

Europe Local Chapter

Proposal

Revision History

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Table of contents

1. Definition and charter.....	3
2. Territory.....	3
3. Strategy and main focus.....	4
3.1. Community animation	4
3.2. Liaison with international community and other organizations.....	4
3.3. Communication and promotion.....	4
3.4. Tools, Services, Contribution to the code base	4
4. Organization and resources.....	5
4.1. LC Participants.....	5
4.2. Management team.....	6
LC management team contact person.....	6
LC management team.....	7
4.3. Duration.....	7
4.4. Meetings.....	7
4.5. Decision process.....	7
5. Tasks and Roadmap.....	9
5.1. Activities, work packages and tasks.....	9
5.1.1. WP1: Management, strategy and roadmap.....	9
5.1.2. WP2: Linking with communities and organizations.....	9
5.1.3. WP3: Tools and services.....	9
5.2. Leaders for Work Packages and Tasks.....	10
5.3. Tasks and Roadmap.....	10
5.7. Workload for year 2008.....	12
6. Budget.....	13
6.1. Budget mechanism for 2008.....	13
6.2. Cost estimate for 2008 (to be validated by OW2 Board).....	13
6.3. Assessment of the budget mechanism for 2008 and proposal for 2009.....	13
7. Appendices.....	15
7.1. Appendix 1 - Radical Innovation management approach to OSS.....	15
7.2. Appendix 2 - Tool to manage student assignments on projects	18
7.3. Appendix 3 – Regression benchmarking.....	19
7.4. Appendix 4 - Budget mechanism proposal for 2009.....	20

1. Definition and charter

Local Chapters (LC) organise activities carried out to contribute to the sustainable development of business ecosystems on a regional scale, in a business neutral way. They represent OW2 at a regional level under supervision of the Management Office. In a Local Chapter, a group of OW2 members join their efforts to promote the goals of the consortium within a community characterized by its geography or its language.

A Local Chapter is not a legal entity but a group of OW2 members forming a network of expertise that share the same values and organize themselves to promote the goals of OW2 cooperatively with the local communities.

Local Chapters can engage only in activities that conform to OW2 goals, policies and procedures.

Local Chapters offer a number of benefits to the local OW2 members:

- A contact point for local community;
- A platform for networking;
- Communication and dissemination channel;
- International cooperation opportunities in the open source middleware field;
- A way to leverage ideas, investigate and implement actions, share results.

2. Territory

In the incubation phase, the Local Chapter will operate in the EU countries where OW2 members demonstrate direct interest and contribution to the LC. After the incubation phase, and following development of the LC, the territory may extend to other European countries but also neighbouring countries according to the nationality of participating members.

3. Strategy and main focus

The main activities of the LC will encompass leading an academic and business community, cooperating with other open source organizations, promoting the consortium, developing tools and services for the OW2 LC community and fostering contribution to the code base.

3.1. *Community animation*

- Identify academic or business topics worth study and define investigation scope (possibly linked with OW2 initiatives)
 - o INRIA's proposal for topic: Radical Innovation management approach to OSS
 - o EUROPEAN DYNAMICS: Animation of regional OSS communities to participate and contribute to the OW2 network
 - o CHARLES UNIVERSITY: regression benchmarking project (performance evaluation tool) that could be place under the pool of the OW2 software platform.
- Organize workshops, work groups, meetings on identified topics
- Draft report and recommendations on these topics
- Cross-fertilize with the business members through use cases and applications examples

3.2. *Liaison with international community and other organizations*

- Foster links with European OSS communities (e.g. COSS, Morfeo)
- Gather and disseminate information on European Commission Framework Program projects (e.g. FP7), on European Technology Platform (e.g. NESSI) and on other EU projects.
- Select and analyse funding instruments relevant for OW2 members to fuel the research topics initiatives and new projects proposal
- Provide support to OW2 members to establish synergies with EU
 - o Preliminary list to be validated and completed: NESSI OSS Working Group, System@tic/Ouverture.
- Share information with other OW2 Local Chapters (China and Brazil)

- Later, if appropriate:
 - o Foster links with international OSS communities
 - o Gather and disseminate information on international projects, beyond the EU
 - o Facilitate links with European branches of worldwide organizations (e.g. Eclipse)

3.3. *Communication and promotion*

- Identify and secure speaking opportunities to local events
- Take part in forums, events, exhibitions in Europe
 - o Proposed list to be defined as part of the ELC strategy.
- Organize local events
- Provide information to potential OW2 new members

3.4. *Tools, Services, Contribution to the code base*

- Develop OW2 European LC pages on OW2 website
- Maintain OW2 Europe LC mailing list
- Propose tools and services to OW2 members
- Contribute to the OW2 code base

4. Organization and resources

4.1. LC Participants

The Local Chapter welcomes all OW2 members who want to actively participate and lead actions regarding the activity plan. Members should be located in the geographic area covered by the LC.

A management team is in charge of LC coordination and reporting to OW2 MO.

A core team is made of the LC management team plus members with commitment to lead specific actions.

An extended team may be setup to broaden the participation to less active members and for dissemination purpose.

Registration to core or extended team is of course free and on a voluntary basis (but minimum active contribution is required) and information coming from LC will be available to all OW2 members.

Organization	Country	Website	Status (Core/Ext)	Contact name	Rationale to join LC
BULL	FR	http://www.bull.com	Core	Jean-Pierre Laisné	
Charles University	CZ	http://www.cuni.cz	Core	Petr Tuma	
Fraunhofer Fokus	DE	http://www.fokus.fraunhofer.de/	Core	Gerd Schuermann	<ul style="list-style-type: none"> - FOKUS is supporting OS by hosting factory BerliOS, - member of OW2, Qualipso, OSIS - and various OS-projects including CARNEADES: reference inference machine (ESTRELLA), IMS-OS-implementation, JInfoCard: identity management OS implementation, OS security-platform (SWEB)
European Dynamics	GR	http://www.eurodyn.com/	Core	Panagiotis Rentzepoulos	Promote OW2 in SE Europe; Disseminate local OSS activities to OW2; Special interest in OSS in Education.
INRIA	FR	http://www.inria.fr	Core	Michel Cezon, Luc Laurens, Stéphane Ribas	<ul style="list-style-type: none"> - INRIA top management commitment - Recognized contribution to OSS through creation of Objectweb consortium, strategic member of OW2 consortium and multiple contributing projects to code base - Numerous international partnerships in OSS projects, - One of the top players in European IT research community.
THALES	FR	http://www.thalesgroup.com/	Core	Grégory Lopez, Julie Marguerite	<ul style="list-style-type: none"> -Member of QualiPSo, NESSI, OW2 - Leader of NESSI Open Source Working Group - Member of the French competitiveness cluster System@tic - Interest in OSS for e-government.

4.2. Management team

The Local Chapter management team contact person is the main contact to the Activities Coordinator of the Management Office.

The MO supports the Local Chapter, as required, giving it recommendations through the Ecosystem Council (EC), sends news of OW2 activities to the LC, reports to the EC and Board about LC activities.

Decisions within the boundaries of the LC charter are under LC management team responsibility. They don't commit OW2 into any manpower or financial arrangement

LC management team contact person

First Name Last Name	Michel CEZON
Organization	INRIA
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LC management team

First Name, Last Name	Org.	Phone	Email	Role
Gerd Schuermann	Fraunhofer FOKUS	+49 30 3463 7213	Gerd.Schuermann@fokus.fraunhofer.de	
Gregory Lopez	Thales	+33 1 69 41 59 06	gregory.lopez@thalesgroup.com	Contribute to WP2
Jean-Pierre Laisné	BULL	+33 1 30 80 72 89	Jean-Pierre.Laisne@bull.net	
Jens Fromm	Fraunhofer FOKUS	+49 30 3463 7167	Jens.Fromm@fokus.fraunhofer.de	Support Gerd Schuermann
Julie Marguerite	Thales	+33 1 69 41 59 70	Julie.marguerite@thalesgroup.com	Support Grégory Lopez
Luc Laurens	INRIA	+33 4 76 61 53 91	Luc.Laurens@inria.fr	Support Michel Cezon with a focus on Business contact
Panagiotis Rentzepopoulos	European Dynamics	+30210 80 94 500	Panagiotis.Rentzepoulos@eurodyn.com	Focus on dissemination activities in SE Europe region
Petr Tuma	Charles Univ.	+420-221914267	tuma@nenya.ms.mff.cuni.cz	
Stéphane Ribas	INRIA	+33 4 76 61 55 98	Stephane.ribas@inria.fr	Support Michel Cezon with a focus on Academic contact

4.3. Duration

The launch of the Europe LC is planned for H1 2008. Yearly assessment will be conducted by OW2 MO to decide on continuation or termination based on yearly report provided by the LC. First assessment is planned end of 2009.

4.4. Meetings

The LC management team and core team will meet at least twice a year (face-to-face or conference call) to manage the planning and development of activities. Additional meetings could be set-up as needed to coordinate specific activities among the involved parties.

Moreover, regular teleconferences will be held monthly with all core team members aiming to monitor every activity's progress.

Minutes will be issued to all LC members and MO within one week after meeting. They will also be published on the OW2 Europe LC devoted area on the OW2 Web site.

4.5. Decision process

The primary means of decision-making in the LC is consensus.

Where unanimity is not possible, the LC should strive to make consensus decisions where there is significant support and few abstentions. The LC Chair decides whether a quorum is present should a

vote be necessary at any LC meeting. Decisions may be made during meetings (face-to-face or remote) as well as through email. OW2 MO has the role of assessing consensus. During a vote session, an attendee can only have one single vote.

5. Tasks and Roadmap

5.1. Activities, work packages and tasks

The LC activities will be instantiated through work packages (WP); themselves further divided in tasks as needed. Each WP will have an assigned leader, responsible for managing action, driving progress and reporting. The initial set of WPs is described here after.

5.1.1.WP1: Management, strategy and roadmap

Proposed tasks

- Control and monitoring of the LC activities (with WP leaders)
- Bookkeeping and quarterly and yearly reporting to the OW2 MO
- Define charter, scope and strategy
- Detail actions roadmap
- Assess and recommend new activities, initiatives, tasks...
- Continuous assessment on ongoing activities

Expected deliverables:

- D1.1 First draft for Strategy and roadmap report
- D1.1.x Updated Strategy and roadmap report
- D1.2 Interim report to OW2 MO
- D1.2.x Yearly report to OW2 MO

5.1.2.WP2: Linking with communities and organizations

Proposed tasks

- Identification, approach and liaison with OSS communities relevant for OW2:
 - System@tic where Jean-Pierre Laisné represents OW2
 - ...
- Identification, approach and liaison with European or national organizations, and clusters relevant for OW2:
 - NESSI OSS WG: ELC members will volunteer for representing OW2 in the NESSI OSS WG. INRIA will be the OW2 voice at the NESSI OSS WG kick – off meeting planned on may 19-20, 2008 in Brussels
 - ...
- Selection and analysis of funding instruments relevant for OW2 members to fuel the research topics initiatives and new projects proposal
 - FP7, Celtic, ANR, ITEA...
- Dissemination & communication actions:
 - List to be defined in conjunction with MO.

Expected deliverables:

- D2.x Yearly progress report

5.1.3.WP3: Tools and services

Proposed tasks

- Definition and development of shared tools and services for the LC community
 - Tool to manage student assignments on projects (Appendix 2)

- Regression benchmarking tool (Appendix 3)
- Support Europe LC devoted pages on the OW2 Web site

Expected deliverables:

- D3.1 First release of tools and services platform
- D3.x Subsequent releases of tools and services platform

5.2. Leaders for Work Packages and Tasks

	Leader	Related strategic objectives
WP 1 Management, strategy and roadmap	INRIA	
T1.1 Control and monitoring of the LC activities (with WP leaders)	INRIA	n/a
T1.2 Bookkeeping and quarterly and yearly reporting	INRIA	n/a
T1.3 Define charter, scope and strategy	Bull (tbc)	n/a
T1.4 Detail actions roadmap	INRIA	All
T1.5 Assess and recommend new activities, initiatives, tasks...	INRIA	Community animation (section 3.1)
T1.6 Continuous assessment on ongoing activities	INRIA	n/a
WP 2 Linking with communities and organizations	Thales	
T2.1 Identification, approach and liaison with OSS communities	European Dynamics	Liaison with international community and other organizations (section 3.2)
T2.2 Identification, approach and liaison with European and national organizations, and clusters	Thales	Liaison with international community and other organizations (section 3.2)
T2.3 Selection and analysis of funding instruments	Fraunhofer (tbc)	Liaison with international community and other organizations (section 3.2)
T2.4 Dissemination & Communication	INRIA	Communication & Promotion (section 3.3)
WP 3 Tools and services	INRIA	
T3.1 Definition and development of shared tools and services	Charles	Tools, services, Contribution to the code base (section 3.4)
T3.2 Support Europe LC dedicated pages on OW2 Web site	INRIA	Tools, services, Contribution to the code base (section 3.4)

5.3. Tasks and Roadmap

The task planning of the Local Chapter is strongly related to resources availability. Some tasks may be delayed or postponed due to lack of budget or members availability.

	2008	2008	2008	2009	2009	2009	2009	2010	2010	2010	2010
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
WP 1 Management, strategy and roadmap											
T1.1 Control and monitoring of the LC activities (with WP leaders)											
T1.2 Bookkeeping and quarterly and yearly reporting											
T1.3 Define charter, scope and strategy											
T1.4 Detail actions roadmap											
T1.5 Assess and recommend new activities, initiatives, tasks...											
T1.6 Continuous assessment on ongoing activities											
D1.1 First draft for Strategy and roadmap report		◆			◆						
D1.1.x Updated Strategy and roadmap report				◆				◆			
D1.2 Interim report			◆								
D1.2.x Yearly report							◆				◆
WP 2 Linking with communities and organizations											
T2.1 Identification, approach and liaison with OSS communities											
T2.2 Identification, approach and liaison with European and national organizations, and clusters											
T2.3 Selection and analysis of funding instruments											
T2.4 Dissemination & communication											
D2.x Yearly progress report						◆				◆	
WP 3 Tools and services											
T3.1 Definition and development of shared tools and services											
T3.2 Support Europe LC devoted pages on OW2 Web site											
D3.1 First release of tools and services platform			◆								
D3.x Subsequent releases of tools and services platform					◆	◆			◆		◆

5.7. Workload for year 2008

The workload is estimated for year 2008 only. Values are expressed in Person/Month. Each work package has a defined leader. Workload for 2009 and 2010 will be reviewed and communicated annually.

	WP1	WP2	WP3	Total person /months
Total (estimated)	6	24	12	42

6. Budget

6.1. Budget mechanism for 2008

A Local Chapter is an Activity carried out by a group of OW2 members who join their efforts to promote the goals of the consortium within a community characterized by its geography or its language.

The Local Chapter is an OW2 Activity and, as for all OW2 Activities, its budget is covered by its direct participants. This comes on top of their membership fees. Some expenses however can be covered by the Consortium directly if the Board decides such expense is strategic for the Consortium at large.

Each year, the LC shall present its roadmap and associated budget to the Board, which will decide on strategic expenses.

6.2. Cost estimate for 2008 (to be validated by OW2 Board)

Note: the efforts are sized for 6 months in the table below.

The budget for WP2 activities will be requested to the OW2 Board on a case by case basis. The numbers provided hereafter are a raw estimate.

Work Package and expenses topics for 2008 (6 months)	Estimated Workload	Estimated Cost (€)	Request to OW2 Board
WP1: Management, strategy and roadmap	0.5 FTE		
WP2: Linking with communities and organizations - Workshop organization - Marketing material - Conferences and exhibition attendance	2FTE	Participation to booth & events 20k€ Materials 5k€	25 k€
WP3: Tools and services - Hardware Server - Development environment (OSS)	1 FTE	Server hosting by OW2	Server hosting by OW2
TOTAL	3.5 FTE	25k€	25k€

FTE: Full time equivalent

6.3. Assessment of the budget mechanism for 2008 and proposal for 2009

The Budget for 2008 has been built by ELC members under very tight guidelines from the MO about

what OW2 would accept to pay for.

The ELC members have strong doubts that the current model will enable an effective development of ELC activities, and generate the expected growth on OW2 membership. There is very little incentive for members to join the ELC and contribute to the ELC activities in the current model. Moreover, the model requires very early activity planning, as the budget for each activity must be discussed specifically, which allows very little flexibility, if any.

An alternate financing model, which is detailed in appendix 4, would:

- Create a better incentive for organizations to join the ELC, especially SMEs
- Allow an ELC management that would be much more reactive, which is key in the early phase
- Better serve the objectives set by OW2 to the ELC

The ELC members will therefore submit a request to the OW2 MO and the Board to reconsider the funding model for the ELC, and to adopt a better model, possibly based on the proposal detailed in appendix 4, from 2009 on.

7. Appendices

7.1. Appendix 1 - Radical Innovation management approach to OSS

Rationale

Today, traditional innovation process goes through a three-step approach: research, experimentation and valorisation. This sequential process enables to focus resources on shorter-term goals and to handle problems when they arise. Research teams work on conceptual aspects and make full use of their knowledge to find theoretical solutions without being disturbed by possible issues down the road, which could temper with their creativity and innovation capabilities. When the concepts are mature enough, they move to the experimentation phase to perform testing and see if they manage to cope with applications and integration requirements. Lastly, real-life situations and problems are addressed when developing integrated systems ready for market launch.

The process is efficient in the sense that it asks the right questions and handles the right problems at the right time. No need to move down-stream if we have unsolved issues up- stream. Looking ahead may diverge or distract from the issue at hand or generate more questions which will overload and drown teams, be difficult to address at once or to prioritise for later processing. Good research teams do look ahead, they just don't focus on implementation details.

However, this process has some drawbacks that we would like to highlight:

- It is time consuming and may extend the time-to-market for a brilliant idea. People tend to secure knowledge and results at one step before considering moving to the next step.
- It does not allow for cross-fertilisation of information at different level of maturity.
- People tend to work in isolation. They focus on one domain through the whole life cycle and sometimes end up reinventing the wheel. They may miss the benefit from the analogy approach where knowledge from other domains can bring new viewpoints or new potential applications.
- This prevents early testing which could stop a good concept idea because of practical issues. Conversely, early theoretical issues may vanish later on when confronted with real-life requirements; it therefore helps to assess the true importance of an issue early in the research process.
- Often experimentations are conducted in toy environments that do not accurately reflect the advantages and disadvantages of the research ideas and may not show the real implementation challenges.
- It generates end products that are tuned to market needs only in the last stages of their life cycle, therefore jeopardising their market adequacy.
- It positions innovation as technology-driven and does not encourage market pull or discontinuous innovation as breakthrough approaches.
- Being fully involved and knowledgeable about the question, it makes people fully aware of the research space constraints upfront and could cut short investigation before actually confirming technical dead-ends. It may allow some “thinking out of the box” but not “thinking without the box”.

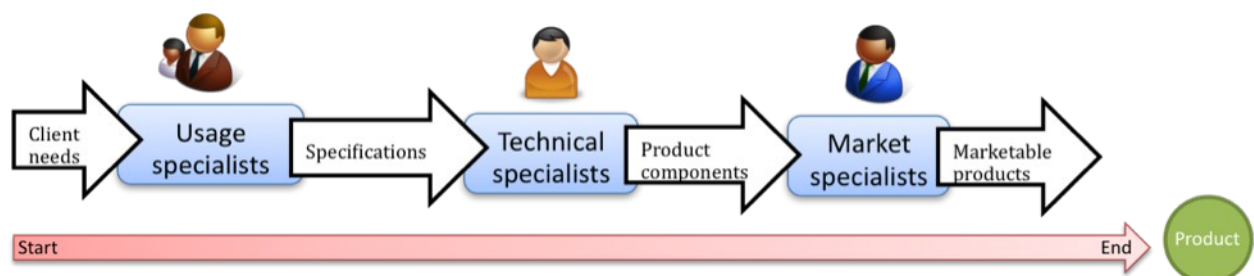


Figure 1: Simple traditional approach

When confronting ideas, concepts, tests and existing pieces of solutions at any time regardless of their maturity, we increase the momentum, surely the mess and possibly the cost but innovation has a better chance to blossom. Furthermore, making all this information widely available to any contributors such as researchers, end-users or developers will multiply point of view and foster exchange and contributions to adjacent domains or ideas.

Communication, dissemination, data availability, confidentiality and security are keys to innovation success. Furthermore, each piece of information or chunk of knowledge should be assigned to their owner and made visible based on access rights organised in concentric layers from private, to project, to organisation, to public.

Objectives

The concurrent approach to innovation we propose aims at tackling the drawbacks highlighted here above. Of course, no approach could bring benefits only; therefore we will also consider new consequences giving birth to emerging issues. Specifically, we can consider the following subjects: entropy, organisation, prioritisation, focus, cost, risk...

Moving the traditional approach to parallelism with concurrent steps aims at:

- Improving the generation of ideas and solutions through concept manipulation and semantic network management, enabling automatic inferences based on network paths
- Fostering ideas, prototypes, trials and outcomes to interact earlier and more often through dissemination and communication
- Decreasing time to market through faster turn-around time between inputs and outputs
- Speeding up the definition of concepts by confronting them to more mature elements with which they will interact, and applying user requirements early to fine tune specifications at preliminary inception stages.
- Paving the way to a new holistic thinking about innovation management; not “what can we do next with these tools?” but “what do we need?”. Lighting a small candle is better than cursing the darkness.

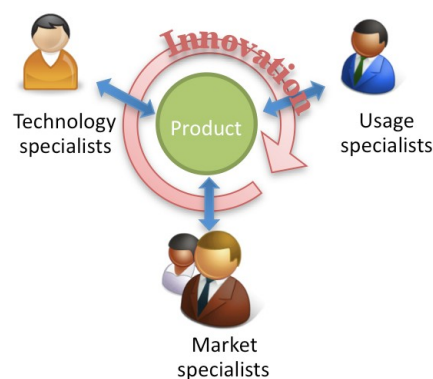


Figure 2: Simple concurrent approach

A global framework consisting of three spaces interconnected and sharing the same approach and infrastructure backbone will be set up and instrumented with IT tools and techniques.

Additional management and organisational methods will bring the human dimension embedded into all innovation processes. This framework will be experimented with and tested in different domains to validate the feasibility and the benefit of cross fertilisation.

Description of three spaces

The three spaces approach could be represented as three layers bearing the same formalism and allowing cross-layer communication, data sharing and linking.

Each chunk of information consists of knowledge at different stages. It ranges from “post-it” ideas to use cases, to experimentation and trials, up to complete software packages regardless of the environment where the information is assigned. The type of information may differ but the general description will use the same format. This subsequent storage will be accessible through the general description and may depend on the data type (web, wiki, file, forge...). Virtual working groups should be the norm and the framework must cater for remote access and collaborative work.

Information management will ensure security and confidentiality but also maximum visibility and dissemination. Access rights are managed across environments but could group contributors according to domains of interest, current focus, project member attendance, company employee...

7.2. Appendix 2 - Tool to manage student assignments on projects

Source

Charles University, CZ

Description

Presently, a good number of students in the local universities is required to work on "projects" as a part of various lectures, up to the point where it becomes difficult to find new assignments, especially for generic classes such as Java programming.

Having a system where projects could mark some of their tickets with difficulty estimates and leave them "up for choice" by students could help the universities solve their recurring assignment problem and get some students in contact with OW2, increasing visibility.

Expected Benefits:

This would opportunity for low intensity academic collaboration, which would require no obligation on the university part, but still provide visibility to OW2 activities.

Key Success Factors:

Creating a system of assignments that would be easy to use for projects and teachers.

- Projects need something trivial, like extra fields in bug tickets.
- Teachers need something trustworthy, to avoid unrealistic difficulty.

Proposed process:

- Examine options to introduce this in the forge.
- Ask projects whether they would participate.
- Create an initial set of tasks and contact selected teachers. set of tasks and contact selected teachers.

7.3. Appendix 3 – Regression benchmarking

Source

Charles University, CZ

Description

One particular place where OW2 can provide added value to attract members are features of the forge platform. Charles University has been working on a system that automatically tracks all commits to a project, runs a set of benchmarks over them and is able to recognize when committed changes caused performance deterioration.

This might be a useful addition to the forge platform, which would be better initiated from a smaller group, such as the local chapter, rather than the entire consortium.

Expected Benefits:

This would be a unique forge feature that would help distinguish OW2 from open source hosting sites, with the potential to help improve the overall quality of OW2 software.

Key Success Factors:

- Ease of use for projects, integrated with other usual testing procedures.
- Availability of testing platform.
- Security.

Proposed process:

- Examine options to introduce this in the forge.
- Select very few projects for initial testing.
- Work on a stable version of the infrastructure

7.4. Appendix 4 - Budget mechanism proposal for 2009

Thanks to all the actions initiated by the Local Chapter, one major benefit should be to recruit new members and therefore to increase annual membership fees paid to OW2. A share of those new members' fees (50% seems reasonable for a start – to be adjusted yearly) would credit the Local Chapter account managed by OW2. Existing memberships (at Local Chapter creation) will remain in OW2 global budget, only additional memberships will be accounted for.

The Local Chapter management team proposes a budget to OW2 based on forecasted local actions and roadmap. Costs of these actions are to be supported by OW2 provided the Local Chapter account owns enough credit. If the budget on account is not sufficient, the Local chapter may decide to fund the expenses itself and get reimbursed by OW2 when the account will be positive again. Another possibility is that OW2 funds the expenses and will withdraw the amount on Local Chapter account when possible.

If a global action (i.e. benefiting to worldwide community) is proposed by a Local Chapter, OW2 will decide on approval and will bear the cost on its global budget even if the action implementation is managed by a Local Chapter.

This budget mechanism provides a twofold benefit:

- On one hand, it gives the Local Chapter some freedom and resources to generate more activities and raise new memberships without asking its management members to contribute twice to OW2 (or at least having that feeling because of OW2 membership fees plus Local Chapter expenses).
- On the other hand, OW2 will agree and support Local Chapter actions with extra budget generated by the Local Chapter itself. It will not impact OW2 budget for global actions.

This mechanism will work if membership accounting is fair and clearly defined (no accounting for free membership fees). A new member's recruitment should be assigned to a Local Chapter or OW2 depending on who initiates the first contact. Therefore, OW2 should inform readily by email the relevant Local Chapter about each new contact. Monthly reporting on new contacts should be done by Local Chapter to OW2. Self initiated contacts may be assigned to relevant Local Chapter based on nationality. As a rationale behind these rules, Local Chapter should be more active than OW2 on recruitment as a side effect of the activities. Again, these rules may be revisited yearly.

Lastly, Local Chapter should decide on its actions and associated budget but need written approval (by email) from OW2 to go ahead.