remain valid even if any individual or company leaves RECIIF.

12. Leaving the RECIIF

Members may resign at any time by sending a letter to the RECIIF Secretariat. The resignation becomes effective at the end of the calendar year of reception of the letter, except for letters received after the 30th November, which will become effective at the end of the following year.

13. RECIIF Discipline Procedures

If a RECIIF member is considered to be acting against the interests of RECIIF, the Chairperson will contact the member and ask for an explanation and a complete stop of the offending behaviour.

If the problem persists, the Chairperson has the right to suspend the offending member until the next Steering Council meeting, where the issue must be discussed. The offending

member has the right to be invited to be part of the Steering Council meeting to present his/her explanation.

If the Steering Council decides that the member should not be allowed to continue in the RECIIF Community, it must present a recommendation to the next General Assembly to withdraw membership of the offending member. The offending member will remain suspended during this time.

The Steering Council and the member must present their views at the next General Assembly and the forum must decide if the member will be removed from the community. A two-thirds majority of members attending to the General Assembly is necessary for such a decision to be approved.

An excluded member must wait at least 18 months before re-applying for membership.

14. Validity of these rules for the RECIIF

These rules enter into force on adoption by the Steering Council and approval by the General Assembly and they will remain valid until the Steering Council or the General Assembly decides to end RECIIF.

Discussions on amendments to these rules may be started at any time on request of more than two Steering Council members.

The adoption of amendments to these rules requires a two-thirds majority of the Steering Council.

Glossary

Brokerage events: This type of event aims at being a facilitator for RECIIF members to create agreements between two or more organizations for undertaking joint and collaborative R&D&I projects.

Future Internet: The Future Internet is a major federating research theme that includes different areas associate to traditional sector such as the networks, contents and services, as well as ICT components and systems as enabling technologies. Areas under this concept are: Mobile and Wireless Communications, Satellite Communications, Networked Electronic, Software and services, Photonics, Nanoelectronics, Smart Systems Integration and Embedded Intelligence and Systems.

Networked Electronic Media: Is the term used to “address the convergence of media, communications, consumer electronics, and IT as a wide opportunity for future growth, by taking advantage of generalized broadband access, increased mobility, availability of richer media formats and contents, as well as new home networks and communications platforms.”³

Technology Platform: It is private-public partnership aimed at fostering R&D activities, projects and programs in a more rapid and effective way.

³ <http://www.nem-initiative.org/>

Steering Council Composition

RECIIF

*Red de Colaboración para la I+D+i en
Internet del Futuro en Colombia*

Colombian Technology Platform in Future Internet
Latin American Technology Platform
www.latin-american-technology-platforms.eu

Version 1.0
February 2011

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1. RECIIF Steering Council Composition

1.1 President of RECIIF

Name	Jose Jaime Gómez Cudris
Entity	Medios y Soluciones. Multimedia Services Ltda.
Entity Description	Colombian company with more than fifteen years of experience integrating solutions with high-impact technologies and high range.
Role	General Manager
Curriculum Vitae	<p>Mr Cudris is Electrical Engineer with expertise in unconventional architecture design and integration of technological solutions. He also is a consultant specialized in systemic analysis, design of alternatives technology management, management models and design of master plans for technology implementation.</p> <p>Mr Cudris has accomplished effective performance in areas and projects related to implementation through robust technologies, improvements of industrial production practices, mission planning and intelligence, applied simulation, large format display and collaborative work through PLM methodologies.</p> <p>He also has acquired experience in the development and integration of immersive and interactive solutions for all sectors, and collaborative management systems.</p> <p>His areas of performance are: Integration of complex solutions in simulation, visualization, tele-presence, Component Architecture, Virtual Reality, Smart Card Technologies and applied Electronics.</p>

1.2 Vice-president of RECIIF

Name	Alejandro Guzmán
Entity	Internexa S.A
Entity Description	INTERNEXA is the only company in telecommunications connectivity infrastructure in the region dedicated exclusively to the Carrier of Carriers and the energy sector.
Role	Innovation & Development Engineer
Curriculum Vitae	<p>Mr Guzmán is Electronics Engineer with emphasis in Telecommunication and Product Development.</p> <p>He participates as Chapter Member at the Colombian Chapter of the Internet Society. He also participates at the Program Committee at LACNOG and the Board of Directors at LACNIC, the Internet Address Registry for Latin America and the Caribbean.</p> <p>He has presides CINTEL’s Digital Content Roundtable and currently holds the position of Innovation and Development Senior Engineer at INTERNEXA. He is also professor of the Telecommunication postgraduate degree at Universidad Pontificia Bolivariana in Colombia.</p>

1.3 Thematic Group Coordinators

MOBILE AND WIRELESS COMMUNICATIONS

Name	Hugo Herley Malaver
Entity	Universidad San Buenaventura – Sede Bogotá
Role	Director of the Telecommunication Services and Business Postgraduate degree

NETWORKED AND ELECTRONICS MEDIA

Name	Alejandro Pérez
Entity	Crear Media Colombia Ltda.
Role	Director

SW & SERVICES

Name	Jose Jaime Gómez
Entity	Medios y Soluciones. Multimedia Services Ltda.
Role	General Manager

1.3 Other Members

Entity	Representative's Name	Position
AVANTEL	Jorge Camargo	Leader of SW Projects
UNE	Juan Fernando Márquez	Planning Specialist Innovation Management Department
ETB	Carmen Yolima Vargas	Innovation Group LEADER
TELEFONICA TELECOM	Edwin Andrés Casallas	Innovation Consultant
INALAMBRIA INTERNATIONAL	Carlos Sierra	Director
UNIVERSIDAD DE LOS ANDES	Harold Castro	Associate Professor
UNIVERSIDAD SANTO TOMÁS	Maria Gaby Boshell	Professor
UNIVERSIDAD MANUELA BELTRÁN	José Becerra	Professor
UNIVERSIDAD DISTRITAL	Henry Diosa	Director of the Master in Communications and Computer Science
UNIVERSIDAD DEL QUINDIO	Fáber Danilo Giraldo	Professor / Researcher
PONTIFICIA UNIVERSIDAD JAVERIANA	Jorge Luis Sanchez	Director of the Electronics Department

1.3 Observers

Entity	Representative's Name	Position
FEDESOFTE	Paola Restrepo	Executive Director
COLCIENCIAS	Oswaldo Castillo	Director of the National ETI Plan (Electronics, Telecommunication and Informatics)
PARQUESOFT	Alfredo José Roldán	Leader of the Development Strategy of Parquesoft
RENATA	Martha Giraldo	Executive Director

MEXICAN TECHNOLOGY PLATFORM (MTP)

Thematic Workgroups (TWGs) Objectives and Vision



INTRODUCTION

The Mexican Technology Platform (MTP) is comprised by diverse Thematic Workgroups (TWGs), which are entities with a specific knowledge interest, ICT-industry (Information and Communication Technology) oriented, but with a significant participation coming from institutions and organizations involved in research and development. This joint effort aims to define a long-term Common Vision for Mexican positioning in each one of the different interest areas addressed by the TWGs, with their respective Strategic Research Agendas (SRAs) focused on strategically relevant topics, with a significant social impact. It is intended to support the achievement of national strategic objectives, related to growth, competitiveness, and sustainability, through a significant participation coming from ICT in the mid and long term.

Mexican Technology Platform follows, for its development, a three-phase process:

1. **Creation of Mexican Thematic Workgroups.** Gathering all the key players within the addressed TWG.
2. **Defining the Strategic Research Agendas,** for each TWG, defining the objectives at mid and long term for a specific technology, and also the roadmap to achieve them.
3. **Strategic Research Agenda Implementation,** with the appropriate assignment of human and economical resources.

The Mexican Thematic Workgroups comprised by the MTP are:

1. **NEM-Mex** (*Networked and Electronic Media Mexican Thematic Workgroup*).
2. **NESSI-Mex** (*Networked Software and Services Initiative Mexican Thematic Workgroup*).
3. **eMOBILITY-Mex** (*Mobile and Wireless Communications Technology Mexican Thematic Workgroup*).
4. **ARTEMIS-Mex** (*Advanced Research & Technology for Embedded Intelligence and Systems Mexican Thematic Workgroup*).
5. **eHEALTH-Mex** (*R&D of IT-based tools for supporting healthcare Mexican Thematic Workgroup*).

NEM-Mex (*Mexican Networked and Electronic Media Thematic Workgroup*)

Objective (mission)

The main objective of the Mexican Networked and Electronic Media Thematic Workgroup (NEM-Mex) is to foster the development and introduction of novel audiovisual and multimedia broadband services and applications to benefit Mexican citizens and enterprises. The Networked and Electronic Media (NEM-Mex) Thematic Workgroup focuses on an innovative mix of various media forms, delivered seamlessly over technologically transparent networks, to improve the quality, enjoyment and value of life. NEM-Mex represents the convergence of existing and new technologies, including broadband, mobile and new media across all ICT sectors, to create a new and exciting era of advanced personalized services.

Vision (positions for 2015)

- 1. A leading Mexican networked and electronic media industry competitive with other business regions in the world.**
 - Public and private partnerships, which are coordinated at the Mexican national level to ensure optimum use of investment efforts by individual Mexican regional members to consistently contribute to the Mexican position in the world.
 - Consistent research teams working in cooperation and in competition achieving visionary and challenging goals.
 - Partnerships on a win-win basis with other regions of the world.

- 2. A regulatory environment favoring the deployment of NEM technologies to improve the quality of life and maximize economic growth and skilled employment in Mexico.**
 - Effective public policies in domains such as health, culture, education, government, E-inclusion, based on understanding the social, cultural and economic impact of NEM technologies.
 - Open standards and interoperability as powerful enablers for growing and emerging horizontal markets that are highly competitive and avoid the locking-in of consumers.

- 3. Open business models across the value network and novel revenue generating models.**
 - Enlarged Mexican market for content creation, management, distribution, presentation and consumption by and for users.
 - Empowered end-users accessing any content, anytime, anywhere from trusted services and applications in a simple, secure, fast and reliable fashion.

Vision summary:

In this vision, NEM-Mex assumes the challenges, risks and opportunities derived from the convergence of audiovisual technologies, broadband technologies and networks, and consumer and professional equipment for multimedia applications and services. NEM-Mex stimulates worldwide regulations and standardization policies. As such, NEM-Mex enables Mexican industry and sector stakeholders to master the required technologies of the value chain, to develop a consensus on the required standards, to promote international co-operation, to support the regulatory process, and to contribute substantially to the growth of the economy.

NESSI-Mex (*Mexican Networked Software and Services Initiative Thematic Workgroup*)

Objective (mission)

To develop a visionary strategy for software and services driven by a common Mexican Research Agenda, where innovation and business strength are reinforced by:

- providing Mexican Industry and the Public Sector with efficient services and software infrastructures to improve flexibility, interoperability and quality;
- mastering complex software systems and their provision as service oriented utilities;
- establishing the technological basis, the strategies and deployment policies to speed up the dynamics of the services eco-system;
- developing novel technologies, strategies and deployment policies that foster openness, through the increased adoption of open standards and open source software as well as the provision of open services;
- fostering safety, security and the well-being of citizens by means of new societal applications, enhanced efficiency of industry and administrations, and competitive jobs;

Hence transforming the Mexican economy into a knowledge supported economy and enabling the Mexican software and IT services industry to attain a stronger global position. NESSI operates in the context of a wide continuum of information and communication technologies, and envisages close collaboration with other global research initiatives.

Vision (positions for 2015)

1. Globalisation as a reality.

In today's world, ICT should be one of the means on which Mexico can capitalize to support economic growth and ensure higher value employment. We see a wealth of opportunities as software and IT drive the evolution of the Internet as a global knowledge and services eco-system. Doors to new markets are opened, and unlimited access to people, knowledge and services is provided, that otherwise would remain unknown.

Globalisation impacts both the creation and the uptake of software and services:

- In terms of creation, de-localised offices.
- Concerning uptake, services such as banking, insurance, air and maritime transport, healthcare, are being liberalised on a global scale. Software will have to adapt and accommodate users from diverse cultures. This is not simply a matter of changing the user interface language; the different ways of doing business have to be taken into account

2. Ubiquitous and invisible IT.

The advent of a ubiquitous telecommunication infrastructure has provided users with the full benefits of the telecommunication revolution that has established a worldwide infrastructure mixing wired and wireless technologies. Communication has become the norm, and users do not identify which technologies and networks support it – they simply benefit from it and expect to enjoy a permanent link between them and the rest of the world.

3. Process innovation outranks product innovation.

Global competition and lower market entry barriers are forcing companies to find new ways to stand out against their competitors. Companies see their future business success depending more on adapting their business models – or the way their organization operates – than on what their organization actually does. Business model innovation is replacing product innovation as a primary driver for competitiveness. Managers all over the world see IT applications and services as the central element to enable flexibility for business process innovation.

4. From product to services.

In today's ICT market revenues are shifting from the sales of products to the provision of IT services. This shift is driven by consumers who want to benefit from solutions that address their needs, as seamlessly and as flexibly as possible, and by the increasing need of all industries to cut costs of operations and to make business processes more effective.

5. Creating a level playing field for smaller enterprises (SMEs).

Over the last 15 years the IT marketplace has been dominated by large software suppliers. SME's, either software developers or end-users, have had no alternative but to adopt proprietary standards. This is bound to change. Open source and open standards based solutions with service oriented architectures taking into account specifically European requirements shall provide smaller enterprises with new opportunities to drive their growth.

6. IT as a business catalyst.

Currently software automates the flow of goods, capital and information. Its role should expand to accelerate and integrate business processes becoming a key enabler for a successful global economy.

Vision summary:

In this vision, NESSI-Mex envisages the wide adoption of services offered through networks and devices as a distributed system which in turn provides virtualization.

This scenario will be characterized by large distributed systems with many data collection points, services, and computers that evolve data into knowledge and help humans coordinate the execution of complex tasks. Large amounts of data will be generated by sensors, transmitted via wireless channels to ground stations, then moved through fast optical technology to powerful computational infrastructure and the results will be visualized on different devices according to the context of use.

eMOBILITY-Mex (Mexican Mobile and Wireless Communications Technology Thematic Workgroup)

Objective (mission)

- Achieve full **mobile access to applications** for Mexican citizens, building on Mexican strength in mobile and wireless communications.
- **Develop the technology** to provide optimal applications relying on the most promising technologies and network resources.
- **Focus Mexican R&D** resources to exploit the coming business opportunities in mobile and wireless communications to the benefit of the Mexican economy, and ensuring **E-inclusion** especially for the most uncommunicated geographic zones.

Vision (positions for 2015)

eMOBILITY-Mex vision for the further development of mobile and wireless communications:

1. The Mexican Mobile and Communication Technology Thematic Workgroup is the place for industry and academia to share visions and adopt a common Strategic Research Agenda for research and future development
2. Support for **business & government processes** improves the competitiveness of the Mexican economy.
3. Services **hide complexity** from the user with interoperability between different access systems.
4. **Multi-layered mobility** – users move & change devices, sub-networks in vehicles move, software moves.
5. **Peer-to-peer** communities emerge to empower people to collaborate.
6. Opportunities for **social applications** expand through always-with-you qualities and reducing isolation.

Vision summary:

eMOBILITY-Mex will help to ensure **E-inclusion** in Mexico using mobile infrastructure and **bridging the Digital Divide**. It will **empower citizens** with new mobile based applications, creating **new opportunities** for businesses and governments, and a **new wealth** in the Mexican economy. It will focus on **Mexican resources** to achieve critical mass in R&D and build on **Mexican leadership** in mobile and wireless communications.

ARTEMIS-Mex (Mexican Advanced Research & Technology for Embedded Intelligence and Systems Thematic Workgroup)

Objective (mission)

- Make ambient intelligence a reality and to ensure competitiveness of Mexican industries working on the realm of embedded intelligence.
- Create opportunities (knowledge, ecosystem) for a New Industry to flourish subscribed to by Mexico's leading technology companies and institutes working on the embedded intelligence field.

Vision (positions for 2015)

ARTEMIS-Mex vision for the further development of Embedded Intelligence and Systems:

1. ARTEMIS-Mex aligns **fragmented R&D efforts** in Mexico along a common strategic agenda, common for intergovernmental and national levels.
2. ARTEMIS-Mex **drives a joint Mexican vision strategy** on Embedded Systems – R&D and educational challenges - structural changes.
3. ARTEMIS-Mex **participates along with other international technological platforms to drive the future** embedded systems paradigms':
 - **Industrial Systems:**
 - a. Automotive: "Frugal, safe car"
 - b. Aerospace: "Customizable, efficient, safe air transport "
 - c. Manufacturing & process Industries: "Efficient, flexible manufacturing"
 - **Private Spaces:**
 - a. "Efficiency, safety and pleasure in the home"
 - b. Includes Medical sector
 - **Nomadic Environments:**
 - a. Walk, Talk, Hear, See
 - **Public Infrastructure:**
 - a. "Secure and dependable environment"

Vision summary:

ARTEMIS-Mex will assume an **inclusive approach** will **align fragmented R&D efforts in Mexico** through a **common strategic research agenda**, which will encompass the correct utilization of research infrastructure, stimulating different areas such as **innovation, education**, standards, as well as financing mechanisms and instruments. It will also **stimulate cooperation and joint efforts** with international technological platforms.

eHEALTH-Mex (Mexican Thematic Workgroup for R&D of IT-based tools for supporting healthcare)

Objective (mission)

To develop a visionary Mexican common strategic agenda in the area of IT-based tools for supporting healthcare in order to:

- Coordinate actions and to promote synergic initiatives.
- Prevent research & development knowledge fragmentation, both academic and industrial.
- Enhance the creation of a healthcare best-practices knowledge hub.

Vision (positions for 2015)

eHealth-Mex vision for the further development of IT-based tools for supporting healthcare:

1. Is an enabler of a **common architecture for electronic medical records**, supporting information exchange and records standardization.
2. It establishes a healthcare information network among healthcare patient-care points in order to coordinate responses in case of health contingencies.
3. It guarantees online healthcare services, such as healthy lifestyle information and diseases prevention.
4. It supports the development some capacities such as remote diagnosis, online prescriptions, online specialist referral and online reimbursement procedures (for health insurance procedures).

Vision summary:

eHealth-Mex is the main Mexican knowledge-based hub promoting the development and utilization of information and communication technologies (ICT) and networking in healthcare, fostering a comprehensive model based on personalized and humanized care for all Mexican citizens.

MEXICAN TECHNOLOGY PLATFORM (MTP)

General Structure and Basic Governance



1. INTRODUCTION

The Mexican Technology Platform (MTP) is comprised by diverse Thematic Workgroups (TWGs), which are entities with a specific knowledge interest, ICT-industry (Information and Communication Technology) oriented, but with a significant participation coming from institutions and organizations involved in research and development. This joint effort aims to define a long-term Common Vision for Mexican positioning in each one of the different interest areas addressed by the TWGs, with their respective Strategic Research Agendas (SRAs) focused on strategically relevant topics, with a significant social impact. It is intended to support the achievement of national strategic objectives, related to growth, competitiveness, and sustainability, through a significant participation coming from ICT in the mid and long term.

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5. **eHEALTH-Mex** (*R&D of IT-based tools for supporting healthcare Mexican Thematic Workgroup*).

2. BASICAL CONDITIONS

The basic objectives for all and each one of the comprising Thematic Workgroups are:

1. Strategic Research Agenda sketching (for each one of the Thematic Workgroups).
2. Achieving the required “critical mass” to foster research and development, for each Thematic Workgroup.
3. The achievement and correct use of substantial funding, public and private.
4. To promote a close and direct participation of mutually complementary projects, under the thematic umbrella of the Mexican Technology Platform.
5. To ensure a significant international impact in the mobile and wireless communications realm.
6. To improve the positioning of Mexican industry, compared to its global competitors.

3. ORGANIZATIONAL STRUCTURE OF THE MEXICAN TECHNOLOGY PLATFORM

MTP is an enabler aiming to establish complementary and cooperative research projects, as well as related activities. MTP comprises all components in the value chain, and this includes academy, industry, government organisms and industrial organizations, clustered in different comprising organisms, ruling and observing the MTP. The general structure of the MTP is shown in *Figure 1*.

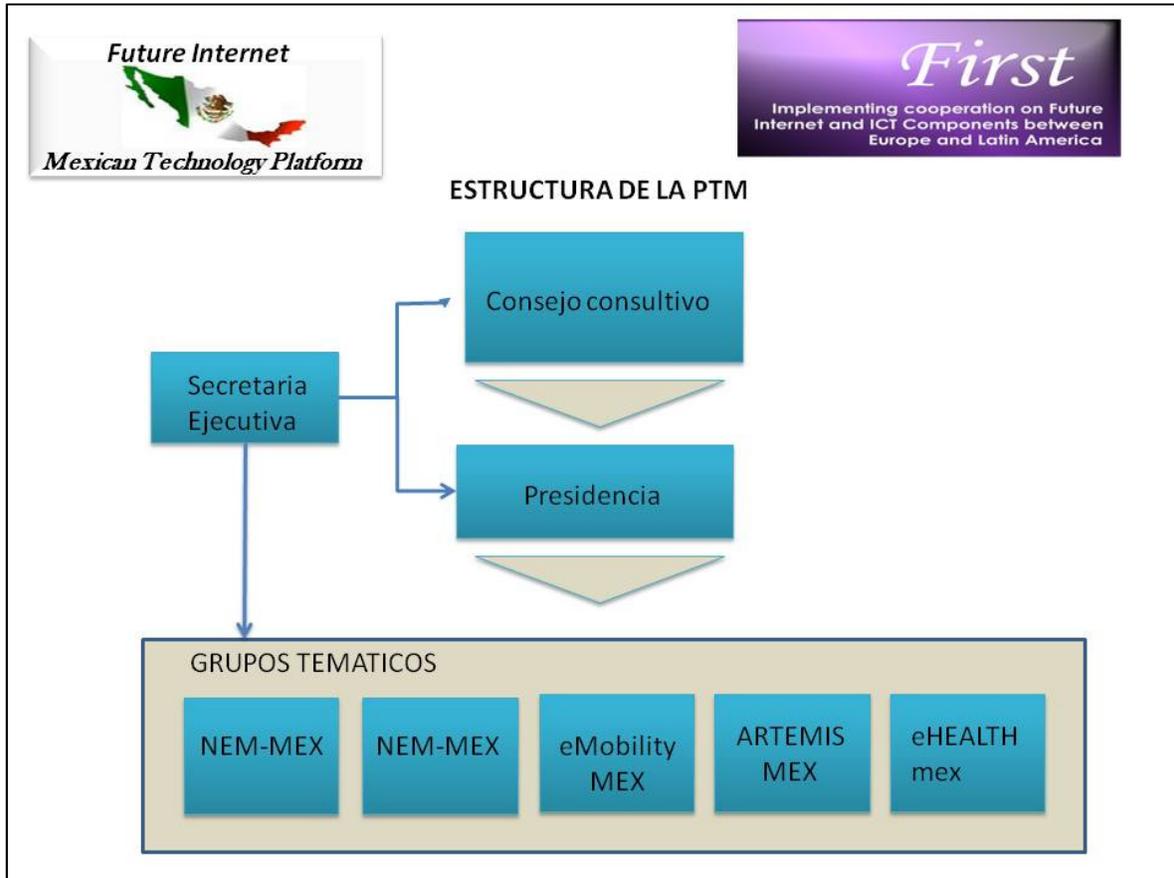


Figure 1: MTP General Structure

These different comprising elements are represented in different groupings and capacities, according to *Figure 1*. The types of participation are sketched as follows: Los diferentes elementos componentes estarán representados en diferentes agrupaciones y capacidades de acuerdo a la *Figure 1*. Los tipos de participación pueden esbozarse como:

- A. **Advisory Board:** organized as shown in *Figure 2*, has the function to comprehensively represent to all those stakeholders included within the structure of the MTP, in order to permeate all activities and decisions made by the MTP with the points of view and interests of all its comprising elements. To that end, the following elements participate in the Advisory Board:

A. Observers:

- Conacyt
- Canieti
- Secretaria de Economía
- Secretaria de Transportes y Comunicaciones
- National Contact Point

Secretary:

- Tecnológico de Monterrey

Scientific Board:

- REDTICS

Thematic Workgroups Leaders (TWGs)

- NEM-MEXICO
- NESSI-MEXICO
- ARTEMIS-MEXICO
- e-Mobility-Mexico

Industrial Organizations

- VP CANIETI Clusters

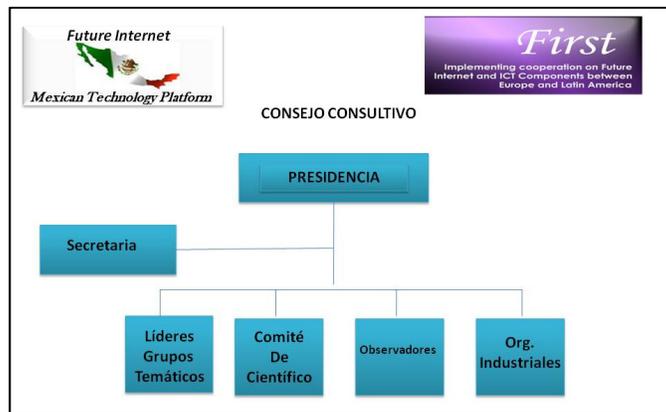


Figura 2: Estructura del Consejo Consultivo de la MTP

B. **Presidency:** is the executive figure of the MTP. Its main function is to regulate the implementation of all these suggestions, and consensus or voted decisions emitted by the Advisory Board.

- C. **TWGs' leaders:** each one of the TWGs will be led by a specific leadership team, totaling five leadership teams, one per thematic workgroup.

MTP organizational structure should ensure:

- On one side, the openness, participation and transparency of the information flow and decisions making, and
- On the other side, an efficient activities and processes management for decision making.

The Presidency will officially establish the Thematic Workgroups, which are responsible for specific tasks, but not limited to:

- Development of a Strategic Research Agenda per TWG.
- Interaction and coordination with other TWGs, relevant to the MTP purposes.
- Interacción y coordinación con otros Grupos Temáticos relevantes a la MTP.
- Define the roadmap to deploy the Strategic Research Agenda.
- To establish the legal framework for all these contracts established by the MTP through each one of its thematic groups, as well as the legal advising of those agreements carried out by the PTM Presidency.
- The appointing of the TWGs leaders will be done by the Presidency, following recommendations emitted from the Advisory Board.

D. Secretary Functions:

- Maintenance of all the MTP's ICT media information channels.
- Creation of corporate image and its branding.
- Recording and classification of new MTP members.
- Mail lists maintenance and communication.
- Memberships management.
- MTP documentation management.
- Provide support to the MTP Presidency function and to the TWGs leaders.
- Secretary will report to the Presidency and to the Advisory Board.

4. DECISION MAKING PROCESS AND ELECTIONS

Whenever this is possible, decisions must be consensual. Presidency must carry out reasonable efforts to promote consensual decisions together with the Advisory Board, which is representative of all the MTP stakeholders. If consensual decisions are impossible to reach, these must be voted.

The election for the MTP Presidency must be carried-out every two years.

Details and specific mechanisms for each election must be determined and defined by the Advisory Board.