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not formally incorporated, the contracting officer has the additional responsibility described in §603.515.

§ 603.515 Qualification of a consortium.

- (a) A consortium that is not formally incorporated must provide a collaboration agreement, commonly referred to as the articles of collaboration, which sets out the rights and responsibilities of each consortium member. This agreement binds the individual consortium members together and should discuss, among other things, the consortium's
 - (1) Management structure;
- (2) Method of making payments to consortium members:
- (3) Means of ensuring and overseeing members' efforts on the project;
- (4) Provisions for members' cost sharing contributions; and
- (5) Provisions for ownership and rights in intellectual property developed previously or under the agreement.
- (b) If the prospective recipient of a TIA is a consortium that is not formally incorporated, the contracting officer must, in consultation with legal counsel, review the management plan in the consortium's collaboration agreement to ensure that the management plan is sound and that it adequately addresses the elements necessary for an effective working relationship among the consortium members. An effective working relationship is essential to increase the project's chances of success.

TOTAL FUNDING

§ 603.520 Reasonableness of total project funding.

In cooperation with the program official, the contracting officer must assess the reasonableness of the total estimated budget to perform the RD&D that will be supported by the agreement.

(a) Labor. Much of the budget likely will involve direct labor and associated indirect costs, which may be represented together as a "loaded" labor rate. The program official is an essential advisor on reasonableness of the overall level of effort and its composi-

tion by labor category. The contracting officer also may rely on experience with other awards as the basis for determining reasonableness.

(b) Real property and equipment. In almost all cases, the project costs should normally include only depreciation or use charges for real property and equipment of for-profit participants, in accordance with §603.680. Remember that the budget for an expenditure-based TIA may not include depreciation of a participant's property as a direct cost of the project if that participant's practice is to charge the depreciation of that type of property as an indirect cost, as many organizations do.

COST SHARING

§ 603.525 Value and reasonableness of the recipient's cost sharing contribution.

The contracting officer must:

- (a) Determine that the recipient's cost sharing contributions meet the criteria for cost sharing and determine values for them, in accordance with §§ 603.530 through 603.555. In doing so, the contracting officer must:
- (1) Ensure that there are affirmative statements from any third parties identified as sources of cash contributions, and
- (2) Include in the award file an evaluation that documents how the values of the recipient's contributions to the funding of the project were determined.
- (b) Judge that the recipient's cost sharing contribution, as a percentage of the total budget, is reasonable. To the maximum extent practicable, the recipient must provide at least half of the costs of the project, in accordance with \$603.215.

§ 603.530 Acceptable cost sharing.

The contracting officer may accept any cash or in-kind contributions that meet all of the following criteria.

(a) In the contracting officer's judgment, they represent meaningful cost sharing that demonstrates the recipient's commitment to the success of the RD&D project. Cash contributions clearly demonstrate commitment and they are strongly preferred over inkind contributions.