



**EUROPEAN COMMISSION**  
Innovation and Networks Executive Agency  
Director



## GRANT AGREEMENT

### NUMBER — 689031 — DESTINATIONS

This **Agreement** ('the Agreement') is **between** the following parties:

**on the one part,**

*the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission')*<sup>1</sup>,

represented for the purposes of signature of this Agreement by executive director, Innovation and Networks Executive Agency, Dirk BECKERS,

**and**

**on the other part,**

1. 'the coordinator':

**HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA (HF) SA**, 511026340, established in FUNDOA DE BAIXO SAO ROQUE, FUNCHAL 9020 242, Portugal, PT511026340, represented for the purposes of signing the Agreement by Presidente, Alejandro GONÇALVES

and the following other beneficiaries, if they sign their 'Accession Form' (see Annex 3 and Article 56):

2. **Agencia Regional da Energia e Ambiente da Regiao Autonoma da Madeira (AREAM)** PCUP, 05971117, established in Edificio Madeira Tecnopolo - Sitio da Penteada, Funchal 9020-105, Portugal, PT 511 058 012,

3. **CAMARA MUNICIPAL DO FUNCHAL (CMF )**, 511217315, established in PRACA DO MUNICIPIO, FUNCHAL 9004 512, Portugal, PT511217315,

4. **SECRETARIA REGIONAL DA ECONOMIA, TURISMO E CULTURA (SRETC)**, NA, established in AVENIDA ARRIAGA, 18, FUNCHAL 9004519, Portugal, PT671000527,

5. **ARDITI - AGENCIA REGIONAL PARA O DESENVOLVIMENTO DA INVESTIGACAO, TECNOLOGIA E INOVACAO - ASSOCIACAO (ARDITI)** PT16, 511060408, established in CAM DA PENTEADA MADEIRA TECNOPOLO PISO 2, FUNCHAL 9020-105, Portugal, PT511060408,

6. **ETAIRIA TOURISTIKIS ANAPTIXIS KAI PROVOLIS PERIFERIAS LEMESOU LIMITED (LTC)** CY3, HE222647, established in FRANKLIN ROOSEVELT 170 LIMASSOL CHAMBER HOUSE 2ND FLOOR, LIMASSOL 3045, Cyprus, CY10222647I,

7. **LIMASSOL MUNICIPALITY (LIMA)**, established in ARCHIEPISKOPOU KYPRIANOU 23, LEMESOS 3600, Cyprus, CY90000245N,

8. **STRATAGEM ENERGY LTD (STRATA)** EPE, HE267434, established in AYIAS SOFIAS 56, LEMESOS 3065, Cyprus, CY10267434R,

<sup>1</sup> Text in *italics* shows the options of the Model Grant Agreement that are applicable to this Agreement.

9. **DIMOS RETHIMNIS (RETH)**, N/A, established in L. KOUNTOURIOTOU 80, RETHIMNO 74100, Greece, EL997820861,
10. **THE RESEARCH COMMITTEE OF THE TECHNICAL UNIVERSITY OF CRETE (TUC)**, established in BUILDING E4 CAMPUS KONOUPIDIANA, CHANIA 73132, Greece, EL090087411,
11. **COMUNE DI RIO MARINA (RM)**, not applicable, established in PIAZZA SALVO D ACQUISTO 7, RIO MARINA LI 57038, Italy, IT00418180493,
12. **COMUNE DI PORTOFERRAIO (PF)**, not applicable, established in VIA GIUSEPPE GARIBALDI 17, PORTOFERRAIO 57037, Italy, IT00929490498,
13. **MEMEX S.R.L. (MEMEX) SRL**, 100351/CF01121180499, established in VIA CAIROLI 30, LIVORNO 57123, Italy, IT01121180499,
14. **AUTHORITY FOR TRANSPORT IN MALTA (TM)**, N/A, established in XATT L-GHASSARA TA' L - GHENEB, MARSA MRS 1917 , Malta, MT12746420 ,
15. **VALLETTA KUNSILLI LOKALI (VLC)**, established in South Street 31, VALLETTA VLT11 , Malta,
16. **UNIVERSITA TA MALTA (UOM)**, 952479, established in University Campus, Tal-Qroqq, MSIDA 2080, Malta, MT12894031,
17. **Ministry of Tourism (MOT)**, not applicable, established in Merchants Street, Valletta VLT 2000, Malta,
18. **GUAGUAS MUNICIPALES SOCIEDAD ANONIMA (Guaguas) SA**, GC7323, established in AREQUIPA SN POLIGONO INDUSTRIAL EL SEBADAL, LAS PALMAS DE GRAN CANARIA 35008, Spain, ESA35092683,
19. **CINESI SL (CINESI) SL**, B153563, established in AVENIDA POMPEU FABRA 12 BAJOS, BARCELONA 08024, Spain, ESB61156816,
20. **AYUTAMIENTO DE LAS PALMAS DE GRAN CANARIA (LPGC)**, established in CALLE LEON Y CASTILLO 270, LAS PALMAS DE GRAN CANARIA 30005, Spain, ESP3501700C,
21. **INGENIERIA ELECTRONICA CANARIA SL (INELCAN) SL**, GC32209, established in EDIFICIO CENTRAL PARQUE CIENTIFICO Y TECNOLOGICO CAMPUS UNIVERSITARIO DE TAFIRA, LAS PALMAS DE GRAN CANARIA 35017, Spain, ESB35792787,
22. **SOCIEDAD MUNICIPAL DE APARCAMIENTOSDE LAS PALMAS DE GRAN CANARIA SA (SAGULPA) SA**, GC8925, established in LEON Y CASTILLO 270 OFICINAS MUNICIPALES LA PALMAS, LAS PALMAS DE GRAN CANARIA 35015, Spain, ESA35345024,
23. **EURO PROJECT CONSULT SARL (EPC) SARL**, 508511938, established in RUE RACINE 22, NANTES 44000, France, FR45508511938,
24. **ISTITUTO DI STUDI PER L'INTEGRAZIONE DEI SISTEMI SC (ISIS) SC**, 344075/CF00816470587, established in LARGO DEI LOMBARDI 4, ROMA 00186, Italy, IT00934601006,
25. **EUROPEAN INTEGRATED PROJECT (EIP) SRL**, J40399827022007/2122, established in BULEVARD ION MIHALACHE 327 BL 12 SC B ET 6 AP 59 SECTOR 1, BUCURESTI 011186, Romania, RO21223668,
26. **SUSTAINABLE SERVICES SL (GV21) SL**, M230865, established in CALLE ORENSE 18 LOCAL 6, MADRID 28020, Spain, ESB82271206,
27. **INSIGHT INNOVATION GMBH (II) GMBH**, HRB27994, established in JOSEPHSPLATZ 8, NURNBERG 90403, Germany, DE280176149,
28. **VECTOS (SOUTH) LIMITED (VECTOS) LTD**, 07591661, established in TOTTENHAM COURT ROAD 97 NETWORK BUILDING, LONDON W1T 4TP, United Kingdom, GB122346840,

**29. CONFERENCE DES REGIONS PERIPHERIQUES MARITIMES D EUROPE - ASSOCIATION (CPMR) FR3, 302315916, established in RUE SAINT MARTIN 6, RENNES 35700, France,**

Unless otherwise specified, references to ‘beneficiary’ or ‘beneficiaries’ include the coordinator.

The parties referred to above have agreed to enter into the Agreement under the terms and conditions below.

By signing the Agreement or the Accession Form, the beneficiaries accept the grant and agree to implement it under their own responsibility and in accordance with the Agreement, with all the obligations and conditions it sets out.

The Agreement is composed of:

Terms and Conditions

- Annex 1 Description of the action
- Annex 2 Estimated budget for the action
- Annex 3 Accession Forms
- Annex 4 Model for the financial statements
- Annex 5 Model for the certificate on the financial statements
- Annex 6 Model for the certificate on the methodology

# TERMS AND CONDITIONS

## TABLE OF CONTENTS

<b>CHAPTER 1 GENERAL.....</b>	<b>12</b>
ARTICLE 1 — SUBJECT OF THE AGREEMENT.....	12
<b>CHAPTER 2 ACTION.....</b>	<b>12</b>
ARTICLE 2 — ACTION TO BE IMPLEMENTED.....	12
ARTICLE 3 — DURATION AND STARTING DATE OF THE ACTION.....	12
ARTICLE 4 — ESTIMATED BUDGET AND BUDGET TRANSFERS.....	12
4.1 Estimated budget.....	12
4.2 Budget transfers.....	12
<b>CHAPTER 3 GRANT.....</b>	<b>12</b>
ARTICLE 5 — GRANT AMOUNT, FORM OF GRANT, REIMBURSEMENT RATES AND FORMS OF COSTS.....	12
5.1 Maximum grant amount.....	12
5.2 Form of grant, reimbursement rates and forms of costs.....	13
5.3 Final grant amount — Calculation.....	13
5.4 Revised final grant amount — Calculation.....	15
ARTICLE 6 — ELIGIBLE AND INELIGIBLE COSTS.....	15
6.1 General conditions for costs to be eligible.....	15
6.2 Specific conditions for direct costs to be eligible.....	16
6.3 Conditions for costs of linked third parties to be eligible.....	22
6.4 Conditions for in-kind contributions provided by third parties free of charge to be eligible.....	22
6.5 Ineligible costs.....	22
6.6 Consequences of declaration of ineligible costs.....	23
<b>CHAPTER 4 RIGHTS AND OBLIGATIONS OF THE PARTIES.....</b>	<b>23</b>
<b>SECTION 1 RIGHTS AND OBLIGATIONS RELATED TO IMPLEMENTING THE ACTION.....</b>	<b>23</b>
ARTICLE 7 — GENERAL OBLIGATION TO PROPERLY IMPLEMENT THE ACTION.....	23
7.1 General obligation to properly implement the action.....	23
7.2 Consequences of non-compliance.....	23
ARTICLE 8 — RESOURCES TO IMPLEMENT THE ACTION — THIRD PARTIES INVOLVED IN THE ACTION.....	23

ARTICLE 9 — IMPLEMENTATION OF ACTION TASKS BY BENEFICIARIES NOT RECEIVING EU FUNDING.....	24
ARTICLE 10 — PURCHASE OF GOODS, WORKS OR SERVICES.....	24
10.1 Rules for purchasing goods, works or services.....	24
10.2 Consequences of non-compliance.....	24
ARTICLE 11 — USE OF IN-KIND CONTRIBUTIONS PROVIDED BY THIRD PARTIES AGAINST PAYMENT.....	24
11.1 Rules for the use of in-kind contributions against payment.....	24
11.2 Consequences of non-compliance.....	25
ARTICLE 12 — USE OF IN-KIND CONTRIBUTIONS PROVIDED BY THIRD PARTIES FREE OF CHARGE.....	25
12.1 Rules for the use of in-kind contributions free of charge.....	25
12.2 Consequences of non-compliance.....	25
ARTICLE 13 — IMPLEMENTATION OF ACTION TASKS BY SUBCONTRACTORS.....	26
13.1 Rules for subcontracting action tasks.....	26
13.2 Consequences of non-compliance.....	26
ARTICLE 14 — IMPLEMENTATION OF ACTION TASKS BY LINKED THIRD PARTIES.....	26
ARTICLE 15 — FINANCIAL SUPPORT TO THIRD PARTIES.....	26
15.1 Rules for providing financial support to third parties.....	26
15.2 Financial support in the form of prizes.....	27
15.3 Consequences of non-compliance.....	27
ARTICLE 16 — PROVISION OF TRANS-NATIONAL OR VIRTUAL ACCESS TO RESEARCH INFRASTRUCTURE.....	27
16.1 Rules for providing trans-national access to research infrastructure.....	27
16.2 Rules for providing virtual access to research infrastructure.....	27
16.3 Consequences of non-compliance.....	27
<b>SECTION 2 RIGHTS AND OBLIGATIONS RELATED TO THE GRANT ADMINISTRATION.....</b>	<b>27</b>
ARTICLE 17 – GENERAL OBLIGATION TO INFORM.....	27
17.1 General obligation to provide information upon request.....	27
17.2 Obligation to keep information up to date and to inform about events and circumstances likely to affect the Agreement.....	27
17.3 Consequences of non-compliance.....	28
ARTICLE 18 — KEEPING RECORDS — SUPPORTING DOCUMENTATION.....	28
18.1 Obligation to keep records and other supporting documentation.....	28
18.2 Consequences of non-compliance.....	29
ARTICLE 19 — SUBMISSION OF DELIVERABLES.....	29
19.1 Obligation to submit deliverables.....	29

19.2 Consequences of non-compliance.....	29
ARTICLE 20 — REPORTING — PAYMENT REQUESTS.....	30
20.1 Obligation to submit reports.....	30
20.2 Reporting periods.....	30
20.3 Periodic reports — Requests for interim payments.....	30
20.4 Final report — Request for payment of the balance.....	31
20.5 Information on cumulative expenditure incurred.....	32
20.6 Currency for financial statements and conversion into euro.....	32
20.7 Language of reports.....	32
20.8 Consequences of non-compliance — Suspension of the payment deadline — Termination.....	32
ARTICLE 21 — PAYMENTS AND PAYMENT ARRANGEMENTS.....	32
21.1 Payments to be made.....	32
21.2 Pre-financing payment — Amount — Amount retained for the Guarantee Fund.....	33
21.3 Interim payments — Amount — Calculation.....	33
21.4 Payment of the balance — Amount — Calculation — Release of the amount retained for the Guarantee Fund.....	34
21.5 Notification of amounts due.....	35
21.6 Currency for payments.....	35
21.7 Payments to the coordinator — Distribution to the beneficiaries.....	35
21.8 Bank account for payments.....	35
21.9 Costs of payment transfers.....	35
21.10 Date of payment.....	35
21.11 Consequences of non-compliance.....	36
ARTICLE 22 — CHECKS, REVIEWS, AUDITS AND INVESTIGATIONS — EXTENSION OF FINDINGS.....	36
22.1 Checks, reviews and audits by the <i>Agency and the Commission</i> .....	36
22.2 Investigations by the European Anti-Fraud Office (OLAF).....	38
22.3 Checks and audits by the European Court of Auditors (ECA).....	38
22.4 Checks, reviews, audits and investigations for international organisations.....	39
22.5 Consequences of findings in checks, reviews, audits and investigations —Extension of findings.....	39
22.6 Consequences of non-compliance.....	40
ARTICLE 23 — EVALUATION OF THE IMPACT OF THE ACTION.....	41
23.1 Right to evaluate the impact of the action.....	41
23.2 Consequences of non-compliance.....	41
<b>SECTION 3 RIGHTS AND OBLIGATIONS RELATED TO BACKGROUND AND RESULTS.....</b>	<b>41</b>

<b>SUBSECTION 1 GENERAL</b> .....	<b>41</b>
ARTICLE 23a — MANAGEMENT OF INTELLECTUAL PROPERTY.....	41
23a.1 Obligation to take measures to implement the Commission Recommendation on the management of intellectual property in knowledge transfer activities.....	41
23a.2 Consequences of non-compliance.....	41
<b>SUBSECTION 2 RIGHTS AND OBLIGATIONS RELATED TO BACKGROUND</b> .....	<b>42</b>
ARTICLE 24 — AGREEMENT ON BACKGROUND.....	42
24.1 Agreement on background.....	42
24.2 Consequences of non-compliance.....	42
ARTICLE 25 — ACCESS RIGHTS TO BACKGROUND.....	42
25.1 Exercise of access rights — Waiving of access rights — No sub-licensing.....	42
25.2 Access rights for other beneficiaries, for implementing their own tasks under the action.....	42
25.3 Access rights for other beneficiaries, for exploiting their own results.....	42
25.4 Access rights for affiliated entities.....	43
25.5 Access rights for third parties.....	43
25.6 Consequences of non-compliance.....	43
<b>SUBSECTION 3 RIGHTS AND OBLIGATIONS RELATED TO RESULTS</b> .....	<b>44</b>
ARTICLE 26 — OWNERSHIP OF RESULTS.....	44
26.1 Ownership by the beneficiary that generates the results.....	44
26.2 Joint ownership by several beneficiaries.....	44
26.3 Rights of third parties (including personnel).....	44
26.4 <i>Agency</i> ownership, to protect results.....	45
26.5 Consequences of non-compliance.....	45
ARTICLE 27 — PROTECTION OF RESULTS — VISIBILITY OF EU FUNDING.....	46
27.1 Obligation to protect the results.....	46
27.2 <i>Agency</i> ownership, to protect the results.....	46
27.3 Information on EU funding.....	46
27.4 Consequences of non-compliance.....	46
ARTICLE 28 — EXPLOITATION OF RESULTS.....	46
28.1 Obligation to exploit the results.....	46
28.2 Results that could contribute to European or international standards — Information on EU funding.....	47
28.3 Consequences of non-compliance.....	47
ARTICLE 29 — DISSEMINATION OF RESULTS — OPEN ACCESS — VISIBILITY OF EU FUNDING.....	47
29.1 Obligation to disseminate results.....	47

29.2 Open access to scientific publications.....	47
29.3 Open access to research data.....	48
29.4 Information on EU funding — Obligation and right to use the EU emblem.....	48
29.5 Disclaimer excluding <i>Agency</i> responsibility.....	49
29.6 Consequences of non-compliance.....	49
ARTICLE 30 — TRANSFER AND LICENSING OF RESULTS.....	49
30.1 Transfer of ownership.....	49
30.2 Granting licenses.....	49
30.3 <i>Agency</i> right to object to transfers or licensing.....	49
30.4 Consequences of non-compliance.....	50
ARTICLE 31 — ACCESS RIGHTS TO RESULTS.....	50
31.1 Exercise of access rights — Waiving of access rights — No sub-licensing.....	50
31.2 Access rights for other beneficiaries, for implementing their own tasks under the action.....	50
31.3 Access rights for other beneficiaries, for exploiting their own results.....	50
31.4 Access rights of affiliated entities.....	50
31.5 Access rights for the EU institutions, bodies, offices or agencies and EU Member States.....	50
31.6 Access rights for third parties.....	51
31.7 Consequences of non-compliance.....	51
<b>SECTION 4 OTHER RIGHTS AND OBLIGATIONS.....</b>	<b>51</b>
ARTICLE 32 — RECRUITMENT AND WORKING CONDITIONS FOR RESEARCHERS.....	51
32.1 Obligation to take measures to implement the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers.....	51
32.2 Consequences of non-compliance.....	51
ARTICLE 33 — GENDER EQUALITY.....	51
33.1 Obligation to aim for gender equality.....	51
33.2 Consequences of non-compliance.....	51
ARTICLE 34 — ETHICS.....	52
34.1 Obligation to comply with ethical principles.....	52
34.2 Activities raising ethical issues.....	52
34.3 Activities involving human embryos or human embryonic stem cells.....	53
34.4 Consequences of non-compliance.....	53
ARTICLE 35 — CONFLICT OF INTERESTS.....	53
35.1 Obligation to avoid a conflict of interests.....	53
35.2 Consequences of non-compliance.....	53



ARTICLE 36 — CONFIDENTIALITY.....	53
36.1 General obligation to maintain confidentiality.....	53
36.2 Consequences of non-compliance.....	54
ARTICLE 37 — SECURITY-RELATED OBLIGATIONS.....	55
37.1 Results with a security recommendation.....	55
37.2 Classified results.....	55
37.3 Activities involving dual-use goods or dangerous materials and substances.....	55
37.4 Consequences of non-compliance.....	55
ARTICLE 38 — PROMOTING THE ACTION — VISIBILITY OF EU FUNDING.....	55
38.1 Communication activities by beneficiaries.....	55
38.2 Communication activities by the <i>Agency</i> .....	56
38.3 Consequences of non-compliance.....	57
ARTICLE 39 — PROCESSING OF PERSONAL DATA.....	57
39.1 Processing of personal data by the <i>Agency and the Commission</i> .....	57
39.2 Processing of personal data by the beneficiaries.....	58
39.3 Consequences of non-compliance.....	58
ARTICLE 40 — ASSIGNMENTS OF CLAIMS FOR PAYMENT AGAINST THE <i>AGENCY</i> .....	58
<b>CHAPTER 5 DIVISION OF BENEFICIARIES’ ROLES AND RESPONSIBILITIES .....</b>	<b>58</b>
ARTICLE 41 — DIVISION OF BENEFICIARIES’ ROLES AND RESPONSIBILITIES .....	58
41.1 Roles and responsibilities towards the <i>Agency</i> .....	58
41.2 Internal division of roles and responsibilities.....	58
41.3 Internal arrangements between beneficiaries — Consortium agreement.....	59
41.4 Relationship with complementary beneficiaries — Collaboration agreement.....	60
41.5 Relationship with partners of a joint action — Coordination agreement.....	60
<b>CHAPTER 6 REJECTION OF COSTS — REDUCTION OF THE GRANT — RECOVERY — PENALTIES</b> <b>— DAMAGES — SUSPENSION — TERMINATION — FORCE MAJEURE.....</b>	<b>60</b>
<b>SECTION 1 REJECTION OF COSTS — REDUCTION OF THE GRANT — RECOVERY —</b> <b>    PENALTIES.....</b>	<b>60</b>
ARTICLE 42 — REJECTION OF INELIGIBLE COSTS.....	60
42.1 Conditions.....	60
42.2 Ineligible costs to be rejected — Calculation — Procedure.....	60
42.3 Effects.....	61
ARTICLE 43 — REDUCTION OF THE GRANT.....	61
43.1 Conditions.....	61
43.2 Amount to be reduced — Calculation — Procedure.....	61

43.3 Effects.....	62
ARTICLE 44 — RECOVERY OF UNDUE AMOUNTS.....	62
44.1 Amount to be recovered — Calculation — Procedure.....	62
ARTICLE 45 — ADMINISTRATIVE AND FINANCIAL PENALTIES.....	66
45.1 Conditions.....	66
45.2 Duration — Amount of penalty — Calculation.....	66
45.3 Procedure.....	66
<b>SECTION 2 LIABILITY FOR DAMAGES.....</b>	<b>67</b>
ARTICLE 46 — LIABILITY FOR DAMAGES.....	67
46.1 Liability of the <i>Agency</i> .....	67
46.2 Liability of the beneficiaries.....	67
<b>SECTION 3 SUSPENSION AND TERMINATION.....</b>	<b>68</b>
ARTICLE 47 — SUSPENSION OF PAYMENT DEADLINE.....	68
47.1 Conditions.....	68
47.2 Procedure.....	69
ARTICLE 48 — SUSPENSION OF PAYMENTS.....	69
48.1 Conditions.....	69
48.2 Procedure.....	69
ARTICLE 49 — SUSPENSION OF THE ACTION IMPLEMENTATION.....	70
49.1 Suspension of the action implementation, by the beneficiaries.....	70
49.2 Suspension of the action implementation, by the <i>Agency</i> .....	70
ARTICLE 50 — TERMINATION OF THE AGREEMENT OR OF THE PARTICIPATION OF ONE OR MORE BENEFICIARIES.....	71
50.1 Termination of the Agreement by the beneficiaries.....	71
50.2 Termination of the participation of one or more beneficiaries, by the beneficiaries.....	72
50.3 Termination of the Agreement or the participation of one or more beneficiaries, by the <i>Agency</i> ... 74	
<b>SECTION 4 FORCE MAJEURE.....</b>	<b>78</b>
ARTICLE 51 — FORCE MAJEURE.....	78
<b>CHAPTER 7 FINAL PROVISIONS.....</b>	<b>79</b>
ARTICLE 52 — COMMUNICATIONS BETWEEN THE PARTIES.....	79
52.1 Form and means of communication.....	79
52.2 Date of communication.....	79
52.3 Addresses for communication.....	80
ARTICLE 53 — INTERPRETATION OF THE AGREEMENT.....	80
53.1 Precedence of the Terms and Conditions over the Annexes.....	80

53.2 Privileges and immunities.....	80
ARTICLE 54 — CALCULATION OF PERIODS, DATES AND DEADLINES.....	80
ARTICLE 55 — AMENDMENTS TO THE AGREEMENT.....	80
55.1 Conditions.....	80
55.2 Procedure.....	81
ARTICLE 56 — ACCESSION TO THE AGREEMENT.....	81
56.1 Accession of the beneficiaries mentioned in the Preamble.....	81
56.2 Addition of new beneficiaries.....	82
ARTICLE 57 — APPLICABLE LAW AND SETTLEMENT OF DISPUTES.....	82
57.1 Applicable law.....	82
57.2 Dispute settlement.....	82
ARTICLE 58 — ENTRY INTO FORCE OF THE AGREEMENT.....	83

## **CHAPTER 1 GENERAL**

### **ARTICLE 1 — SUBJECT OF THE AGREEMENT**

This Agreement sets out the rights and obligations and the terms and conditions applicable to the grant awarded to the beneficiaries for implementing the action set out in Chapter 2.

## **CHAPTER 2 ACTION**

### **ARTICLE 2 — ACTION TO BE IMPLEMENTED**

The grant is awarded for the action entitled '*CIVITAS DESTINATIONS — DESTINATIONS*' ('**action**'), as described in Annex 1.

### **ARTICLE 3 — DURATION AND STARTING DATE OF THE ACTION**

The duration of the action will be **48 months** as of *1 September 2016* ('**starting date of the action**').

### **ARTICLE 4 — ESTIMATED BUDGET AND BUDGET TRANSFERS**

#### **4.1 Estimated budget**

The '**estimated budget**' for the action is set out in Annex 2.

It contains the estimated eligible costs and the forms of costs, broken down by beneficiary and budget category (see Articles 5, 6).

#### **4.2 Budget transfers**

The estimated budget breakdown indicated in Annex 2 may be adjusted by transfers of amounts between beneficiaries or between budget categories (or both). This does not require an amendment according to Article 55, if the action is implemented as described in Annex 1.

However, the beneficiaries may not add costs relating to subcontracts not provided for in Annex 1, unless such additional subcontracts are approved by an amendment or in accordance with Article 13.

## **CHAPTER 3 GRANT**

### **ARTICLE 5 — GRANT AMOUNT, FORM OF GRANT, REIMBURSEMENT RATES AND FORMS OF COSTS**

#### **5.1 Maximum grant amount**

The '**maximum grant amount**' is **EUR 17,874,948.01** (seventeen million eight hundred and seventy four thousand nine hundred and forty eight EURO and one eurocents).

## 5.2 Form of grant, reimbursement rates and forms of costs

The grant reimburses **100% of the eligible costs of the beneficiaries that are non-profit legal entities and 70% of the eligible costs of the beneficiaries that are profit legal entities** (see Article 6) (**‘reimbursement of eligible costs grant’**) (see Annex 2).

The estimated eligible costs of the action are EUR **19,975,902.00** (nineteen million nine hundred and seventy five thousand nine hundred and two EURO).

Eligible costs (see Article 6) must be declared under the following forms (**‘forms of costs’**):

(a) for **direct personnel costs**:

- as actually incurred costs (**‘actual costs’**) or
- on the basis of an amount per unit calculated by the beneficiary in accordance with its usual cost accounting practices (**‘unit costs’**).

Personnel **costs for SME owners or beneficiaries that are natural persons** not receiving a salary (see Article 6.2, Points A.4 and A.5) must be declared on the basis of the amount per unit set out in Annex 2 (**unit costs**);

(b) for **direct costs for subcontracting**: as actually incurred costs (**actual costs**);

(c) for **direct costs of providing financial support to third parties**: *not applicable*;

(d) for **other direct costs**: as actually incurred costs (**actual costs**);

(e) for **indirect costs**: on the basis of a flat-rate applied as set out in Article 6.2, Point E (**‘flat-rate costs’**);

(f) *specific cost category(ies): not applicable.*

## 5.3 Final grant amount — Calculation

The **‘final grant amount’** depends on the actual extent to which the action is implemented in accordance with the Agreement’s terms and conditions.

This amount is calculated by the *Agency* — when the payment of the balance is made (see Article 21.4) — in the following steps:

Step 1 – Application of the reimbursement rates to the eligible costs

Step 2 – Limit to the maximum grant amount

Step 3 – Reduction due to the no-profit rule

Step 4 – Reduction due to improper implementation or breach of other obligations

### 5.3.1 Step 1 — Application of the reimbursement rates to the eligible costs

The reimbursement rate(s) (see Article 5.2) are applied to the eligible costs (actual costs, unit costs and flat-rate costs; see Article 6) declared by the beneficiaries (see Article 20) and approved by the *Agency* (see Article 21).

### 5.3.2 Step 2 — Limit to the maximum grant amount

If the amount obtained following Step 1 is higher than the maximum grant amount set out in Article 5.1, it will be limited to the latter.

### 5.3.3 Step 3 — Reduction due to the no-profit rule

The grant must not produce a profit.

‘**Profit**’ means the surplus of the amount obtained following Steps 1 and 2 plus the action’s total receipts, over the action’s total eligible costs.

The ‘**action’s total eligible costs**’ are the consolidated total eligible costs approved by the *Agency*.

The ‘**action’s total receipts**’ are the consolidated total receipts generated during its duration (see Article 3).

The following are considered **receipts**:

- (a) income generated by the action; if the income is generated from selling equipment or other assets purchased under the Agreement, the receipt is up to the amount declared as eligible under the Agreement;
- (b) financial contributions given by third parties to the beneficiary specifically to be used for the action, and
- (c) in-kind contributions provided by third parties free of charge and specifically to be used for the action, if they have been declared as eligible costs.

The following are however not considered receipts:

- (a) income generated by exploiting the action’s results (see Article 28);
- (b) financial contributions by third parties, if they may be used to cover costs other than the eligible costs (see Article 6);
- (c) financial contributions by third parties with no obligation to repay any amount unused at the end of the period set out in Article 3.

If there is a profit, it will be deducted from the amount obtained following Steps 1 and 2.

### 5.3.4 Step 4 — Reduction due to improper implementation or breach of other obligations — Reduced grant amount — Calculation

If the grant is reduced (see Article 43), the *Agency* will calculate the reduced grant amount by deducting the amount of the reduction (calculated in proportion to the improper implementation of

the action or to the seriousness of the breach of obligations in accordance with Article 43.2) from the maximum grant amount set out in Article 5.1.

The final grant amount will be the lower of the following two:

- the amount obtained following Steps 1 to 3 or
- the reduced grant amount following Step 4.

#### **5.4 Revised final grant amount — Calculation**

If — after the payment of the balance (in particular, after checks, reviews, audits or investigations; see Article 22) — the *Agency* rejects costs (see Article 42) or reduces the grant (see Article 43), it will calculate the ‘**revised final grant amount**’ for the beneficiary concerned by the findings.

This amount is calculated by the *Agency* on the basis of the findings, as follows:

- in case of **rejection of costs**: by applying the reimbursement rate to the revised eligible costs approved by the *Agency* for the beneficiary concerned;
- in case of **reduction of the grant**: by calculating the concerned beneficiary’s share in the grant amount reduced in proportion to its improper implementation of the action or to the seriousness of its breach of obligations (see Article 43.2).

In case of **rejection of costs and reduction of the grant**, the revised final grant amount for the beneficiary concerned will be the lower of the two amounts above.

## **ARTICLE 6 — ELIGIBLE AND INELIGIBLE COSTS**

### **6.1 General conditions for costs to be eligible**

‘**Eligible costs**’ are costs that meet the following criteria:

(a) for **actual costs**:

- (i) they must be actually incurred by the beneficiary;
- (ii) they must be incurred in the period set out in Article 3, with the exception of costs relating to the submission of the periodic report for the last reporting period and the final report (see Article 20);
- (iii) they must be indicated in the estimated budget set out in Annex 2;
- (iv) they must be incurred in connection with the action as described in Annex 1 and necessary for its implementation;
- (v) they must be identifiable and verifiable, in particular recorded in the beneficiary’s accounts in accordance with the accounting standards applicable in the country where the beneficiary is established and with the beneficiary’s usual cost accounting practices;
- (vi) they must comply with the applicable national law on taxes, labour and social security, and

(vii) they must be reasonable, justified and must comply with the principle of sound financial management, in particular regarding economy and efficiency;

(b) for **unit costs**:

(i) they must be calculated as follows:

{amounts per unit set out in Annex 2 or calculated by the beneficiary in accordance with its usual cost accounting practices (see Article 6.2, Point A)

multiplied by

the number of actual units};

(ii) the number of actual units must comply with the following conditions:

- the units must be actually used or produced in the period set out in Article 3;
- the units must be necessary for implementing the action or produced by it, and
- the number of units must be identifiable and verifiable, in particular supported by records and documentation (see Article 18);

(c) for **flat-rate costs**:

(i) they must be calculated by applying the flat-rate set out in Annex 2, and

(ii) the costs (actual costs or unit costs) to which the flat-rate is applied must comply with the conditions for eligibility set out in this Article.

## 6.2 Specific conditions for costs to be eligible

Costs are eligible if they comply with the general conditions (see above) and the specific conditions set out below for each of the following budget categories:

- A. direct personnel costs;
- B. direct costs of subcontracting;
- C. *not applicable*;
- D. other direct costs;
- E. indirect costs;
- F. *not applicable*.

‘Direct costs’ are costs that are directly linked to the action implementation and can therefore be attributed to it directly. They must not include any indirect costs (see Point E below).

‘Indirect costs’ are costs that are not directly linked to the action implementation and therefore cannot be attributed directly to it.



## A. Direct personnel costs

### Types of eligible personnel costs

A.1 **Personnel costs** are eligible, if they are related to personnel working for the beneficiary under an employment contract (or equivalent appointing act) and assigned to the action (**‘costs for employees (or equivalent)’**). They must be limited to salaries (including during parental leave), social security contributions, taxes and other costs included in the **remuneration**, if they arise from national law or the employment contract (or equivalent appointing act).

Beneficiaries that are non-profit legal entities<sup>2</sup> may also declare as personnel costs **additional remuneration** for personnel assigned to the action (including payments on the basis of supplementary contracts regardless of their nature), if:

- (a) it is part of the beneficiary’s usual remuneration practices and is paid in a consistent manner whenever the same kind of work or expertise is required;
- (b) the criteria used to calculate the supplementary payments are objective and generally applied by the beneficiary, regardless of the source of funding used.

Additional remuneration for personnel assigned to the action is eligible up to the following amount:

- (a) if the person works full time and exclusively on the action during the full year: up to EUR 8 000;
- (b) if the person works exclusively on the action but not full-time or not for the full year: up to the corresponding pro-rata amount of EUR 8 000, or
- (c) if the person does not work exclusively on the action: up to a pro-rata amount calculated as follows:
  - {{EUR 8 000
  - divided by
  - the number of annual productive hours (see below)},
  - multiplied by
  - the number of hours that the person has worked on the action during the year}.

A.2 The **costs for natural persons working under a direct contract** with the beneficiary other than an employment contract are eligible personnel costs, if:

- (a) the person works under the beneficiary’s instructions and, unless otherwise agreed with the beneficiary, on the beneficiary’s premises;

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<sup>2</sup> For the definition, see Article 2.1(14) of the Rules for Participation Regulation No 1290/2013: **‘non-profit legal entity’** means a legal entity which by its legal form is non-profit-making or which has a legal or statutory obligation not to distribute profits to its shareholders or individual members.

(b) the result of the work carried out belongs to the beneficiary, and

(c) the costs are not significantly different from those for personnel performing similar tasks under an employment contract with the beneficiary.

A.3 The **costs of personnel seconded by a third party against payment** are eligible personnel costs, if the conditions in Article 11.1 are met.

A.4 **Costs of owners** of beneficiaries that are small and medium-sized enterprises (**'SME owners'**) who are working on the action and who do not receive a salary are eligible personnel costs, if they correspond to the amount per unit set out in Annex 2 multiplied by the number of actual hours worked on the action.

A.5 **Costs of 'beneficiaries that are natural persons'** not receiving a salary are eligible personnel costs, if they correspond to the amount per unit set out in Annex 2 multiplied by the number of actual hours worked on the action.

### Calculation

Personnel costs must be calculated by the beneficiaries as follows:

{hourly rate

multiplied by

the number of actual hours worked on the action},

plus

for non-profit legal entities: additional remuneration to personnel assigned to the action under the conditions set out above (Point A.1)}.

The number of actual hours declared for a person must be identifiable and verifiable (see Article 18).

The total number of hours declared in EU or Euratom grants, for a person for a year, cannot be higher than the annual productive hours used for the calculations of the hourly rate. Therefore, the maximum number of hours that can be declared for the grant is:

{the number of annual productive hours for the year (see below)

minus

total number of hours declared by the beneficiary for that person in that year for other EU or Euratom grants}.

The **'hourly rate'** is one of the following:

(a) for personnel costs declared as **actual costs**: the hourly rate is the amount calculated as follows:

{actual annual personnel costs (excluding additional remuneration) for the person

divided by

number of annual productive hours}.

The beneficiaries must use the annual personnel costs and the number of annual productive hours for each financial year covered by the reporting period. If a financial year is not closed at the end of the reporting period, the beneficiaries must use the hourly rate of the last closed financial year available.

For the ‘number of annual productive hours’, the beneficiaries may choose one of the following:

- (i) ‘fixed number of hours’: 1 720 hours for persons working full time (or corresponding pro-rata for persons not working full time);
- (ii) ‘individual annual productive hours’: the total number of hours worked by the person in the year for the beneficiary, calculated as follows:

{annual workable hours of the person (according to the employment contract, applicable collective labour agreement or national law)

plus

overtime worked

minus

absences (such as sick leave and special leave)}.

‘Annual workable hours’ means the period during which the personnel must be working, at the employer’s disposal and carrying out his/her activity or duties under the employment contract, applicable collective labour agreement or national working time legislation.

If the contract (or applicable collective labour agreement or national working time legislation) does not allow to determine the annual workable hours, this option cannot be used;

- (iii) ‘standard annual productive hours’: the ‘standard number of annual hours’ generally applied by the beneficiary for its personnel in accordance with its usual cost accounting practices. This number must be at least 90% of the ‘standard annual workable hours’.

If there is no applicable reference for the standard annual workable hours, this option cannot be used.

For all options, the actual time spent on **parental leave** by a person assigned to the action may be deducted from the number of annual productive hours;

- (b) for personnel costs declared on the basis of **unit costs**: the hourly rate is one of the following:
  - (i) for SME owners or beneficiaries that are natural persons: the hourly rate set out in Annex 2 (see Points A.4 and A.5 above), or
  - (ii) for personnel costs declared on the basis of the beneficiary’s usual cost accounting practices: the hourly rate calculated by the beneficiary in accordance with its usual cost accounting practices, if:

- the cost accounting practices used are applied in a consistent manner, based on objective criteria, regardless of the source of funding;
- the hourly rate is calculated using the actual personnel costs recorded in the beneficiary's accounts, excluding any ineligible cost or costs included in other budget categories.

The actual personnel costs may be adjusted by the beneficiary on the basis of budgeted or estimated elements. Those elements must be relevant for calculating the personnel costs, reasonable and correspond to objective and verifiable information;

and

- the hourly rate is calculated using the number of annual productive hours (see above).

**B. Direct costs of subcontracting** (including related duties, taxes and charges such as non-deductible value added tax (VAT) paid by the beneficiary) are eligible if the conditions in Article 13.1.1 are met.

**C. Direct costs of providing financial support to third parties** *not applicable.*

**D. Other direct costs**

**D.1 Travel costs and related subsistence allowances** (including related duties, taxes and charges such as non-deductible value added tax (VAT) paid by the beneficiary) are eligible if they are in line with the beneficiary's usual practices on travel.

**D.2** *The depreciation costs of equipment, infrastructure or other assets (new or second-hand) as recorded in the beneficiary's accounts are eligible, if they were purchased in accordance with Article 10.1.1 and written off in accordance with international accounting standards and the beneficiary's usual accounting practices.*

*The costs of renting or leasing equipment, infrastructure or other assets (including related duties, taxes and charges such as non-deductible value added tax (VAT) paid by the beneficiary) are also eligible, if they do not exceed the depreciation costs of similar equipment, infrastructure or assets and do not include any financing fees.*

*The costs of equipment, infrastructure or other assets **contributed in-kind against payment** are eligible, if they do not exceed the depreciation costs of similar equipment, infrastructure or assets, do not include any financing fees and if the conditions in Article 11.1 are met.*

*The only portion of the costs that will be taken into account is that which corresponds to the duration of the action and rate of actual use for the purposes of the action.*

**D.3 Costs of other goods and services** (including related duties, taxes and charges such as non-deductible value added tax (VAT) paid by the beneficiary) are eligible, if they are:

- (a) purchased specifically for the action and in accordance with Article 10.1.1 or

(b) contributed in kind against payment and in accordance with Article 11.1.

Such goods and services include, for instance, consumables and supplies, dissemination (including open access), protection of results, certificates on the financial statements (if they are required by the Agreement), certificates on the methodology, translations and publications.

**D.4 Capitalised and operating costs of ‘large research infrastructure’<sup>3</sup> directly used for the action are eligible, if:**

- (a) *the value of the large research infrastructure represents at least 75% of the total fixed assets (at historical value in its last closed balance sheet before the date of the signature of the Agreement or as determined on the basis of the rental and leasing costs of the research infrastructure<sup>4</sup>);*
- (b) *the beneficiary’s methodology for declaring the costs for large research infrastructure has been positively assessed by the Commission (‘**ex-ante assessment**’);*
- (c) *the beneficiary declares as direct eligible costs only the portion which corresponds to the duration of the action and the rate of actual use for the purposes of the action, and*
- (d) *they comply with the conditions as further detailed in the annotations to the H2020 grant agreements.*

## **E. Indirect costs**

**Indirect costs** are eligible if they are declared on the basis of the flat-rate of 25% of the eligible direct costs (see Article 5.2 and Points A to D above), from which are excluded:

- (a) costs of subcontracting and
- (b) costs of in-kind contributions provided by third parties which are not used on the beneficiary’s premises;
- (c) *not applicable;*
- (d) *not applicable.*

<sup>3</sup> ‘**Large research infrastructure**’ means research infrastructure of a total value of at least EUR 20 million, for a beneficiary, calculated as the sum of historical asset values of each individual research infrastructure of that beneficiary, as they appear in its last closed balance sheet before the date of the signature of the Agreement or as determined on the basis of the rental and leasing costs of the research infrastructure.

<sup>4</sup> For the definition, see Article 2(6) of Regulation (EU) No 1291/2013 of the European Parliament and of the Council of 11 December 2013 establishing Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020) (OJ L 347, 20.12.2013 p.104)-(**‘Horizon 2020 Framework Programme Regulation No 1291/2013’**): ‘**Research infrastructure**’ are facilities, resources and services that are used by the research communities to conduct research and foster innovation in their fields. Where relevant, they may be used beyond research, e.g. for education or public services. They include: major scientific equipment (or sets of instruments); knowledge-based resources such as collections, archives or scientific data; e-infrastructures such as data and computing systems and communication networks; and any other infrastructure of a unique nature essential to achieve excellence in research and innovation. Such infrastructures may be ‘single-sited’, ‘virtual’ or ‘distributed’.

Beneficiaries receiving an operating grant<sup>5</sup> financed by the EU or Euratom budget cannot declare indirect costs for the period covered by the operating grant.

#### **F. Specific cost category(ies)**

*Not applicable*

#### **6.3 Conditions for costs of linked third parties to be eligible**

*not applicable*

#### **6.4 Conditions for in-kind contributions provided by third parties free of charge to be eligible**

**In-kind contributions provided free of charge** are eligible direct costs (for the beneficiary), if the costs incurred by the third party fulfil — *mutatis mutandis* — the general and specific conditions for eligibility set out in this Article (Article 6.1 and 6.2) and Article 12.1.

#### **6.5 Ineligible costs**

‘**Ineligible costs**’ are:

(a) costs that do not comply with the conditions set out above (Article 6.1 to 6.4), in particular:

- (i) costs related to return on capital;
- (ii) debt and debt service charges;
- (iii) provisions for future losses or debts;
- (iv) interest owed;
- (v) doubtful debts;
- (vi) currency exchange losses;
- (vii) bank costs charged by the beneficiary’s bank for transfers from the *Agency*;
- (viii) excessive or reckless expenditure;
- (ix) deductible VAT;
- (x) costs incurred during suspension of the implementation of the action (see Article 49);

(b) costs declared under another EU or Euratom grant (including grants awarded by a Member State and financed by the EU or Euratom budget and grants awarded by bodies other than the

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<sup>5</sup> For the definition, see Article 121(1)(b) of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002 (OJ L 218, 26.10.2012, p.1) (**‘Financial Regulation No 966/2012’**): **‘operating grant’** means direct financial contribution, by way of donation, from the budget in order to finance the functioning of a body which pursues an aim of general EU interest or has an objective forming part of and supporting an EU policy.

*Agency* for the purpose of implementing the EU or Euratom budget); in particular, indirect costs if the beneficiary is already receiving an operating grant financed by the EU or Euratom budget in the same period.

## **6.6 Consequences of declaration of ineligible costs**

Declared costs that are ineligible will be rejected (see Article 42).

This may also lead to any of the other measures described in Chapter 6.

## **CHAPTER 4 RIGHTS AND OBLIGATIONS OF THE PARTIES**

### **SECTION 1 RIGHTS AND OBLIGATIONS RELATED TO IMPLEMENTING THE ACTION**

#### **ARTICLE 7 — GENERAL OBLIGATION TO PROPERLY IMPLEMENT THE ACTION**

##### **7.1 General obligation to properly implement the action**

The beneficiaries must implement the action as described in Annex 1 and in compliance with the provisions of the Agreement and all legal obligations under applicable EU, international and national law.

##### **7.2 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 43).

Such breaches may also lead to any of the other measures described in Chapter 6.

#### **ARTICLE 8 — RESOURCES TO IMPLEMENT THE ACTION — THIRD PARTIES INVOLVED IN THE ACTION**

The beneficiaries must have the appropriate resources to implement the action.

If it is necessary to implement the action, the beneficiaries may:

- purchase goods, works and services (see Article 10);
- use in-kind contributions provided by third parties against payment (see Article 11);
- use in-kind contributions provided by third parties free of charge (see Article 12);
- call upon subcontractors to implement action tasks described in Annex 1 (see Article 13);
- call upon linked third parties to implement action tasks described in Annex 1 (see Article 14).

In these cases, the beneficiaries retain sole responsibility towards the *Agency* and the other beneficiaries for implementing the action.

## **ARTICLE 9 — IMPLEMENTATION OF ACTION TASKS BY BENEFICIARIES NOT RECEIVING EU FUNDING**

*Not applicable*

## **ARTICLE 10 — PURCHASE OF GOODS, WORKS OR SERVICES**

### **10.1 Rules for purchasing goods, works or services**

10.1.1 If necessary to implement the action, the beneficiaries may purchase goods, works or services.

The beneficiaries must make such purchases ensuring the best value for money or, if appropriate, the lowest price. In doing so, they must avoid any conflict of interests (see Article 35).

The beneficiaries must ensure that *the Agency*, the Commission, the European Court of Auditors (ECA) and the European Anti-Fraud Office (OLAF) can exercise their rights under Articles 22 and 23 also towards their contractors.

10.1.2 Beneficiaries that are ‘contracting authorities’ within the meaning of Directive 2004/18/EC<sup>6</sup> or ‘contracting entities’ within the meaning of Directive 2004/17/EC<sup>7</sup> must comply with the applicable national law on public procurement.

### **10.2 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under Article 10.1.1, the costs related to the contract concerned will be ineligible (see Article 6) and will be rejected (see Article 42).

If a beneficiary breaches any of its obligations under Article 10.1.2, the grant may be reduced (see Article 43).

Such breaches may also lead to any of the other measures described in Chapter 6.

## **ARTICLE 11 — USE OF IN-KIND CONTRIBUTIONS PROVIDED BY THIRD PARTIES AGAINST PAYMENT**

### **11.1 Rules for the use of in-kind contributions against payment**

If necessary to implement the action, the beneficiaries may use in-kind contributions provided by third parties against payment.

The beneficiaries may declare costs related to the payment of in-kind contributions as eligible (see Article 6.1 and 6.2), up to the third parties’ costs for the seconded persons, contributed equipment, infrastructure or other assets or other contributed goods and services.

The third parties and their contributions must be set out in Annex 1. The *Agency* may however approve in-kind contributions not set out in Annex 1 without amendment (see Article 55), if:

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<sup>6</sup> Directive 2004/18/EC of the European Parliament and of the Council of 31 March 2004 on the coordination of procedures for the award of public work contracts, public supply contracts and public service contracts (OJ L 134, 30.04.2004, p. 114).

<sup>7</sup> Directive 2004/17/EC of the European Parliament and of the Council of 31 March 2004 coordinating the procurement procedures of entities operating in the water, energy, transport and postal services sectors (OJ L 134, 30.04.2004, p. 1).



- they are specifically justified in the periodic technical report and
- their use does not entail changes to the Agreement which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

The beneficiaries must ensure that *the Agency*, the Commission, the European Court of Auditors (ECA) and the European Anti-Fraud Office (OLAF) can exercise their rights under Articles 22 and 23 also towards the third parties.

## **11.2 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the costs related to the payment of the in-kind contribution will be ineligible (see Article 6) and will be rejected (see Article 42).

Such breaches may also lead to any of the other measures described in Chapter 6.

## **ARTICLE 12 — USE OF IN-KIND CONTRIBUTIONS PROVIDED BY THIRD PARTIES FREE OF CHARGE**

### **12.1 Rules for the use of in-kind contributions free of charge**

If necessary to implement the action, the beneficiaries may use in-kind contributions provided by third parties free of charge.

The beneficiaries may declare costs incurred by the third parties for the seconded persons, contributed equipment, infrastructure or other assets or other contributed goods and services as eligible in accordance with Article 6.4.

The third parties and their contributions must be set out in Annex 1. The *Agency* may however approve in-kind contributions not set out in Annex 1 without amendment (see Article 55), if:

- they are specifically justified in the periodic technical report and
- their use does not entail changes to the Agreement which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

The beneficiaries must ensure that *the Agency*, the Commission, the European Court of Auditors (ECA) and the European Anti-Fraud Office (OLAF) can exercise their rights under Articles 22 and 23 also towards the third parties.

### **12.2 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the costs incurred by the third parties related to the in-kind contribution will be ineligible (see Article 6) and will be rejected (see Article 42).

Such breaches may also lead to any of the other measures described in Chapter 6.

## **ARTICLE 13 — IMPLEMENTATION OF ACTION TASKS BY SUBCONTRACTORS**

### **13.1 Rules for subcontracting action tasks**

13.1.1 If necessary to implement the action, the beneficiaries may award subcontracts covering the implementation of certain action tasks described in Annex 1.

Subcontracting may cover only a limited part of the action.

The beneficiaries must award the subcontracts ensuring the best value for money or, if appropriate, the lowest price. In doing so, they must avoid any conflict of interests (see Article 35).

The tasks to be implemented and the estimated cost for each subcontract must be set out in Annex 1 and the total estimated costs of subcontracting per beneficiary must be set out in Annex 2. The *Agency* may however approve subcontracts not set out in Annex 1 and 2 without amendment (see Article 55), if:

- they are specifically justified in the periodic technical report and
- they do not entail changes to the Agreement which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

The beneficiaries must ensure that *the Agency*, the Commission, the European Court of Auditors (ECA) and the European Anti-Fraud Office (OLAF) can exercise their rights under Articles 22 and 23 also towards their subcontractors.

13.1.2 The beneficiaries must ensure that their obligations under Articles 35, 36, 38 and 46 also apply to the subcontractors.

Beneficiaries that are ‘contracting authorities’ within the meaning of Directive 2004/18/EC or ‘contracting entities’ within the meaning of Directive 2004/17/EC must comply with the applicable national law on public procurement.

### **13.2 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under Article 13.1.1, the costs related to the subcontract concerned will be ineligible (see Article 6) and will be rejected (see Article 42).

If a beneficiary breaches any of its obligations under Article 13.1.2, the grant may be reduced (see Article 43).

Such breaches may also lead to any of the other measures described in Chapter 6.

## **ARTICLE 14 — IMPLEMENTATION OF ACTION TASKS BY LINKED THIRD PARTIES**

*Not applicable*

## **ARTICLE 15 — FINANCIAL SUPPORT TO THIRD PARTIES**

### **15.1 Rules for providing financial support to third parties**

*Not applicable*

## **15.2 Financial support in the form of prizes**

*Not applicable*

## **15.3 Consequences of non-compliance**

*Not applicable*

## **ARTICLE 16 — PROVISION OF TRANS-NATIONAL OR VIRTUAL ACCESS TO RESEARCH INFRASTRUCTURE**

### **16.1 Rules for providing trans-national access to research infrastructure**

*Not applicable*

### **16.2 Rules for providing virtual access to research infrastructure**

*Not applicable*

### **16.3 Consequences of non-compliance**

*Not applicable*

## **SECTION 2 RIGHTS AND OBLIGATIONS RELATED TO THE GRANT ADMINISTRATION**

### **ARTICLE 17 — GENERAL OBLIGATION TO INFORM**

#### **17.1 General obligation to provide information upon request**

The beneficiaries must provide — during implementation of the action or afterwards and in accordance with Article 41.2 — any information requested in order to verify eligibility of the costs, proper implementation of the action and compliance with any other obligation under the Agreement.

#### **17.2 Obligation to keep information up to date and to inform about events and circumstances likely to affect the Agreement**

Each beneficiary must keep information stored in the 'Beneficiary Register' (via the electronic exchange system; see Article 52) up to date, in particular, its name, address, legal representatives, legal form and organisation type.

Each beneficiary must immediately inform the coordinator — which must immediately inform the Agency and the other beneficiaries — of any of the following:

- (a) **events** which are likely to affect significantly or delay the implementation of the action or the EU's financial interests, in particular:
  - (i) changes in its legal, financial, technical, organisational or ownership situation
- (b) **circumstances** affecting:
  - (i) the decision to award the grant or

(ii) compliance with requirements under the Agreement.

### **17.3 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 43).

Such breaches may also lead to any of the other measures described in Chapter 6.

## **ARTICLE 18 — KEEPING RECORDS — SUPPORTING DOCUMENTATION**

### **18.1 Obligation to keep records and other supporting documentation**

The beneficiaries must — for a period of *five* years after the payment of the balance — keep records and other supporting documentation in order to prove the proper implementation of the action and the costs they declare as eligible.

They must make them available upon request (see Article 17) or in the context of checks, reviews, audits or investigations (see Article 22).

If there are on-going checks, reviews, audits, investigations, litigation or other pursuits of claims under the Agreement (including the extension of findings; see Articles 22), the beneficiaries must keep the records and other supporting documentation until the end of these procedures.

The beneficiaries must keep the original documents. Digital and digitalised documents are considered originals if they are authorised by the applicable national law. The *Agency* may accept non-original documents if it considers that they offer a comparable level of assurance.

#### **18.1.1 Records and other supporting documentation on the scientific and technical implementation**

The beneficiaries must keep records and other supporting documentation on scientific and technical implementation of the action in line with the accepted standards in the respective field.

#### **18.1.2 Records and other documentation to support the costs declared**

The beneficiaries must keep the records and documentation supporting the costs declared, in particular the following:

- (a) for **actual costs**: adequate records and other supporting documentation to prove the costs declared, such as contracts, subcontracts, invoices and accounting records. In addition, the beneficiaries' usual cost accounting practices and internal control procedures must enable direct reconciliation between the amounts declared, the amounts recorded in their accounts and the amounts stated in the supporting documentation;
- (b) for **unit costs**: adequate records and other supporting documentation to prove the number of units declared. Beneficiaries do not need to identify the actual eligible costs covered or to keep or provide supporting documentation (such as accounting statements) to prove the amount per unit.

In addition, for **direct personnel costs declared as unit costs calculated in accordance with the beneficiary's usual cost accounting practices**, the beneficiaries must keep adequate records and documentation to prove that the cost accounting practices used comply with the conditions set out in Article 6.2, Point A.

The beneficiaries may submit to the Commission, for approval, a certificate (drawn up in accordance with Annex 6) stating that their usual cost accounting practices comply with these conditions (**'certificate on the methodology'**). If the certificate is approved, costs declared in line with this methodology will not be challenged subsequently, unless the beneficiaries have concealed information for the purpose of the approval.

- (c) for **flat-rate costs**: adequate records and other supporting documentation to prove the eligibility of the costs to which the flat-rate is applied. The beneficiaries do not need to identify the costs covered or provide supporting documentation (such as accounting statements) to prove the amount declared at a flat-rate.

In addition, for **personnel costs** (declared as actual costs or on the basis of unit costs), the beneficiaries must keep **time records** for the number of hours declared. The time records must be in writing and approved by the persons working on the action and their supervisors, at least monthly. In the absence of reliable time records of the hours worked on the action, the *Agency* may accept alternative evidence supporting the number of hours declared, if it considers that it offers an adequate level of assurance.

As an exception, for **persons working exclusively on the action**, there is no need to keep time records, if the beneficiary signs a **declaration** confirming that the persons concerned have worked exclusively on the action.

## 18.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, costs insufficiently substantiated will be ineligible (see Article 6) and will be rejected (see Article 42), and the grant may be reduced (see Article 43).

Such breaches may also lead to any of the other measures described in Chapter 6.

## ARTICLE 19 — SUBMISSION OF DELIVERABLES

### 19.1 Obligation to submit deliverables

The coordinator must submit the **'deliverables'** identified in Annex 1, in accordance with the timing and conditions set out in it.

### 19.2 Consequences of non-compliance

If the coordinator breaches any of its obligations under this Article, the *Agency* may apply any of the measures described in Chapter 6.

## ARTICLE 20 — REPORTING — PAYMENT REQUESTS

### 20.1 Obligation to submit reports

The coordinator must submit to the *Agency* (see Article 52) the technical and financial reports set out in this Article. These reports include requests for payment and must be drawn up using the forms and templates provided in the electronic exchange system (see Article 52).

### 20.2 Reporting periods

The action is divided into the following ‘**reporting periods**’:

- RP1: from month 1 to month 18
- RP2: *from month 19 to month 36*
- RP3: *from month 37 to month 48*

### 20.3 Periodic reports — Requests for interim payments

The coordinator must submit a periodic report within 60 days following the end of each reporting period.

The **periodic report** must include the following:

(a) a ‘**periodic technical report**’ containing:

- (i) an **explanation of the work carried out** by the beneficiaries;
- (ii) an **overview of the progress** towards the objectives of the action, including milestones and deliverables identified in Annex 1.

This report must include explanations justifying the differences between work expected to be carried out in accordance with Annex 1 and that actually carried out.

The report must also detail the exploitation and dissemination of the results and — if required in Annex 1 — an updated ‘**plan for the exploitation and dissemination of the results**’;

- (iii) a **summary** for publication by the *Agency*;
- (iv) the answers to the ‘**questionnaire**’, covering issues related to the action implementation and the economic and societal impact, notably in the context of the Horizon 2020 key performance indicators and the Horizon 2020 monitoring requirements;

(b) a ‘**periodic financial report**’ containing:

- (i) an ‘**individual financial statement**’ (see Annex 4) from each beneficiary, for the reporting period concerned.

The individual financial statement must detail the eligible costs (actual costs, unit costs and flat-rate costs; see Article 6) for each budget category (see Annex 2).

The beneficiaries must declare all eligible costs, even if — for actual costs, unit costs and flat-rate costs — they exceed the amounts indicated in the estimated budget (see Annex 2). Amounts which are not declared in the individual financial statement will not be taken into account by the *Agency*.

If an individual financial statement is not submitted for a reporting period, it may be included in the periodic financial report for the next reporting period.

The individual financial statements of the last reporting period must also detail the **receipts of the action** (see Article 5.3.3).

Each beneficiary must **certify** that:

- the information provided is full, reliable and true;
  - the costs declared are eligible (see Article 6);
  - the costs can be substantiated by adequate records and supporting documentation (see Article 18) that will be produced upon request (see Article 17) or in the context of checks, reviews, audits and investigations (see Article 22), and
  - for the last reporting period: that all the receipts have been declared (see Article 5.3.3);
- (ii) an **explanation of the use of resources** and the information on subcontracting (see Article 13) and in-kind contributions provided by third parties (see Articles 11 and 12) from each beneficiary, for the reporting period concerned;
- (iii) *not applicable*;
- (iv) a ‘**periodic summary financial statement**’ (see Annex 4), created automatically by the electronic exchange system, consolidating the individual financial statements for the reporting period concerned and including — except for the last reporting period — the **request for interim payment**.

#### **20.4 Final report — Request for payment of the balance**

In addition to the periodic report for the last reporting period, the coordinator must submit the final report within 60 days following the end of the last reporting period.

The **final report** must include the following:

- (a) a ‘**final technical report**’ with a **summary** for publication containing:
- (i) an overview of the results and their exploitation and dissemination;
  - (ii) the conclusions on the action, and
  - (iii) the socio-economic impact of the action;

(b) a ‘**final financial report**’ containing:

- (i) a ‘**final summary financial statement**’ (see Annex 4), created automatically by the electronic exchange system, consolidating the individual financial statements for all reporting periods and including the **request for payment of the balance** and
- (ii) a ‘**certificate on the financial statements**’ (drawn up in accordance with Annex 5) for each beneficiary, if it requests a total contribution of EUR 325 000 or more, as reimbursement of actual costs and unit costs calculated on the basis of its usual cost accounting practices (see Article 5.2 and Article 6.2, Point A).

## **20.5 Information on cumulative expenditure incurred**

*Not applicable*

## **20.6 Currency for financial statements and conversion into euro**

Financial statements must be drafted in euro.

Beneficiaries with accounting established in a currency other than the euro must convert the costs recorded in their accounts into euro, at the average of the daily exchange rates published in the C series of the *Official Journal of the European Union*, calculated over the corresponding reporting period.

If no daily euro exchange rate is published in the *Official Journal of the European Union* for the currency in question, they must be converted at the average of the monthly accounting rates published on the Commission’s website, calculated over the corresponding reporting period.

Beneficiaries with accounting established in euro must convert costs incurred in another currency into euro according to their usual accounting practices.

## **20.7 Language of reports**

All reports (technical and financial reports, including financial statements) must be submitted in the language of the Agreement.

## **20.8 Consequences of non-compliance — Suspension of the payment deadline — Termination**

If the reports submitted do not comply with this Article, the *Agency* may suspend the payment deadline (see Article 47) and apply any of the other measures described in Chapter 6.

If the coordinator breaches its obligation to submit the reports and if it fails to comply with this obligation within 30 days following a written reminder sent by the *Agency*, the Agreement may be terminated (see Article 50).

# **ARTICLE 21 — PAYMENTS AND PAYMENT ARRANGEMENTS**

## **21.1 Payments to be made**

The following payments will be made to the coordinator:

- one **pre-financing payment**;



- one or more **interim payments**, on the basis of the request(s) for interim payment (see Article 20), and
- one **payment of the balance**, on the basis of the request for payment of the balance (see Article 20).

## **21.2 Pre-financing payment — Amount — Amount retained for the Guarantee Fund**

The aim of the pre-financing is to provide the beneficiaries with a float.

It remains the property of the *EU* until the payment of the balance.

The amount of the pre-financing payment will be EUR **7,745,810.80** (seven million seven hundred and forty five thousand eight hundred and ten EURO and eighty eurocents).

The *Agency* will — except if Article 48 applies — make the pre-financing payment to the coordinator within 30 days either from the entry into force of the Agreement (see Article 58) or from 10 days before the starting date of the action (see Article 3), whichever is the latest.

An amount of EUR **893,747.40** (eight hundred and ninety three thousand seven hundred and forty seven EURO and forty eurocents), corresponding to 5% of the maximum grant amount (see Article 5.1), is retained by the *Agency* from the pre-financing payment and transferred into the '**Guarantee Fund**'.

## **21.3 Interim payments — Amount — Calculation**

Interim payments reimburse the eligible costs incurred for the implementation of the action during the corresponding reporting periods.

The *Agency* will pay to the coordinator the amount due as interim payment within 90 days from receiving the periodic report (see Article 20.3), except if Articles 47 or 48 apply.

Payment is subject to the approval of the periodic report. Its approval does not imply recognition of the compliance, authenticity, completeness or correctness of its content.

The **amount due as interim payment** is calculated by the *Agency* in the following steps:

Step 1 – Application of the reimbursement rates

Step 2 – Limit to 90% of the maximum grant amount

### **21.3.1 Step 1 — Application of the reimbursement rates**

The reimbursement rate(s) (see Article 5.2) are applied to the eligible costs (actual costs, unit costs and flat-rate costs ; see Article 6) declared by the beneficiaries (see Article 20) and approved by the *Agency* (see above) for the concerned reporting period.

### **21.3.2 Step 2 — Limit to 90% of the maximum grant amount**

The total amount of pre-financing and interim payments must not exceed 90% of the maximum grant amount set out in Article 5.1. The maximum amount for the interim payment will be calculated as follows:

{90% of the maximum grant amount (see Article 5.1)

minus

{pre-financing and previous interim payments}}.

#### **21.4 Payment of the balance — Amount — Calculation — Release of the amount retained for the Guarantee Fund**

The payment of the balance reimburses the remaining part of the eligible costs incurred by the beneficiaries for the implementation of the action.

If the total amount of earlier payments is greater than the final grant amount (see Article 5.3), the payment of the balance takes the form of a recovery (see Article 44).

If the total amount of earlier payments is lower than the final grant amount, the *Agency* will pay the balance within 90 days from receiving the final report (see Article 20.4), except if Articles 47 or 48 apply.

Payment is subject to the approval of the final report. Its approval does not imply recognition of the compliance, authenticity, completeness or correctness of its content.

The **amount due as the balance** is calculated by the *Agency* by deducting the total amount of pre-financing and interim payments (if any) already made, from the final grant amount determined in accordance with Article 5.3:

{final grant amount (see Article 5.3)

minus

{pre-financing and interim payments (if any) made}}.

At the payment of the balance, the amount retained for the Guarantee Fund (see above) will be released and:

- if the balance is positive: the amount released will be paid in full to the coordinator together with the amount due as the balance;
- if the balance is negative (payment of the balance taking the form of recovery): it will be deducted from the amount released (see Article 44.1.2). If the resulting amount:
  - is positive, it will be paid to the coordinator
  - is negative, it will be recovered.

The amount to be paid may however be offset — without the beneficiary's consent — against any other amount owed by the beneficiary to the *Agency*, the Commission or another executive agency (under the EU or Euratom budget), up to the maximum EU contribution indicated, for that beneficiary, in the estimated budget (see Annex 2).

### **21.5 Notification of amounts due**

When making payments, the *Agency* will formally notify to the coordinator the amount due, specifying whether it concerns an interim payment or the payment of the balance.

For the payment of the balance, the notification will also specify the final grant amount.

In the case of reduction of the grant or recovery of undue amounts, the notification will be preceded by the contradictory procedure set out in Articles 43 and 44.

### **21.6 Currency for payments**

The *Agency* will make all payments in euro.

### **21.7 Payments to the coordinator — Distribution to the beneficiaries**

Payments will be made to the coordinator.

Payments to the coordinator will discharge the *Agency* from its payment obligation.

The coordinator must distribute the payments between the beneficiaries without unjustified delay.

Pre-financing may however be distributed only:

- (a) if the minimum number of beneficiaries set out in the call for proposals has acceded to the Agreement (see Article 56) and
- (b) to beneficiaries that have acceded to the Agreement (see Article 56).

### **21.8 Bank account for payments**

All payments will be made to the following bank account:

Name of bank: BANCO BIC PORTUGUES, S.A.

Address of branch: AVENIDA ANTONIO AUGUSTO AGUIAR 132 LISBON, Portugal

Full name of the account holder: HORARIOS FUNCHAL TRANSPORTES PUBLICOS SA

Full account number (including bank codes):

IBAN code: PT50007900006412406410363

### **21.9 Costs of payment transfers**

The cost of the payment transfers is borne as follows:

- the *Agency* bears the cost of transfers charged by its bank;
- the beneficiary bears the cost of transfers charged by its bank;
- the party causing a repetition of a transfer bears all costs of the repeated transfer.

### **21.10 Date of payment**

Payments by the *Agency* are considered to have been carried out on the date when they are debited to its account.

## 21.11 Consequences of non-compliance

21.11.1 If the *Agency* does not pay within the payment deadlines (see above), the beneficiaries are entitled to **late-payment interest** at the rate applied by the European Central Bank (ECB) for its main refinancing operations in euros ('reference rate'), plus three and a half points. The reference rate is the rate in force on the first day of the month in which the payment deadline expires, as published in the C series of the *Official Journal of the European Union*.

If the late-payment interest is lower than or equal to EUR 200, it will be paid to the coordinator only upon request submitted within two months of receiving the late payment.

Late-payment interest is not due if all beneficiaries are EU Member States (including regional and local government authorities or other public bodies acting on behalf of a Member State for the purpose of this Agreement).

Suspension of the payment deadline or payments (see Articles 47 and 48) will not be considered as late payment.

Late-payment interest covers the period running from the day following the due date for payment (see above), up to and including the date of payment.

Late-payment interest is not considered for the purposes of calculating the final grant amount.

21.11.2 If the coordinator breaches any of its obligations under this Article, the grant may be reduced (see Article 43) and the Agreement or the participation of the coordinator may be terminated (see Article 50).

Such breaches may also lead to any of the other measures described in Chapter 6.

## ARTICLE 22 — CHECKS, REVIEWS, AUDITS AND INVESTIGATIONS — EXTENSION OF FINDINGS

### 22.1 Checks, reviews and audits by the *Agency and the Commission*

#### 22.1.1 Right to carry out checks

The *Agency or the Commission* will — during the implementation of the action or afterwards — check the proper implementation of the action and compliance with the obligations under the Agreement, including assessing deliverables and reports.

For this purpose the *Agency or the Commission* may be assisted by external persons or bodies.

The *Agency or the Commission* may also request additional information in accordance with Article 17. The *Agency or the Commission* may request beneficiaries to provide such information to it directly.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

#### 22.1.2 Right to carry out reviews

The *Agency or the Commission* may — during the implementation of the action or afterwards — carry out reviews on the proper implementation of the action (including assessment of deliverables

and reports), compliance with the obligations under the Agreement and continued scientific or technological relevance of the action.

Reviews may be started **up to two years after the payment of the balance**. They will be formally notified to the coordinator or beneficiary concerned and will be considered to have started on the date of the formal notification.

If the review is carried out on a third party (see Articles 10 to 16), the beneficiary concerned must inform the third party.

The *Agency or the Commission* may carry out reviews directly (using its own staff) or indirectly (using external persons or bodies appointed to do so). It will inform the coordinator or beneficiary concerned of the identity of the external persons or bodies. They have the right to object to the appointment on grounds of commercial confidentiality.

The coordinator or beneficiary concerned must provide — within the deadline requested — any information and data in addition to deliverables and reports already submitted (including information on the use of resources). The *Agency or the Commission* may request beneficiaries to provide such information to it directly.

The coordinator or beneficiary concerned may be requested to participate in meetings, including with external experts.

For **on-the-spot** reviews, the beneficiaries must allow access to their sites and premises, including to external persons or bodies, and must ensure that information requested is readily available.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

On the basis of the review findings, a ‘**review report**’ will be drawn up.

The *Agency or the Commission* will formally notify the review report to the coordinator or beneficiary concerned, which has 30 days to formally notify observations (‘**contradictory review procedure**’).

Reviews (including review reports) are in the language of the Agreement.

### **22.1.3 Right to carry out audits**

The *Agency or the Commission* may — during the implementation of the action or afterwards — carry out audits on the proper implementation of the action and compliance with the obligations under the Agreement.

Audits may be started **up to two years after the payment of the balance**. They will be formally notified to the coordinator or beneficiary concerned and will be considered to have started on the date of the formal notification.

If the audit is carried out on a third party (see Articles 10 to 16), the beneficiary concerned must inform the third party.

The *Agency or the Commission* may carry out audits directly (using its own staff) or indirectly (using external persons or bodies appointed to do so). It will inform the coordinator or beneficiary concerned

of the identity of the external persons or bodies. They have the right to object to the appointment on grounds of commercial confidentiality.

The coordinator or beneficiary concerned must provide — within the deadline requested — any information (including complete accounts, individual salary statements or other personal data) to verify compliance with the Agreement. The *Agency or the Commission* may request beneficiaries to provide such information to it directly.

For **on-the-spot** audits, the beneficiaries must allow access to their sites and premises, including to external persons or bodies, and must ensure that information requested is readily available.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

On the basis of the audit findings, a ‘**draft audit report**’ will be drawn up.

The *Agency or the Commission* will formally notify the draft audit report to the coordinator or beneficiary concerned, which has 30 days to formally notify observations (‘**contradictory audit procedure**’). This period may be extended by the *Agency or the Commission* in justified cases.

The ‘**final audit report**’ will take into account observations by the coordinator or beneficiary concerned. The report will be formally notified to it.

Audits (including audit reports) are in the language of the Agreement.

The *Agency or the Commission* may also access the beneficiaries’ statutory records for the periodical assessment of unit costs or flat-rate amounts.

## **22.2 Investigations by the European Anti-Fraud Office (OLAF)**

Under Regulations No 883/2013<sup>15</sup> and No 2185/96<sup>16</sup> (and in accordance with their provisions and procedures), the European Anti-Fraud Office (OLAF) may — at any moment during implementation of the action or afterwards — carry out investigations, including on-the-spot checks and inspections, to establish whether there has been fraud, corruption or any other illegal activity affecting the financial interests of the EU.

## **22.3 Checks and audits by the European Court of Auditors (ECA)**

Under Article 287 of the Treaty on the Functioning of the European Union (TFEU) and Article 161 of the Financial Regulation No 966/2012<sup>17</sup>, the European Court of Auditors (ECA) may — at any moment during implementation of the action or afterwards — carry out audits.

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<sup>15</sup> Regulation (EU, Euratom) No 883/2013 of the European Parliament and of the Council of 11 September 2013 concerning investigations conducted by the European Anti-Fraud Office (OLAF) and repealing Regulation (EC) No 1073/1999 of the European Parliament and of the Council and Council Regulation (Euratom) No 1074/1999 (OJ L 248, 18.09.2013, p. 1).

<sup>16</sup> Council Regulation (Euratom, EC) No 2185/1996 of 11 November 1996 concerning on-the-spot checks and inspections carried out by the Commission in order to protect the European Communities’ financial interests against fraud and other irregularities (OJ L 292, 15.11.1996, p. 2).

<sup>17</sup> Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002 (OJ L 298, 26.10.2012, p. 1).

The ECA has the right of access for the purpose of checks and audits.

## 22.4 Checks, reviews, audits and investigations for international organisations

*Not applicable*

## 22.5 Consequences of findings in checks, reviews, audits and investigations — Extension of findings

### 22.5.1 Findings in this grant

Findings in checks, reviews, audits or investigations carried out in the context of this grant may lead to the rejection of ineligible costs (see Article 42), reduction of the grant (see Article 43), recovery of undue amounts (see Article 44) or to any of the other measures described in Chapter 6.

Rejection of costs or reduction of the grant after the payment of the balance will lead to a revised final grant amount (see Article 5.4).

Findings in checks, reviews, audits or investigations may lead to a request for amendment for the modification of Annex 1 (see Article 55).

Checks, reviews, audits or investigations that find systemic or recurrent errors, irregularities, fraud or breach of obligations may also lead to consequences in other EU or Euratom grants awarded under similar conditions (**‘extension of findings from this grant to other grants’**).

Moreover, findings arising from an OLAF investigation may lead to criminal prosecution under national law.

### 22.5.2 Findings in other grants

The *Agency or the Commission* may extend findings from other grants to this grant (**‘extension of findings from other grants to this grant’**), if:

- (a) the beneficiary concerned is found, in other EU or Euratom grants awarded under similar conditions, to have committed systemic or recurrent errors, irregularities, fraud or breach of obligations that have a material impact on this grant and
- (b) those findings are formally notified to the beneficiary concerned — together with the list of grants affected by the findings — no later than two years after the payment of the balance of this grant.

The extension of findings may lead to the rejection of costs (see Article 42), reduction of the grant (see Article 43), recovery of undue amounts (see Article 44), suspension of payments (see Article 48), suspension of the action implementation (see Article 49) or termination (see Article 50).

### 22.5.3 Procedure

The *Agency or the Commission* will formally notify the beneficiary concerned the systemic or recurrent errors and its intention to extend these audit findings, together with the list of grants affected.

22.5.3.1 If the findings concern **eligibility of costs**: the formal notification will include:

- (a) an invitation to submit observations on the list of grants affected by the findings;
- (b) the request to submit **revised financial statements** for all grants affected;
- (c) the **correction rate for extrapolation** established by the *Agency or the Commission* on the basis of the systemic or recurrent errors, to calculate the amounts to be rejected if the beneficiary concerned:
  - (i) considers that the submission of revised financial statements is not possible or practicable or
  - (ii) does not submit revised financial statements.

The beneficiary concerned has 90 days from receiving notification to submit observations, revised financial statements or to propose a duly substantiated **alternative correction method**. This period may be extended by the *Agency or the Commission* in justified cases.

The amounts to be rejected will be determined on the basis of the revised financial statements, subject to their approval.

If the *Agency or the Commission* does not receive any observations or revised financial statements, does not accept the observations or the proposed alternative correction method or does not approve the revised financial statements, it will formally notify the beneficiary concerned the application of the initially notified correction rate for extrapolation.

If the *Agency or the Commission* accepts the alternative correction method proposed by the beneficiary concerned, it will formally notify the application of the accepted alternative correction method.

22.5.3.2 If the findings concern **improper implementation** or a **breach of another obligation**: the formal notification will include:

- (a) an invitation to submit observations on the list of grants affected by the findings and
- (b) the flat-rate the *Agency or the Commission* intends to apply according to the principle of proportionality.

The beneficiary concerned has 90 days from receiving notification to submit observations or to propose a duly substantiated alternative flat-rate.

If the *Agency or the Commission* does not receive any observations or does not accept the observations or the proposed alternative flat-rate, it will formally notify the beneficiary concerned the application of the initially notified flat-rate.

If the *Agency or the Commission* accepts the alternative flat-rate proposed by the beneficiary concerned, it will formally notify the application of the accepted alternative flat-rate.

## 22.6 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, any insufficiently substantiated costs will be ineligible (see Article 6) and will be rejected (see Article 42).



Such breaches may also lead to any of the other measures described in Chapter 6.

## **ARTICLE 23 — EVALUATION OF THE IMPACT OF THE ACTION**

### **23.1 Right to evaluate the impact of the action**

The *Agency or the Commission* may carry out interim and final evaluations of the impact of the action measured against the objective of the *EU* programme.

Evaluations may be started during implementation of the action and up to *five* years after the payment of the balance. The evaluation is considered to start on the date of the formal notification to the coordinator or beneficiaries.

The *Agency or the Commission* may make these evaluations directly (using its own staff) or indirectly (using external bodies or persons it has authorised to do so).

The coordinator or beneficiaries must provide any information relevant to evaluate the impact of the action, including information in electronic format.

### **23.2 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the *Agency* may apply the measures described in Chapter 6.

## **SECTION 3 RIGHTS AND OBLIGATIONS RELATED TO BACKGROUND AND RESULTS**

### **SUBSECTION 1 GENERAL**

#### **ARTICLE 23a — MANAGEMENT OF INTELLECTUAL PROPERTY**

##### **23a.1 Obligation to take measures to implement the Commission Recommendation on the management of intellectual property in knowledge transfer activities**

Beneficiaries that are universities or other public research organisations must take measures to implement the principles set out in Points 1 and 2 of the Code of Practice annexed to the Commission Recommendation on the management of intellectual property in knowledge transfer activities<sup>18</sup>.

This does not change the obligations set out in Subsections 2 and 3 of this Section.

The beneficiaries must ensure that researchers and third parties involved in the action are aware of them.

##### **23a.2 Consequences of non-compliance**

If a beneficiary breaches its obligations under this Article, the *Agency* may apply any of the measures described in Chapter 6.

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<sup>18</sup> Commission Recommendation C (2008) 1329 of 10.4.2008 on the management of intellectual property in knowledge transfer activities and the Code of Practice for universities and other public research institutions attached to this recommendation.

## **SUBSECTION 2 RIGHTS AND OBLIGATIONS RELATED TO BACKGROUND**

### **ARTICLE 24 — AGREEMENT ON BACKGROUND**

#### **24.1 Agreement on background**

The beneficiaries must identify and agree (in writing) on the background for the action (**‘agreement on background’**).

**‘Background’** means any data, know-how or information — whatever its form or nature (tangible or intangible), including any rights such as intellectual property rights — that:

- (a) is held by the beneficiaries before they acceded to the Agreement, and
- (b) is needed to implement the action or exploit the results.

#### **24.2 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 43).

Such breaches may also lead to any of the other measures described in Chapter 6.

### **ARTICLE 25 — ACCESS RIGHTS TO BACKGROUND**

#### **25.1 Exercise of access rights — Waiving of access rights — No sub-licensing**

To exercise access rights, this must first be requested in writing (**‘request for access’**).

**‘Access rights’** means rights to use results or background under the terms and conditions laid down in this Agreement.

Waivers of access rights are not valid unless in writing.

Unless agreed otherwise, access rights do not include the right to sub-license.

#### **25.2 Access rights for other beneficiaries, for implementing their own tasks under the action**

The beneficiaries must give each other access — on a royalty-free basis — to background needed to implement their own tasks under the action, unless the beneficiary that holds the background has — before acceding to the Agreement —:

- (a) informed the other beneficiaries that access to its background is subject to legal restrictions or limits, including those imposed by the rights of third parties (including personnel), or
- (b) agreed with the other beneficiaries that access would not be on a royalty-free basis.

#### **25.3 Access rights for other beneficiaries, for exploiting their own results**

The beneficiaries must give each other access — under fair and reasonable conditions — to background needed for exploiting their own results, unless the beneficiary that holds the background has — before acceding to the Agreement — informed the other beneficiaries that access to its

background is subject to legal restrictions or limits, including those imposed by the rights of third parties (including personnel).

‘**Fair and reasonable conditions**’ means appropriate conditions, including possible financial terms or royalty-free conditions, taking into account the specific circumstances of the request for access, for example the actual or potential value of the results or background to which access is requested and/or the scope, duration or other characteristics of the exploitation envisaged.

Requests for access may be made — unless agreed otherwise — up to one year after the period set out in Article 3.

#### **25.4 Access rights for affiliated entities**

Unless otherwise agreed in the consortium agreement, access to background must also be given — under fair and reasonable conditions (see above; Article 25.3) and unless it is subject to legal restrictions or limits, including those imposed by the rights of third parties (including personnel) — to affiliated entities<sup>19</sup> established in an EU Member State or ‘**associated country**’<sup>20</sup>, if this is needed to exploit the results generated by the beneficiaries to which they are affiliated.

Unless agreed otherwise (see above; Article 25.1), the affiliated entity concerned must make the request directly to the beneficiary that holds the background.

Requests for access may be made — unless agreed otherwise — up to one year after the period set out in Article 3.

#### **25.5 Access rights for third parties**

*Not applicable*

#### **25.6 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 43).

Such breaches may also lead to any of the other measures described in Chapter 6.

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<sup>19</sup> For the definition, see Article 2.1(2) of the Rules for Participation Regulation No 1290/2013: ‘**affiliated entity**’ means any legal entity that is under the direct or indirect control of a participant, or under the same direct or indirect control as the participant, or that is directly or indirectly controlling a participant.

‘Control’ may take any of the following forms:

- (a) the direct or indirect holding of more than 50% of the nominal value of the issued share capital in the legal entity concerned, or of a majority of the voting rights of the shareholders or associates of that entity;
- (b) the direct or indirect holding, in fact or in law, of decision-making powers in the legal entity concerned.

However the following relationships between legal entities shall not in themselves be deemed to constitute controlling relationships:

- (a) the same public investment corporation, institutional investor or venture-capital company has a direct or indirect holding of more than 50% of the nominal value of the issued share capital or a majority of voting rights of the shareholders or associates;
- (b) the legal entities concerned are owned or supervised by the same public body.

<sup>20</sup> For the definition, see Article 2.1(3) of the Rules for Participation Regulation No 1290/2013: ‘**associated country**’ means a third country which is party to an international agreement with the Union, as identified in *Article 7 of Horizon 2020 Framework Programme Regulation No 1291/2013*. *Article 7 sets out the conditions for association of non-EU countries to Horizon 2020*.

## **SUBSECTION 3 RIGHTS AND OBLIGATIONS RELATED TO RESULTS**

### **ARTICLE 26 — OWNERSHIP OF RESULTS**

#### **26.1 Ownership by the beneficiary that generates the results**

Results are owned by the beneficiary that generates them.

‘**Results**’ means any (tangible or intangible) output of the action such as data, knowledge or information — whatever its form or nature, whether it can be protected or not — that is generated in the action, as well as any rights attached to it, including intellectual property rights.

#### **26.2 Joint ownership by several beneficiaries**

Two or more beneficiaries own results jointly if:

- (a) they have jointly generated them and
- (b) it is not possible to:
  - (i) establish the respective contribution of each beneficiary, or
  - (ii) separate them for the purpose of applying for, obtaining or maintaining their protection (see Article 27).

The joint owners must agree (in writing) on the allocation and terms of exercise of their joint ownership (**‘joint ownership agreement’**), to ensure compliance with their obligations under this Agreement.

Unless otherwise agreed in the joint ownership agreement, each joint owner may grant non-exclusive licences to third parties to exploit jointly-owned results (without any right to sub-license), if the other joint owners are given:

- (a) at least 45 days advance notice and
- (b) fair and reasonable compensation.

Once the results have been generated, joint owners may agree (in writing) to apply another regime than joint ownership (such as, for instance, transfer to a single owner (see Article 30) with access rights for the others).

#### **26.3 Rights of third parties (including personnel)**

If third parties (including personnel) may claim rights to the results, the beneficiary concerned must ensure that it complies with its obligations under the Agreement.

If a third party generates results, the beneficiary concerned must obtain all necessary rights (transfer, licences or other) from the third party, in order to be able to respect its obligations as if those results were generated by the beneficiary itself.

If obtaining the rights is impossible, the beneficiary must refrain from using the third party to generate the results.

## 26.4 Agency ownership, to protect results

26.4.1 *The Agency* may — with the consent of the beneficiary concerned — assume ownership of results to protect them, if a beneficiary intends — up to four years after the period set out in Article 3 — to disseminate its results without protecting them, except in any of the following cases:

- (a) the lack of protection is because protecting the results is not possible, reasonable or justified (given the circumstances);
- (b) the lack of protection is because there is a lack of potential for commercial or industrial exploitation, or
- (c) the beneficiary intends to transfer the results to another beneficiary or third party established in an EU Member State or associated country, which will protect them.

Before the results are disseminated and unless any of the cases above under Points (a), (b) or (c) applies, the beneficiary must formally notify the *Agency* and at the same time inform it of any reasons for refusing consent. The beneficiary may refuse consent only if it can show that its legitimate interests would suffer significant harm.

If the *Agency* decides to assume ownership, it will formally notify the beneficiary concerned within 45 days of receiving notification.

No dissemination relating to these results may before the end of this period or, if the *Agency* takes a positive decision, until it has taken the necessary steps to protect the results.

26.4.2 *The Agency* may — with the consent of the beneficiary concerned — assume ownership of results to protect them, if a beneficiary intends — up to four years after the period set out in Article 3 — to stop protecting them or not to seek an extension of protection, except in any of the following cases:

- (a) the protection is stopped because of a lack of potential for commercial or industrial exploitation;
- (b) an extension would not be justified given the circumstances.

A beneficiary that intends to stop protecting results or not seek an extension must — unless any of the cases above under Points (a) or (b) applies — formally notify the *Agency* at least 60 days before the protection lapses or its extension is no longer possible and at the same time inform it of any reasons for refusing consent. The beneficiary may refuse consent only if it can show that its legitimate interests would suffer significant harm.

If the *Agency* decides to assume ownership, it will formally notify the beneficiary concerned within 45 days of receiving notification.

## 26.5 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 43).

Such breaches may also lead to the any of the other measures described in Chapter 6.

## ARTICLE 27 — PROTECTION OF RESULTS — VISIBILITY OF EU FUNDING

### 27.1 Obligation to protect the results

Each beneficiary must examine the possibility of protecting its results and must adequately protect them — for an appropriate period and with appropriate territorial coverage — if:

- (a) the results can reasonably be expected to be commercially or industrially exploited and
- (b) protecting them is possible, reasonable and justified (given the circumstances).

When deciding on protection, the beneficiary must consider its own legitimate interests and the legitimate interests (especially commercial) of the other beneficiaries.

### 27.2 Agency ownership, to protect the results

If a beneficiary intends not to protect its results, to stop protecting them or not seek an extension of protection, *the Agency* may — under certain conditions (see Article 26.4) — assume ownership to ensure their (continued) protection.

### 27.3 Information on EU funding

Applications for protection of results (including patent applications) filed by or on behalf of a beneficiary must — unless the *Agency* requests or agrees otherwise or unless it is impossible — include the following:

*“The project leading to this application has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 689031”.*

### 27.4 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 43).

Such a breach may also lead to any of the other measures described in Chapter 6.

## ARTICLE 28 — EXPLOITATION OF RESULTS

### 28.1 Obligation to exploit the results

Each beneficiary must — up to four years after the period set out in Article 3 — take measures aiming to ensure ‘**exploitation**’ of its results (either directly or indirectly, in particular through transfer or licensing; see Article 30) by:

- (a) using them in further research activities (outside the action);
- (b) developing, creating or marketing a product or process;
- (c) creating and providing a service, or
- (d) using them in standardisation activities.

This does not change the security obligations in Article 37, which still apply.

## **28.2 Results that could contribute to European or international standards — Information on EU funding**

If results are incorporated in a standard, the beneficiary concerned must — unless the *Agency* requests or agrees otherwise or unless it is impossible — ask the standardisation body to include the following statement in (information related to) the standard:

*“Results incorporated in this standard received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 689031”.*

## **28.3 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced in accordance with Article 43.

Such a breach may also lead to any of the other measures described in Chapter 6.

## **ARTICLE 29 — DISSEMINATION OF RESULTS — OPEN ACCESS — VISIBILITY OF EU FUNDING**

### **29.1 Obligation to disseminate results**

Unless it goes against their legitimate interests, each beneficiary must — as soon as possible — ‘**disseminate**’ its results by disclosing them to the public by appropriate means (other than those resulting from protecting or exploiting the results), including in scientific publications (in any medium).

This does not change the obligation to protect results in Article 27, the confidentiality obligations in Article 36, the security obligations in Article 37 or the obligations to protect personal data in Article 39, all of which still apply.

A beneficiary that intends to disseminate its results must give advance notice to the other beneficiaries of — unless agreed otherwise — at least 45 days, together with sufficient information on the results it will disseminate.

Any other beneficiary may object within — unless agreed otherwise — 30 days of receiving notification, if it can show that its legitimate interests in relation to the results or background would be significantly harmed. In such cases, the dissemination may not take place unless appropriate steps are taken to safeguard these legitimate interests.

If a beneficiary intends not to protect its results, it may — under certain conditions (see Article 26.4.1) — need to formally notify the *Agency* before dissemination takes place.

### **29.2 Open access to scientific publications**

Each beneficiary must ensure open access (free of charge online access for any user) to all peer-reviewed scientific publications relating to its results.

In particular, it must:

- (a) as soon as possible and at the latest on publication, deposit a machine-readable electronic copy of the published version or final peer-reviewed manuscript accepted for publication in a repository for scientific publications;

Moreover, the beneficiary must aim to deposit at the same time the research data needed to validate the results presented in the deposited scientific publications.

- (b) ensure open access to the deposited publication — via the repository — at the latest:
- (i) on publication, if an electronic version is available for free via the publisher, or
  - (ii) within six months of publication (twelve months for publications in the social sciences and humanities) in any other case.
- (c) ensure open access — via the repository — to the bibliographic metadata that identify the deposited publication.

The bibliographic metadata must be in a standard format and must include all of the following:

- the terms “*European Union (EU)*” and “*Horizon 2020*”;
- the name of the action, acronym and grant number;
- the publication date, and length of embargo period if applicable, and
- a persistent identifier.

### **29.3 Open access to research data**

*Not applicable*

### **29.4 Information on EU funding — Obligation and right to use the EU emblem**

Unless the *Agency* requests or agrees otherwise or unless it is impossible, any dissemination of results (in any form, including electronic) must:

- (a) display the EU emblem and
- (b) include the following text:

*“This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 689031”.*

When displayed together with another logo, the EU emblem must have appropriate prominence.

For the purposes of their obligations under this Article, the beneficiaries may use the EU emblem without first obtaining approval from the *Agency*.

This does not however give them the right to exclusive use.

Moreover, they may not appropriate the EU emblem or any similar trademark or logo, either by registration or by any other means.



### **29.5 Disclaimer excluding *Agency* responsibility**

Any dissemination of results must indicate that it reflects only the author's view and that the *Agency* is not responsible for any use that may be made of the information it contains.

### **29.6 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 43).

Such a breach may also lead to any of the other measures described in Chapter 6.

## **ARTICLE 30 — TRANSFER AND LICENSING OF RESULTS**

### **30.1 Transfer of ownership**

Each beneficiary may transfer ownership of its results.

It must however ensure that its obligations under Articles 26.2, 26.4, 27, 28, 29, 30 and 31 also apply to the new owner and that this owner has the obligation to pass them on in any subsequent transfer.

This does not change the security obligations in Article 37, which still apply.

Unless agreed otherwise (in writing) for specifically-identified third parties or unless impossible under applicable EU and national laws on mergers and acquisitions, a beneficiary that intends to transfer ownership of results must give at least 45 days advance notice (or less if agreed in writing) to the other beneficiaries that still have (or still may request) access rights to the results. This notification must include sufficient information on the new owner to enable any beneficiary concerned to assess the effects on its access rights.

Unless agreed otherwise (in writing) for specifically-identified third parties, any other beneficiary may object within 30 days of receiving notification (or less if agreed in writing), if it can show that the transfer would adversely affect its access rights. In this case, the transfer may not take place until agreement has been reached between the beneficiaries concerned.

### **30.2 Granting licenses**

Each beneficiary may grant licences to its results (or otherwise give the right to exploit them), if:

- (a) this does not impede the rights under Article 31 and
- (b) *not applicable*.

In addition to Points (a) and (b), exclusive licences for results may be granted only if all the other beneficiaries concerned have waived their access rights (see Article 31.1).

This does not change the dissemination obligations in Article 29 or security obligations in Article 37, which still apply.

### **30.3 *Agency* right to object to transfers or licensing**

*Not applicable*

### **30.4 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 43).

Such a breach may also lead to any of the other measures described in Chapter 6.

## **ARTICLE 31 — ACCESS RIGHTS TO RESULTS**

### **31.1 Exercise of access rights — Waiving of access rights — No sub-licensing**

The conditions set out in Article 25.1 apply.

The obligations set out in this Article do not change the security obligations in Article 37, which still apply.

### **31.2 Access rights for other beneficiaries, for implementing their own tasks under the action**

The beneficiaries must give each other access — on a royalty-free basis — to results needed for implementing their own tasks under the action.

### **31.3 Access rights for other beneficiaries, for exploiting their own results**

The beneficiaries must give each other — under fair and reasonable conditions (see Article 25.3) — access to results needed for exploiting their own results.

Requests for access may be made — unless agreed otherwise — up to one year after the period set out in Article 3.

### **31.4 Access rights of affiliated entities**

Unless agreed otherwise in the consortium agreement, access to results must also be given — under fair and reasonable conditions (Article 25.3) — to affiliated entities established in an EU Member State or associated country, if this is needed for those entities to exploit the results generated by the beneficiaries to which they are affiliated.

Unless agreed otherwise (see above; Article 31.1), the affiliated entity concerned must make any such request directly to the beneficiary that owns the results.

Requests for access may be made — unless agreed otherwise — up to one year after the period set out in Article 3.

### **31.5 Access rights for the EU institutions, bodies, offices or agencies and EU Member States**

*The beneficiaries must give access to their results — on a royalty-free basis — to EU institutions, bodies, offices or agencies, for developing, implementing or monitoring EU policies or programmes.*

*Such access rights are limited to non-commercial and non-competitive use.*

*This does not change the right to use any material, document or information received from the beneficiaries for communication and publicising activities (see Article 38.2).*

### **31.6 Access rights for third parties**

*Not applicable*

### **31.7 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 43).

Such breaches may also lead to any of the other measures described in Chapter 6.

## **SECTION 4 OTHER RIGHTS AND OBLIGATIONS**

### **ARTICLE 32 — RECRUITMENT AND WORKING CONDITIONS FOR RESEARCHERS**

#### **32.1 Obligation to take measures to implement the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers**

The beneficiaries must take all measures to implement the principles set out in the Commission Recommendation on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers<sup>22</sup>, in particular regarding:

- working conditions;
- transparent recruitment processes based on merit, and
- career development.

The beneficiaries must ensure that researchers and third parties involved in the action are aware of them.

#### **32.2 Consequences of non-compliance**

If a beneficiary breaches its obligations under this Article, the *Agency* may apply any of the measures described in Chapter 6.

### **ARTICLE 33 — GENDER EQUALITY**

#### **33.1 Obligation to aim for gender equality**

The beneficiaries must take all measures to promote equal opportunities between men and women in the implementation of the action. They must aim, to the extent possible, for a gender balance at all levels of personnel assigned to the action, including at supervisory and managerial level.

#### **33.2 Consequences of non-compliance**

If a beneficiary breaches its obligations under this Article, the *Agency* may apply any of the measures described in Chapter 6.

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<sup>22</sup> Commission Recommendation 2005/251/EC of 11 March 2005 on the European Charter for Researchers and on a Code of Conduct for the Recruitment of Researchers (OJ L 75, 22.3.2005, p. 67).

## ARTICLE 34 — ETHICS

### 34.1 Obligation to comply with ethical principles

The beneficiaries must carry out the action in compliance with:

- (a) ethical principles (including the highest standards of research integrity — as set out, for instance, in the European Code of Conduct for Research Integrity<sup>23</sup> — and including, in particular, avoiding fabrication, falsification, plagiarism or other research misconduct) and
- (b) applicable international, EU and national law.

Funding will not be granted for activities carried out outside the EU if they are prohibited in all Member States.

The beneficiaries must ensure that the activities under the action have an exclusive focus on civil applications.

The beneficiaries must ensure that the activities under the action do not:

- (a) aim at human cloning for reproductive purposes;
- (b) intend to modify the genetic heritage of human beings which could make such changes heritable (with the exception of research relating to cancer treatment of the gonads, which may be financed), or
- (c) intend to create human embryos solely for the purpose of research or for the purpose of stem cell procurement, including by means of somatic cell nuclear transfer.

### 34.2 Activities raising ethical issues

Activities raising ethical issues must comply with the ‘**ethics requirements**’ set out in Annex 1.

Before the beginning of an activity raising an ethical issue, the coordinator must submit (see Article 52) to the *Agency* copy of:

- (a) any ethics committee opinion required under national law and
- (b) any notification or authorisation for activities raising ethical issues required under national law.

If these documents are not in English, the coordinator must also submit an English summary of the submitted opinions, notifications and authorisations (containing, if available, the conclusions of the committee or authority concerned).

If these documents are specifically requested for the action, the request must contain an explicit reference to the action title. The coordinator must submit a declaration by each beneficiary concerned that all the submitted documents cover the action tasks.

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<sup>23</sup> The European Code of Conduct for Research Integrity of ALLEA (All European Academies) and ESF (European Science Foundation) of March 2011.

[http://www.esf.org/fileadmin/Public\\_documents/Publications/Code\\_Conduct\\_ResearchIntegrity.pdf](http://www.esf.org/fileadmin/Public_documents/Publications/Code_Conduct_ResearchIntegrity.pdf)

### **34.3 Activities involving human embryos or human embryonic stem cells**

Activities involving research on human embryos or human embryonic stem cells may be carried out only if:

- they are set out in Annex 1 or
- the coordinator has obtained explicit approval (in writing) from the *Agency* (see Article 52).

### **34.4 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 43) and the Agreement or participation of the beneficiary may be terminated (see Article 50).

Such breaches may also lead to any of the other measures described in Chapter 6.

## **ARTICLE 35 — CONFLICT OF INTERESTS**

### **35.1 Obligation to avoid a conflict of interests**

The beneficiaries must take all measures to prevent any situation where the impartial and objective implementation of the action is compromised for reasons involving economic interest, political or national affinity, family or emotional ties or any other shared interest (**‘conflict of interests’**).

They must formally notify to the *Agency* without delay any situation constituting or likely to lead to a conflict of interests and immediately take all the necessary steps to rectify this situation.

The *Agency* may verify that the measures taken are appropriate and may require additional measures to be taken by a specified deadline.

### **35.2 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 43) and the Agreement or participation of the beneficiary may be terminated (see Article 50).

Such breaches may also lead to any of the other measures described in Chapter 6.

## **ARTICLE 36 — CONFIDENTIALITY**

### **36.1 General obligation to maintain confidentiality**

During implementation of the action and for four years after the period set out in Article 3, the parties must keep confidential any data, documents or other material (in any form) that is identified as confidential at the time it is disclosed (**‘confidential information’**).

If a beneficiary requests, the *Agency* may agree to keep such information confidential for an additional period beyond the initial four years.

If information has been identified as confidential only orally, it will be considered to be confidential only if this is confirmed in writing within 15 days of the oral disclosure.

Unless otherwise agreed between the parties, they may use confidential information only to implement the Agreement.

The beneficiaries may disclose confidential information to their personnel or third parties involved in the action only if they:

- (a) need to know to implement the Agreement and
- (b) are bound by an obligation of confidentiality.

This does not change the security obligations in Article 37, which still apply.

The *Agency* may disclose confidential information to its staff, other EU institutions and bodies or third parties, if:

- (a) this is necessary to implement the Agreement or safeguard the EU's financial interests and
- (b) the recipients of the information are bound by an obligation of confidentiality.

Under the conditions set out in Article 4 of the Rules for Participation Regulation No 1290/2013<sup>24</sup>, the Commission must moreover make available information on the results to other EU institutions, bodies, offices or agencies as well as Member States or associated countries.

The confidentiality obligations no longer apply if:

- (a) the disclosing party agrees to release the other party;
- (b) the information was already known by the recipient or is given to him without obligation of confidentiality by a third party that was not bound by any obligation of confidentiality;
- (c) the recipient proves that the information was developed without the use of confidential information;
- (d) the information becomes generally and publicly available, without breaching any confidentiality obligation, or
- (e) the disclosure of the information is required by EU or national law.

### **36.2 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 43).

Such breaches may also lead to any of the other measures described in Chapter 6.

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<sup>24</sup> Regulation (EU) No 1290/2013 of the European Parliament and of the Council of 11 December 2013 laying down the rules for participation and dissemination in "Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020)" (OJ L 347, 20.12.2013 p.81).

## **ARTICLE 37 — SECURITY-RELATED OBLIGATIONS**

### **37.1 Results with a security recommendation**

*Not applicable*

### **37.2 Classified results**

*Not applicable*

### **37.3 Activities involving dual-use goods or dangerous materials and substances**

*Not applicable*

### **37.4 Consequences of non-compliance**

*Not applicable*

## **ARTICLE 38 — PROMOTING THE ACTION — VISIBILITY OF EU FUNDING**

### **38.1 Communication activities by beneficiaries**

#### **38.1.1 Obligation to promote the action and its results**

The beneficiaries must promote the action and its results, by providing targeted information to multiple audiences (including the media and the public) in a strategic and effective manner.

This does not change the dissemination obligations in Article 29, the confidentiality obligations in Article 36 or the security obligations in Article 37, all of which still apply.

Before engaging in a communication activity expected to have a major media impact, the beneficiaries must inform the *Agency* (see Article 52).

#### **38.1.2 Information on EU funding — Obligation and right to use the EU emblem**

Unless the *Agency* requests or agrees otherwise or unless it is impossible, any communication activity related to the action (including in electronic form, via social media, etc.) and any infrastructure, equipment and major results funded by the grant must:

- (a) display the EU emblem and
- (b) include the following text:

For communication activities: *“This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 689031”*.

For infrastructure, equipment and major results: *“This [infrastructure][equipment][insert type of result] is part of a project that has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 689031”*.

When displayed together with another logo, the EU emblem must have appropriate prominence.

For the purposes of their obligations under this Article, the beneficiaries may use the EU emblem without first obtaining approval from the *Agency*.

This does not, however, give them the right to exclusive use.

Moreover, they may not appropriate the EU emblem or any similar trademark or logo, either by registration or by any other means.

### **38.1.3 Disclaimer excluding *Agency* responsibility**

Any communication activity related to the action must indicate that it reflects only the author's view and that the *Agency* is not responsible for any use that may be made of the information it contains.

## **38.2 Communication activities by the *Agency***

### **38.2.1 Right to use beneficiaries' materials, documents or information**

The *Agency* may use, for its communication and publicising activities, information relating to the action, documents notably summaries for publication and public deliverables as well as any other material, such as pictures or audio-visual material that it receives from any beneficiary (including in electronic form).

This does not change the confidentiality obligations in Article 36 and the security obligations in Article 37, all of which still apply.

However, if the *Agency's* use of these materials, documents or information would risk compromising legitimate interests, the beneficiary concerned may request the *Agency* not to use it (see Article 52).

The right to use a beneficiary's materials, documents and information includes:

- (a) **use for its own purposes** (in particular, making them available to persons working for the *Agency* or any other EU institution, body, office or agency or body or institutions in EU Member States; and copying or reproducing them in whole or in part, in unlimited numbers);
- (b) **distribution to the public** (in particular, publication as hard copies and in electronic or digital format, publication on the internet, as a downloadable or non-downloadable file, broadcasting by any channel, public display or presentation, communicating through press information services, or inclusion in widely accessible databases or indexes);
- (c) **editing or redrafting** for communication and publicising activities (including shortening, summarising, inserting other elements (such as meta-data, legends, other graphic, visual, audio or text elements), extracting parts (e.g. audio or video files), dividing into parts, use in a compilation);
- (d) **translation**;
- (e) giving **access in response to individual requests** under Regulation No 1049/2001<sup>25</sup>, without the right to reproduce or exploit;

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<sup>25</sup> Regulation (EC) No 1049/2001 of the European Parliament and of the Council of 30 May 2001 regarding public access to European Parliament, Council and Commission documents, OJ L 145, 31.5.2001, p. 43.



- (f) **storage** in paper, electronic or other form;
- (g) **archiving**, in line with applicable document-management rules, and
- (h) the right to authorise **third parties** to act on its behalf or sub-license the modes of use set out in Points (b),(c),(d) and (f) to third parties if needed for the communication and publicising activities of the *Agency*.

If the right of use is subject to rights of a third party (including personnel of the beneficiary), the beneficiary must ensure that it complies with its obligations under this Agreement (in particular, by obtaining the necessary approval from the third parties concerned).

Where applicable (and if provided by the beneficiaries), the *Agency* will insert the following information:

“© – [year] – [name of the copyright owner]. All rights reserved. Licensed to the *Innovation and Networks Executive Agency (INEA)* under conditions.”

### 38.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 43).

Such breaches may also lead to any of the other measures described in Chapter 6.

## ARTICLE 39 — PROCESSING OF PERSONAL DATA

### 39.1 Processing of personal data by the *Agency and the Commission*

Any personal data under the Agreement will be processed by the *Agency or the Commission* under Regulation No 45/2001<sup>26</sup> and according to the ‘notifications of the processing operations’ to the Data Protection Officer (DPO) of the *Agency or the Commission* (publicly accessible in the DPO register).

Such data will be processed by the ‘**data controller**’ of the *Agency or the Commission* for the purposes of implementing, managing and monitoring the Agreement or protecting the financial interests of the EU or Euratom (including checks, reviews, audits and investigations; see Article 22).

The persons whose personal data are processed have the right to access and correct their own personal data. For this purpose, they must send any queries about the processing of their personal data to the data controller, via the contact point indicated in the ‘service specific privacy statement(s) (SSPS)’ that are published on the *Agency and the Commission* websites.

They also have the right to have recourse at any time to the European Data Protection Supervisor (EDPS).

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<sup>26</sup> Regulation (EC) No 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data (OJ L 8, 12.01.2001, p. 1).

### **39.2 Processing of personal data by the beneficiaries**

The beneficiaries must process personal data under the Agreement in compliance with applicable EU and national law on data protection (including authorisations or notification requirements).

The beneficiaries may grant their personnel access only to data that is strictly necessary for implementing, managing and monitoring the Agreement.

The beneficiaries must inform the personnel whose personal data are collected and processed by the *Agency or the Commission*. For this purpose, they must provide them with the service specific privacy statement (SSPS) (see above), before transmitting their data to the *Agency or the Commission*.

### **39.3 Consequences of non-compliance**

If a beneficiary breaches any of its obligations under Article 39.2, the *Agency* may apply any of the measures described in Chapter 6.

## **ARTICLE 40 — ASSIGNMENTS OF CLAIMS FOR PAYMENT AGAINST THE AGENCY**

The beneficiaries may not assign any of their claims for payment against the *Agency* to any third party, except if approved by the *Agency* on the basis of a reasoned, written request by the coordinator (on behalf of the beneficiary concerned).

If the *Agency* has not accepted the assignment or the terms of it are not observed, the assignment will have no effect on it.

In no circumstances will an assignment release the beneficiaries from their obligations towards the *Agency*.

## **CHAPTER 5 DIVISION OF BENEFICIARIES' ROLES AND RESPONSIBILITIES**

### **ARTICLE 41 — DIVISION OF BENEFICIARIES' ROLES AND RESPONSIBILITIES — RELATIONSHIP WITH COMPLEMENTARY BENEFICIARIES — RELATIONSHIP WITH PARTNERS OF A JOINT ACTION**

#### **41.1 Roles and responsibilities towards the *Agency***

The beneficiaries have full responsibility for implementing the action and complying with the Agreement.

The beneficiaries are jointly and severally liable for the **technical implementation** of the action as described in Annex 1. If a beneficiary fails to implement its part of the action, the other beneficiaries become responsible for implementing this part (without being entitled to any additional EU funding for doing so), unless the *Agency* expressly relieves them of this obligation.

The **financial responsibility** of each beneficiary is governed by Articles 44, 45 and 46.

#### **41.2 Internal division of roles and responsibilities**

The internal roles and responsibilities of the beneficiaries are divided as follows:

(a) Each **beneficiary** must:

- (i) keep information stored in the 'Beneficiary Register' (via the electronic exchange system) up to date (see Article 17);
- (ii) inform the coordinator immediately of any events or circumstances likely to affect significantly or delay the implementation of the action (see Article 17);
- (iii) submit to the coordinator in good time:
  - individual financial statements for itself and, if required, certificates on the financial statements (see Article 20);
  - the data needed to draw up the technical reports (see Article 20);
  - ethics committee opinions and notifications or authorisations for activities raising ethical issues (see Article 34);
  - any other documents or information required by the *Agency or the Commission* under the Agreement, unless the Agreement requires the beneficiary to submit this information directly to the *Agency or the Commission*.

(b) The **coordinator** must:

- (i) monitor that the action is implemented properly (see Article 7);
- (ii) act as the intermediary for all communications between the beneficiaries and the *Agency* (in particular, providing the *Agency* with the information described in Article 17), unless the Agreement specifies otherwise;
- (iii) request and review any documents or information required by the *Agency* and verify their completeness and correctness before passing them on to the *Agency*;
- (iv) submit the deliverables and reports to the *Agency* (see Articles 19 and 20);
- (v) ensure that all payments are made to the other beneficiaries without unjustified delay (see Article 21);
- (vi) inform the *Agency* of the amounts paid to each beneficiary, when required under the Agreement (see Articles 44 and 50) or requested by the *Agency*.

The coordinator may not delegate the above-mentioned tasks to any other beneficiary or subcontract them to any third party.

### 41.3 Internal arrangements between beneficiaries — Consortium agreement

*The beneficiaries must have internal arrangements regarding their operation and co-ordination to ensure that the action is implemented properly. These internal arrangements must be set out in a written 'consortium agreement' between the beneficiaries, which may cover:*

- *internal organisation of the consortium;*
- *management of access to the electronic exchange system;*
- *distribution of EU funding;*
- *additional rules on rights and obligations related to background and results (including whether access rights remain or not, if a beneficiary is in breach of its obligations) (see Section 3 of Chapter 4);*
- *settlement of internal disputes;*
- *liability, indemnification and confidentiality arrangements between the beneficiaries.*

*The consortium agreement must not contain any provision contrary to the Agreement.*

#### **41.4 Relationship with complementary beneficiaries — Collaboration agreement**

*Not applicable*

#### **41.5 Relationship with partners of a joint action — Coordination agreement**

*Not applicable*

## **CHAPTER 6 REJECTION OF COSTS — REDUCTION OF THE GRANT — RECOVERY — PENALTIES — DAMAGES — SUSPENSION — TERMINATION — FORCE MAJEURE**

### **SECTION 1 REJECTION OF COSTS — REDUCTION OF THE GRANT — RECOVERY — PENALTIES**

#### **ARTICLE 42 — REJECTION OF INELIGIBLE COSTS**

##### **42.1 Conditions**

42.1.1 The *Agency* will — at the time of an **interim payment**, **at the payment of the balance** or **afterwards** — reject any costs which are ineligible (see Article 6), in particular following checks, reviews, audits or investigations (see Article 22).

42.1.2 The rejection may also be based on the **extension of findings from other grants to this grant**, under the conditions set out in Article 22.5.2.

##### **42.2 Ineligible costs to be rejected — Calculation — Procedure**

Ineligible costs will be rejected in full.

If the *Agency* rejects costs **without reduction of the grant** (see Article 43) or **recovery of undue amounts** (see Article 44), it will formally notify the coordinator or beneficiary concerned the rejection of costs, the amounts and the reasons why (if applicable, together with the notification of amounts

due; see Article 21.5). The coordinator or beneficiary concerned may — within 30 days of receiving notification — formally notify the *Agency* of its disagreement and the reasons why.

If the *Agency* rejects costs **with reduction of the grant or recovery of undue amounts**, it will formally notify the rejection in the ‘**pre-information letter**’ on reduction or recovery set out in Articles 43 and 44.

### 42.3 Effects

If the *Agency* rejects costs at the time of an **interim payment or the payment of the balance**, it will deduct them from the total eligible costs declared, for the action, in the periodic or final summary financial statement (see Articles 20.3 and 20.4). It will then calculate the interim payment or payment of the balance as set out in Articles 21.3 or 21.4.

If the *Agency* — **after an interim payment but before the payment of the balance** — rejects costs declared in a periodic summary financial statement, it will deduct them from the total eligible costs declared, for the action, in the next periodic summary financial statement or in the final summary financial statement. It will then calculate the interim payment or payment of the balance as set out in Articles 21.3 or 21.4.

If the *Agency* rejects costs **after the payment of the balance**, it will deduct the amount rejected from the total eligible costs declared, by the beneficiary, in the final summary financial statement. It will then calculate the revised final grant amount as set out in Article 5.4.

## ARTICLE 43 — REDUCTION OF THE GRANT

### 43.1 Conditions

43.1.1 The *Agency* may — **at the payment of the balance or afterwards** — reduce the maximum grant amount (see Article 5.1), if the action has not been implemented properly as described in Annex 1 or another obligation under the Agreement has been breached.

43.1.2 The *Agency* may also reduce the maximum grant amount on the basis of the **extension of findings from other grants to this grant**, under the conditions set out in Article 22.5.2.

### 43.2 Amount to be reduced — Calculation — Procedure

The amount of the reduction will be proportionate to the improper implementation of the action or to the seriousness of the breach.

Before reduction of the grant, the *Agency* will formally notify a ‘**pre-information letter**’ to the coordinator or beneficiary concerned:

- informing it of its intention to reduce the grant, the amount it intends to reduce and the reasons why and
- inviting it to submit observations within 30 days of receiving notification

If the *Agency* does not receive any observations or decides to pursue reduction despite the observations it has received, it will formally notify **confirmation** of the reduction (if applicable, together with the notification of amounts due; see Article 21).

### 43.3 Effects

If the *Agency* reduces the grant at the time of **the payment of the balance**, it will calculate the reduced grant amount for the action and then determine the amount due as payment of the balance (see Articles 5.3.4 and 21.4).

If the *Agency* reduces the grant **after the payment of the balance**, it will calculate the revised final grant amount for the beneficiary concerned (see Article 5.4). If the revised final grant amount for the beneficiary concerned is lower than its share of the final grant amount, the *Agency* will recover the difference (see Article 44).

## ARTICLE 44 — RECOVERY OF UNDUE AMOUNTS

### 44.1 Amount to be recovered — Calculation — Procedure

The *Agency* will — after **termination of the participation of a beneficiary, at the payment of the balance or afterwards** — claim back any amount that was paid but is not due under the Agreement.

Each beneficiary's financial responsibility in case of recovery is limited to its own debt, except for the amount retained for the Guarantee Fund (see Article 21.4).

#### 44.1.1 Recovery after termination of a beneficiary's participation

If recovery takes place after termination of a beneficiary's participation (including the coordinator), the *Agency* will claim back the undue amount from the beneficiary concerned, by formally notifying it a debit note (see Article 50.2 and 50.3). This note will specify the amount to be recovered, the terms and the date for payment.

If payment is not made by the date specified in the debit note, the *Agency or the Commission* will **recover** the amount:

- (a) by '**offsetting**' it — without the beneficiary's consent — against any amounts owed to the beneficiary concerned by the *Agency, the Commission* or *another* executive agency (from the EU or Euratom budget).

In exceptional circumstances, to safeguard the EU's financial interests, the *Agency* may offset before the payment date specified in the debit note;

- (b) *not applicable*;

- (c) by **taking legal action** (see Article 57) or by **adopting an enforceable decision** under Article 299 of the Treaty on the Functioning of the EU (TFEU) and Article 79(2) of the Financial regulation No 966/2012.

If payment is not made by the date specified in the debit note, the amount to be recovered (see above) will be increased by **late-payment interest** at the rate set out in Article 21.11, from the day following the payment date in the debit note, up to and including the date the *Agency or the Commission* receives full payment of the amount.

Partial payments will be first credited against expenses, charges and late-payment interest and then against the principal.

Bank charges incurred in the recovery process will be borne by the beneficiary, unless Directive 2007/64/EC<sup>27</sup> applies.

#### 44.1.2 Recovery at payment of the balance

If the payment of the balance takes the form of a recovery (see Article 21.4), the *Agency* will formally notify a ‘**pre-information letter**’ to the coordinator:

- informing it of its intention to recover, the amount due as the balance and the reasons why;
- specifying that it intends to deduct the amount to be recovered from the amount retained for the Guarantee Fund;
- requesting the coordinator to submit a report on the distribution of payments to the beneficiaries within 30 days of receiving notification, and
- inviting the coordinator to submit observations within 30 days of receiving notification.

If no observations are submitted or the *Agency* decides to pursue recovery despite the observations it has received, it will **confirm recovery** (together with the notification of amounts due; see Article 21.5) and:

- pay the difference between the amount to be recovered and the amount retained for the Guarantee Fund, **if the difference is positive** or
- formally notify to the coordinator a **debit note** for the difference between the amount to be recovered and the amount retained for the Guarantee Fund, **if the difference is negative**. This note will also specify the terms and the date for payment.

If the coordinator does not repay the *Agency* by the date in the debit note and has not submitted the report on the distribution of payments: the *Agency or the Commission* will **recover** the amount set out in the debit note from the coordinator (see below).

If the coordinator does not repay the *Agency* by the date in the debit note, but has submitted the report on the distribution of payments: the *Agency* will:

- (a) identify the beneficiaries for which the amount calculated as follows is negative:

$\left\{ \left\{ \left\{ \text{beneficiary's costs declared in the final summary financial statement and approved by the } \right. \right. \right.$   
*Agency* multiplied by the reimbursement rate set out in Article 5.2 for the beneficiary concerned}

divided by

the EU contribution for the action calculated according to Article 5.3.1 }

multiplied by

the final grant amount (see Article 5.3)},

<sup>27</sup> Directive 2007/64/EC of the European Parliament and of the Council of 13 November 2007 on payment services in the internal market amending Directives 97/7/EC, 2002/65/EC, 2005/60/EC and 2006/48/EC and repealing Directive 97/5/EC (OJ L 319, 05.12.2007, p. 1).

minus

{pre-financing and interim payments received by the beneficiary}.

- (b) formally notify to each beneficiary identified according to point (a) a **debit note** specifying the terms and date for payment. The amount of the debit note is calculated as follows:

{ {amount calculated according to point (a) for the beneficiary concerned

divided by

the sum of the amounts calculated according to point (a) for all the beneficiaries identified according to point (a)}

multiplied by

the amount set out in the debit note formally notified to the coordinator}.

If payment is not made by the date specified in the debit note, the *Agency* will **recover** the amount:

- (a) by '**offsetting**' it — without the beneficiary's consent — against any amounts owed to the beneficiary concerned by the *Agency*, the Commission or another executive agency (from the EU or Euratom budget).

In exceptional circumstances, to safeguard the EU's financial interests, the *Agency* may offset before the payment date specified in the debit note;

- (b) by **drawing on the Guarantee Fund**. The *Agency or the Commission* will formally notify the beneficiary concerned the debit note on behalf of the Guarantee Fund and recover the amount:

(i) *not applicable*;

(ii) by **taking legal action** (see Article 57) or by **adopting an enforceable decision** under Article 299 of the Treaty on the Functioning of the EU (TFEU) and Article 79(2) of the Financial Regulation No 966/2012.

If payment is not made by the date in the debit note, the amount to be recovered (see above) will be increased by **late-payment interest** at the rate set out in Article 21.11, from the day following the payment date in the debit note, up to and including the date the *Agency or the Commission* receives full payment of the amount.

Partial payments will be first credited against expenses, charges and late-payment interest and then against the principal.

Bank charges incurred in the recovery process will be borne by the beneficiary, unless Directive 2007/64/EC applies.

#### 44.1.3 Recovery of amounts after payment of the balance



If, for a beneficiary, the revised final grant amount (see Article 5.4) is lower than its share of the final grant amount, it must repay the difference to the *Agency*.

The beneficiary's share of the final grant amount is calculated as follows:

{ {beneficiary's costs declared in the final summary financial statement and approved by the *Agency* multiplied by the reimbursement rate set out in Article 5.2 for the beneficiary concerned}

divided by

the EU contribution for the action calculated according to Article 5.3.1 }

multiplied by

the final grant amount (see Article 5.3)}.

If the coordinator has not distributed amounts received (see Article 21.7), the *Agency* will also recover these amounts.

The *Agency* will formally notify a **pre-information letter** to the beneficiary concerned:

- informing it of its intention to recover, the due amount and the reasons why and
- inviting it to submit observations within 30 days of receiving notification.

If no observations are submitted or the *Agency* decides to pursue recovery despite the observations it has received, it will **confirm** the amount to be recovered and formally notify to the beneficiary concerned a **debit note**. This note will also specify the terms and the date for payment.

If payment is not made by the date specified in the debit note, the *Agency* will **recover** the amount:

- (a) by '**offsetting**' it — without the beneficiary's consent — against any amounts owed to the beneficiary concerned by the *Agency*, the Commission or another executive agency (from the EU or Euratom budget).

In exceptional circumstances, to safeguard the EU's financial interests, the *Agency* may offset before the payment date specified in the debit note;

- (b) by **drawing on the Guarantee Fund**. The *Agency* or the Commission will formally notify the beneficiary concerned the debit note on behalf of the Guarantee Fund and recover the amount:

(i) *not applicable*;

- (ii) by **taking legal action** (see Article 57) or by **adopting an enforceable decision** under Article 299 of the Treaty on the Functioning of the EU (TFEU) and Article 79(2) of the Financial Regulation No 966/2012.

If payment is not made by the date in the debit note, the amount to be recovered (see above) will be increased by **late-payment interest** at the rate set out in Article 21.11, from the day following the date for payment in the debit note, up to and including the date the *Agency* or the Commission receives full payment of the amount.

Partial payments will be first credited against expenses, charges and late-payment interest and then against the principal.

Bank charges incurred in the recovery process will be borne by the beneficiary, unless Directive 2007/64/EC applies.

## ARTICLE 45 — ADMINISTRATIVE AND FINANCIAL PENALTIES

### 45.1 Conditions

Under Articles 109 and 131(4) of the Financial Regulation No 966/2012, the *Agency* may impose **administrative** and **financial penalties** if a beneficiary:

- (a) has committed substantial errors, irregularities or fraud or is in serious breach of its obligations under the Agreement or
- (b) has made false declarations about information required under the Agreement or for the submission of the proposal (or has not supplied such information).

Each beneficiary is responsible for paying the financial penalties imposed on it.

Under Article 109(3) of the Financial Regulation No 966/2012, the *Agency or the Commission* may — under certain conditions and limits — publish decisions imposing administrative or financial penalties.

### 45.2 Duration — Amount of penalty — Calculation

**Administrative penalties** exclude the beneficiary from all contracts and grants financed from the EU or Euratom budget for a maximum of five years from the date the infringement is established by the *Agency*.

If the beneficiary commits another infringement within five years of the date the first infringement is established, the *Agency* may extend the exclusion period up to 10 years.

**Financial penalties** will be between 2% and 10% of the maximum EU contribution indicated, for the beneficiary concerned, in the estimated budget (see Annex 2).

If the beneficiary commits another infringement within five years of the date the first infringement is established, the *Agency* may increase the rate of financial penalties to between 4% and 20%.

### 45.3 Procedure

Before applying a penalty, the *Agency* will formally notify the beneficiary concerned:

- informing it of its intention to impose a penalty, its duration or amount and the reasons why and
- inviting it to submit observations within 30 days.

If the *Agency* does not receive any observations or decides to impose the penalty despite of observations it has received, it will formally notify **confirmation** of the penalty to the beneficiary concerned and — in case of financial penalties — deduct the penalty from the payment of the balance or formally notify a **debit note**, specifying the amount to be recovered, the terms and the date for payment.

If payment is not made by the date specified in the debit note, the *Agency or the Commission* may **recover** the amount:

- (a) by ‘**offsetting**’ it — without the beneficiary’s consent — against any amounts owed to the beneficiary concerned by the *Agency, the Commission* or *another* executive agency (from the EU or Euratom budget).

In exceptional circumstances, to safeguard the EU’s financial interests, the *Agency* may offset before the payment date specified in the debit note;

- (b) by **taking legal action** (see Article 57) or by **adopting an enforceable decision** under Article 299 of the Treaty on the Functioning of the EU (TFEU) and Article 79(2) of the Financial Regulation No 966/2012.

If payment is not made by the date in the debit note, the amount to be recovered (see above) will be increased by **late-payment interest** at the rate set out in Article 21.11, from the day following the payment date in the debit note, up to and including the date the *Agency or the Commission* receives full payment of the amount.

Partial payments will be first credited against expenses, charges and late-payment interest and then against the principal.

Bank charges incurred in the recovery process will be borne by the beneficiary, unless Directive 2007/64/EC applies.

## **SECTION 2 LIABILITY FOR DAMAGES**

### **ARTICLE 46 — LIABILITY FOR DAMAGES**

#### **46.1 Liability of the *Agency***

The *Agency* cannot be held liable for any damage caused to the beneficiaries or to third parties as a consequence of implementing the Agreement, including for gross negligence.

The *Agency* cannot be held liable for any damage caused by any of the beneficiaries or third parties involved in the action, as a consequence of implementing the Agreement.

#### **46.2 Liability of the beneficiaries**

##### **46.2.1 Conditions**

Except in case of force majeure (see Article 51), the beneficiaries must compensate the *Agency* for any damage it sustains as a result of the implementation of the action or because the action was not implemented in full compliance with the Agreement.

Each beneficiary is responsible for paying the damages claimed from it.

##### **46.2.2 Amount of damages - Calculation**

The amount the *Agency* can claim from a beneficiary will correspond to the damage caused by that beneficiary.

### 46.2.3 Procedure

Before claiming damages, the *Agency* will formally notify the beneficiary concerned:

- informing it of its intention to claim damages, the amount and the reasons why and
- inviting it to submit observations within 30 days.

If the *Agency* does not receive any observations or decides to claim damages despite the observations it has received, it will formally notify **confirmation** of the claim for damages and a **debit note**, specifying the amount to be recovered, the terms and the date for payment.

If payment is not made by the date specified in the debit note, the *Agency or the Commission* may **recover** the amount:

- (a) by '**offsetting**' it — without the beneficiary's consent — against any amounts owed to the beneficiary concerned by the *Agency, the Commission* or *another* executive agency (from the EU or Euratom budget).

In exceptional circumstances, to safeguard the EU's financial interests, the *Agency* may offset before the payment date specified in the debit note;

- (b) by **taking legal action** (see Article 57) or by **adopting an enforceable decision** under Article 299 of the Treaty on the Functioning of the EU (TFEU) and Article 79(2) of the Financial Regulation No 966/2012.

If payment is not made by the date in the debit note, the amount to be recovered (see above) will be increased by **late-payment interest** at the rate set out in Article 21.11, from the day following the payment date in the debit note, up to and including the date the *Agency or the Commission* receives full payment of the amount.

Partial payments will be first credited against expenses, charges and late-payment interest and then against the principal.

Bank charges incurred in the recovery process will be borne by the beneficiary, unless Directive 2007/64/EC applies.

## **SECTION 3 SUSPENSION AND TERMINATION**

### **ARTICLE 47 — SUSPENSION OF PAYMENT DEADLINE**

#### **47.1 Conditions**

The *Agency* may — at any moment — suspend the payment deadline (see Article 21.2 to 21.4) if a request for payment (see Article 20) cannot be approved because:

- (a) it does not comply with the provisions of the Agreement (see Article 20);
- (b) the technical reports or financial reports have not been submitted or are not complete or additional information is needed, or

- (c) there is doubt about the eligibility of the costs declared in the financial statements and additional checks, reviews, audits or investigations are necessary.

## 47.2 Procedure

The *Agency* will formally notify the coordinator of the suspension and the reasons why.

The suspension will **take effect** the day notification is sent by the *Agency* (see Article 52).

If the conditions for suspending the payment deadline are no longer met, the suspension will be **lifted** — and the remaining period will resume.

If the suspension exceeds two months, the coordinator may request the *Agency* if the suspension will continue.

If the payment deadline has been suspended due to the non-compliance of the technical or financial reports (see Article 20) and the revised report or statement is not submitted or was submitted but is also rejected, the *Agency* may also terminate the Agreement or the participation of the beneficiary (see Article 50.3.1(l)).

## ARTICLE 48 — SUSPENSION OF PAYMENTS

### 48.1 Conditions

The *Agency* may — at any moment — suspend, in whole or in part, the pre-financing payment and interim payments for one or more beneficiaries or the payment of the balance for all beneficiaries, if a beneficiary:

- (a) has committed or is suspected of having committed substantial errors, irregularities, fraud or serious breach of obligations in the award procedure or under this Agreement or
- (b) has committed — in other EU or Euratom grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (**extension of findings from other grants to this grant**; see Article 22.5.2).

### 48.2 Procedure

Before suspending payments, the *Agency* will formally notify the coordinator:

- informing it of its intention to suspend payments and the reasons why and
- inviting it to submit observations within 30 days of receiving notification.

If the *Agency* does not receive observations or decides to pursue the procedure despite the observations it has received, it will formally notify **confirmation** of the suspension. Otherwise, it will formally notify that the suspension procedure is not continued.

The suspension will **take effect** the day the confirmation notification is sent by the *Agency*.

If the conditions for resuming payments are met, the suspension will be **lifted**. The *Agency* will formally notify the coordinator.

During the suspension, the periodic report(s) (see Article 20.3) must not contain any individual financial statements from the beneficiary concerned. When the *Agency* resumes payments, the coordinator may include them in the next periodic report.

The beneficiaries may suspend implementation of the action (see Article 49.1) or terminate the Agreement or the participation of the beneficiary concerned (see Article 50.1 and 50.2).

## **ARTICLE 49 — SUSPENSION OF THE ACTION IMPLEMENTATION**

### **49.1 Suspension of the action implementation, by the beneficiaries**

#### **49.1.1 Conditions**

The beneficiaries may suspend implementation of the action or any part of it, if exceptional circumstances — in particular *force majeure* (see Article 51) — make implementation impossible or excessively difficult.

#### **49.1.2 Procedure**

The coordinator must immediately formally notify to the *Agency* the suspension (see Article 52), stating:

- the reasons why and
- the expected date of resumption.

The suspension will **take effect** the day this notification is received by the *Agency*.

Once circumstances allow for implementation to resume, the coordinator must immediately formally notify the *Agency* and request an **amendment** of the Agreement to set the date on which the action will be resumed, extend the duration of the action and make other changes necessary to adapt the action to the new situation (see Article 55) — unless the Agreement or the participation of a beneficiary has been terminated (see Article 50).

The suspension will be **lifted** with effect from the resumption date set out in the amendment. This date may be before the date on which the amendment enters into force.

Costs incurred during suspension of the action implementation are not eligible (see Article 6).

### **49.2 Suspension of the action implementation, by the *Agency***

#### **49.2.1 Conditions**

The *Agency* may suspend implementation of the action or any part of it:

- (a) if a beneficiary has committed or is suspected of having committed substantial errors, irregularities, fraud or serious breach of obligations in the award procedure or under this Agreement;
- (b) if a beneficiary has committed — in other EU or Euratom grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations

that have a material impact on this grant (**extension of findings from other grants to this grant**; see Article 22.5.2), or

(c) if the action is suspected of having lost its scientific or technological relevance.

#### 49.2.2 Procedure

Before suspending implementation of the action, the *Agency* will formally notify the coordinator:

- informing it of its intention to suspend the implementation and the reasons why and
- inviting it to submit observations within 30 days of receiving notification.

If the *Agency* does not receive observations or decides to pursue the procedure despite the observations it has received, it will formally notify **confirmation** of the suspension. Otherwise, it will formally notify that the procedure is not continued.

The suspension will **take effect** five days after confirmation notification is received by the coordinator (or on a later date specified in the notification).

It will be **lifted** if the conditions for resuming implementation of the action are met.

The coordinator will be formally notified of the lifting and the Agreement will be **amended** to set the date on which the action will be resumed, extend the duration of the action and make other changes necessary to adapt the action to the new situation (see Article 55) — unless the Agreement has already been terminated (see Article 50).

The suspension will be lifted with effect from the resumption date set out in the amendment. This date may be before the date on which the amendment enters into force.

Costs incurred during suspension are not eligible (see Article 6).

The beneficiaries may not claim damages due to suspension by the *Agency* (see Article 46).

Suspension of the action implementation does not affect the *Agency*'s right to terminate the Agreement or participation of a beneficiary (see Article 50), reduce the grant or recover amounts unduly paid (see Articles 43 and 44).

### ARTICLE 50 — TERMINATION OF THE AGREEMENT OR OF THE PARTICIPATION OF ONE OR MORE BENEFICIARIES

#### 50.1 Termination of the Agreement by the beneficiaries

##### 50.1.1 Conditions and procedure

The beneficiaries may terminate the Agreement.

The coordinator must formally notify termination to the *Agency* (see Article 52), stating:

- the reasons why and

- the date the termination will take effect. This date must be after the notification.

If no reasons are given or if the *Agency* considers the reasons do not justify termination, the Agreement will be considered to have been ‘**terminated improperly**’.

The termination will **take effect** on the day specified in the notification.

### **50.1.2 Effects**

The coordinator must — within 60 days from when termination takes effect — submit:

- (i) a periodic report (for the open reporting period until termination; see Article 20.3) and
- (ii) the final report (see Article 20.4).

If the *Agency* does not receive the reports within the deadline (see above), only costs which are included in an approved periodic report will be taken into account.

The *Agency* will **calculate** the final grant amount (see Article 5.3) and the balance (see Article 21.4) on the basis of the reports submitted. Only costs incurred until termination are eligible (see Article 6). Costs relating to contracts due for execution only after termination are not eligible.

Improper termination may lead to a reduction of the grant (see Article 43).

After termination, the beneficiaries’ obligations (in particular Articles 20, 22, 23, Section 3 of Chapter 4, 36, 37, 38 and 40) continue to apply.

## **50.2 Termination of the participation of one or more beneficiaries, by the beneficiaries**

### **50.2.1 Conditions and procedure**

The participation of one or more beneficiaries may be terminated by the coordinator, on request of the beneficiary concerned or on behalf of the other beneficiaries.

The coordinator must formally notify termination to the *Agency* (see Article 52) and inform the beneficiary concerned.

If the coordinator’s participation is terminated without its agreement, the formal notification must be done by another beneficiary (acting on behalf of the other beneficiaries).

The notification must include:

- the reasons why;
- the opinion of the beneficiary concerned (or proof that this opinion has been requested in writing);
- the date the termination takes effect. This date must be after the notification, and
- a request for amendment (see Article 55), with a proposal for reallocation of the tasks and the estimated budget of the beneficiary concerned (see Annexes 1 and 2) and, if necessary, the addition of one or more new beneficiaries (see Article 56). If termination takes effect after the



period set out in Article 3, no request for amendment must be included unless the beneficiary concerned is the coordinator. In this case, the request for amendment must propose a new coordinator.

If this information is not given or if the *Agency* considers that the reasons do not justify termination, the participation will be considered to have been **terminated improperly**.

The termination will **take effect** on the day specified in the notification.

### 50.2.2 Effects

The coordinator must — within 30 days from when termination takes effect — submit:

- (i) a report on the distribution of payments to the beneficiary concerned and
- (ii) if termination takes effect during the period set out in Article 3, a ‘**termination report**’ from the beneficiary concerned, for the open reporting period until termination, containing an overview of the progress of the work, an overview of the use of resources, the individual financial statement and, if applicable, the certificate on the financial statement (see Articles 20.3 and 20.4).

The information in the termination report must also be included in the periodic report for the next reporting period (see Article 20.3).

If the request for amendment is rejected by the *Agency*, (because it calls into question the decision awarding the grant or breaches the principle of equal treatment of applicants), the Agreement may be terminated according to Article 50.3.1(c).

If the request for amendment is accepted by the *Agency*, the Agreement is **amended** to introduce the necessary changes (see Article 55).

The *Agency* will **calculate** — on the basis of the periodic reports, the termination report and the report on the distribution of payments — if the (pre-financing and interim) payments received by the beneficiary concerned exceed the beneficiary’s EU contribution (calculated by applying the reimbursement rate(s) to the eligible costs declared by the beneficiary and approved by the *Agency*). Only costs incurred by the beneficiary concerned until termination takes effect are eligible (see Article 6). Costs relating to contracts due for execution only after termination are not eligible.

- If the payments received **exceed the amounts due**:
  - if termination takes effect during the period set out in Article 3 and the request for amendment is accepted, the beneficiary concerned must repay to the coordinator the amount unduly received. The *Agency* will formally notify the amount unduly received and request the beneficiary concerned to repay it to the coordinator within 30 days of receiving notification. If it does not repay the coordinator, the *Agency* will draw upon the Guarantee Fund to pay the coordinator and then notify a **debit note** on behalf of the Guarantee Fund to the beneficiary concerned (see Article 44);
  - in all other cases (in particular if termination takes effect after the period set out in Article 3), the *Agency* will formally notify a **debit note** to the beneficiary concerned. If payment is not made by the date in the debit note, the Guarantee Fund will pay to the *Agency* the amount due

and the *Agency* will notify a debit note on behalf of the Guarantee Fund to the beneficiary concerned (see Article 44);

- if the beneficiary concerned is the former coordinator, it must repay the new coordinator according to the procedure above, unless:
  - termination is after an interim payment and
  - the former coordinator has not distributed amounts received as pre-financing or interim payments (see Article 21.7).

In this case, the *Agency* will formally notify a **debit note** to the former coordinator. If payment is not made by the date in the debit note, the Guarantee Fund will pay to the *Agency* the amount due. The *Agency* will then pay the new coordinator and notify a debit note on behalf of the Guarantee Fund to the former coordinator (see Article 44).

- If the payments received **do not exceed the amounts due**: amounts owed to the beneficiary concerned will be included in the next interim or final payment.

If the *Agency* does not receive the termination report within the deadline (see above), only costs included in an approved periodic report will be taken into account.

If the *Agency* does not receive the report on the distribution of payments within the deadline (see above), it will consider that:

- the coordinator did not distribute any payment to the beneficiary concerned and that
- the beneficiary concerned must not repay any amount to the coordinator.

Improper termination may lead to a reduction of the grant (see Article 43) or termination of the Agreement (see Article 50).

After termination, the concerned beneficiary's obligations (in particular Articles 20, 22, 23, Section 3 of Chapter 4, 36, 37, 38 and 40) continue to apply.

### **50.3 Termination of the Agreement or the participation of one or more beneficiaries, by the *Agency***

#### **50.3.1 Conditions**

The *Agency* may terminate the Agreement or the participation of one or more beneficiaries, if:

- (a) one or more beneficiaries do not accede to the Agreement (see Article 56);
- (b) a change to their legal, financial, technical, organisational or ownership situation is likely to substantially affect or delay the implementation of the action or calls into question the decision to award the grant;
- (c) following termination of participation for one or more beneficiaries (see above), the necessary changes to the Agreement would call into question the decision awarding the grant or breach the principle of equal treatment of applicants (see Article 55);

- (d) implementation of the action is prevented by force majeure (see Article 51) or suspended by the coordinator (see Article 49.1) and either:
  - (i) resumption is impossible, or
  - (ii) the necessary changes to the Agreement would call into question the decision awarding the grant or breach the principle of equal treatment of applicants;
- (e) a beneficiary is declared bankrupt, being wound up, having its affairs administered by the courts, has entered into an arrangement with creditors, has suspended business activities, or is subject to any other similar proceedings or procedures under national law;
- (f) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has been found guilty of professional misconduct, proven by any means;
- (g) a beneficiary does not comply with the applicable national law on taxes and social security;
- (h) the action has lost scientific or technological relevance;
  - (i) *not applicable*;
  - (j) *not applicable*;
- (k) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed fraud, corruption, or is involved in a criminal organisation, money laundering or any other illegal activity affecting the EU's financial interests;
- (l) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has — in the award procedure or under the Agreement — committed:
  - (i) substantial errors, irregularities, fraud or
  - (ii) serious breach of obligations, including improper implementation of the action, submission of false information, failure to provide required information, breach of ethical principles;
- (m) a beneficiary has committed — in other EU or Euratom grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (**'extension of findings from other grants to this grant'**).

### 50.3.2 Procedure

Before terminating the Agreement or participation of one or more beneficiaries, the *Agency* will formally notify the coordinator:

- informing it of its intention to terminate and the reasons why and
- inviting it, within 30 days of receiving notification, to submit observations and — in case of Point (l.ii) above — to inform the *Agency* of the measures to ensure compliance with the obligations under the Agreement.

If the *Agency* does not receive observations or decides to pursue the procedure despite the observations it has received, it will formally notify to the coordinator **confirmation** of the termination and the date it will take effect. Otherwise, it will formally notify that the procedure is not continued.

The termination will **take effect**:

- for terminations under Points (b), (c), (e), (g), (h), (j), and (l.ii) above: on the day specified in the notification of the confirmation (see above);
- for terminations under Points (a), (d), (f), (i), (k), (l.i) and (m) above: on the day after the notification of the confirmation is received by the coordinator.

### 50.3.3 Effects

(a) for **termination of the Agreement**:

The coordinator must — within 60 days from when termination takes effect — submit:

- (i) a periodic report (for the last open reporting period until termination; see Article 20.3) and
- (ii) a final report (see Article 20.4).

If the Agreement is terminated for breach of the obligation to submit the reports (see Articles 20.8 and 50.3.1(l)), the coordinator may not submit any reports after termination.

If the *Agency* does not receive the reports within the deadline (see above), only costs which are included in an approved periodic report will be taken into account.

The *Agency* will **calculate** the final grant amount (see Article 5.3) and the balance (see Article 21.4) on the basis of the reports submitted. Only costs incurred until termination takes effect are eligible (see Article 6). Costs relating to contracts due for execution only after termination are not eligible.

This does not affect the *Agency's* right to reduce the grant (see Article 43) or to impose administrative and financial penalties (Article 45).

The beneficiaries may not claim damages due to termination by the *Agency* (see Article 46).

After termination, the beneficiaries' obligations (in particular Articles 20, 22, 23, Section 3 of Chapter 4, 36, 37, 38 and 40) continue to apply.

(b) for **termination of the participation of one or more beneficiaries**:

The coordinator must — within 60 days from when termination takes effect — submit:

- (i) a report on the distribution of payments to the beneficiary concerned;
- (ii) a request for amendment (see Article 55), with a proposal for reallocation of the tasks and estimated budget of the beneficiary concerned (see Annexes 1 and 2) and, if necessary, the addition of one or more new beneficiaries (see Article 56). If termination is notified

after the period set out in Article 3, no request for amendment must be submitted unless the beneficiary concerned is the coordinator. In this case the request for amendment must propose a new coordinator, and

- (iii) if termination takes effect during the period set out in Article 3, a **termination report** from the beneficiary concerned, for the open reporting period until termination, containing an overview of the progress of the work, an overview of the use of resources, the individual financial statement and, if applicable, the certificate on the financial statement (see Article 20).

The information in the termination report must also be included in the periodic report for the next reporting period (see Article 20.3).

If the request for amendment is rejected by the *Agency* (because it calls into question the decision awarding the grant or breaches the principle of equal treatment of applicants), the Agreement may be terminated according to Article 50.3.1(c).

If the request for amendment is accepted by the *Agency*, the Agreement is **amended** to introduce the necessary changes (see Article 55).

The *Agency* will **calculate** — on the basis of the periodic reports, the termination report and the report on the distribution of payments — if the (pre-financing and interim) payments received by the beneficiary concerned exceed the beneficiary's EU contribution (calculated by applying the reimbursement rate(s) to the eligible costs declared by the beneficiary and approved by the *Agency*). Only costs incurred by the beneficiary concerned until termination takes effect are eligible (see Article 6). Costs relating to contracts due for execution only after termination are not eligible.

- If the payments received **exceed the amounts due**:
  - if termination takes effect during the period set out in Article 3 and the request for amendment is accepted, the beneficiary concerned must repay to the coordinator the amount unduly received. The *Agency* will formally notify the amount unduly received and request the beneficiary concerned to repay it to the coordinator within 30 days of receiving notification. If it does not repay the coordinator, the *Agency* will draw upon the Guarantee Fund to pay the coordinator and then notify a debit note on behalf of the Guarantee Fund to the beneficiary concerned (see Article 44);
  - in all other cases, in particular if termination takes effect after the period set out in Article 3, the *Agency* will formally notify a **debit note** to the beneficiary concerned. If payment is not made by the date in the debit note, the Guarantee Fund will pay to the *Agency* the amount due and the *Agency* will notify a debit note on behalf of the Guarantee Fund to the beneficiary concerned (see Article 44);
  - if the beneficiary concerned is the former coordinator, it must repay the new coordinator the amount unduly received, unless:
    - termination takes effect after an interim payment and

- the former coordinator has not distributed amounts received as pre-financing or interim payments (see Article 21.7)

In this case, the *Agency* will formally notify a **debit note** to the former coordinator. If payment is not made by the date in the debit note, the Guarantee Fund will pay to the *Agency* the amount due. The *Agency* will then pay the new coordinator and notify a debit note on behalf of the Guarantee Fund to the former coordinator (see Article 44).

- If the payments received **do not exceed the amounts due**: amounts owed to the beneficiary concerned will be included in the next interim or final payment.

If the *Agency* does not receive the termination report within the deadline (see above), only costs included in an approved periodic report will be taken into account.

If the *Agency* does not receive the report on the distribution of payments within the deadline (see above), it will consider that:

- the coordinator did not distribute any payment to the beneficiary concerned, and that
- the beneficiary concerned must not repay any amount to the coordinator.

After termination, the concerned beneficiary's obligations (in particular Articles 20, 22, 23, Section 3 of Chapter 4, 36, 37, 38 and 40) continue to apply.

## **SECTION 4 FORCE MAJEURE**

### **ARTICLE 51 — FORCE MAJEURE**

'Force majeure' means any situation or event that:

- prevents either party from fulfilling their obligations under the Agreement,
- was unforeseeable, exceptional situation and beyond the parties' control,
- was not due to error or negligence on their part (or on the part of third parties involved in the action), and
- proves to be inevitable in spite of exercising all due diligence.

The following cannot be invoked as force majeure:

- any default of a service, defect in equipment or material or delays in making them available, unless they stem directly from a relevant case of force majeure,
- labour disputes or strikes, or
- financial difficulties.

Any situation constituting force majeure must be formally notified to the other party without delay, stating the nature, likely duration and foreseeable effects.

The parties must immediately take all the necessary steps to limit any damage due to force majeure and do their best to resume implementation of the action as soon as possible.

The party prevented by force majeure from fulfilling its obligations under the Agreement cannot be considered in breach of them.

## **CHAPTER 7 FINAL PROVISIONS**

### **ARTICLE 52 — COMMUNICATION BETWEEN THE PARTIES**

#### **52.1 Form and means of communication**

Communication under the Agreement (information, requests, submissions, ‘formal notifications’, etc.) must:

- be made in writing and
- bear the number of the Agreement.

**Until the payment of the balance:** all communication must be made through the electronic exchange system and using the forms and templates provided there.

**After the payment of the balance:** formal notifications must be made by registered post with proof of delivery (‘formal notification on paper’).

Communications in the electronic exchange system must be made by persons authorised according to the ‘Terms and Conditions of Use of the electronic exchange system’. For naming the authorised persons, each beneficiary must have designated — before the signature of this Agreement — a ‘Legal Entity Appointed Representative (LEAR)’. The role and tasks of the LEAR are stipulated in his/her appointment letter (see Terms and Conditions of Use of the electronic exchange system).

If the electronic exchange system is temporarily unavailable, instructions will be given on the *Agency and Commission* websites.

#### **52.2 Date of communication**

**Communications** are considered to have been made when they are sent by the sending party (i.e. on the date and time they are sent through the electronic exchange system).

**Formal notifications** through the **electronic** exchange system are considered to have been made when they are received by the receiving party (i.e. on the date and time of acceptance by the receiving party, as indicated by the time stamp). A formal notification that has not been accepted within 10 days after sending is considered to have been accepted.

Formal notifications **on paper** sent by **registered post** with proof of delivery (only after the payment of the balance) are considered to have been made on either:

- the delivery date registered by the postal service or
- the deadline for collection at the post office.

If the electronic exchange system is temporarily unavailable, the sending party cannot be considered in breach of its obligation to send a communication within a specified deadline.

### **52.3 Addresses for communication**

The **electronic** exchange system must be accessed via the following URL:

<https://ec.europa.eu/research/participants/portal/desktop/en/projects/>

The *Agency* will formally notify the coordinator and beneficiaries in advance any changes to this URL.

**Formal notifications on paper** (only after the payment of the balance) addressed **to the Agency** must be sent to the following address:

*Innovation and Networks Executive Agency  
TRANSPORT RESEARCH  
W910  
B-1049 Brussels Belgium*

Formal notifications on paper (only after the payment of the balance) addressed **to the beneficiaries** must be sent to their legal address as specified in the 'Beneficiary Register'.

## **ARTICLE 53 — INTERPRETATION OF THE AGREEMENT**

### **53.1 Precedence of the Terms and Conditions over the Annexes**

The provisions in the Terms and Conditions of the Agreement take precedence over its Annexes.

Annex 2 takes precedence over Annex 1.

### **53.2 Privileges and immunities**

*Not applicable*

## **ARTICLE 54 — CALCULATION OF PERIODS, DATES AND DEADLINES**

In accordance with Regulation No 1182/71<sup>28</sup>, periods expressed in days, months or years are calculated from the moment the triggering event occurs.

The day during which that event occurs is not considered as falling within the period.

## **ARTICLE 55 — AMENDMENTS TO THE AGREEMENT**

### **55.1 Conditions**

The Agreement may be amended, unless the amendment entails changes to the Agreement which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

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<sup>28</sup> Regulation (EEC, Euratom) No 1182/71 of the Council of 3 June 1971 determining the rules applicable to periods, dates and time-limits (OJ L 124, 8.6.1971, p. 1).



Amendments may be requested by any of the parties.

## 55.2 Procedure

The party requesting an amendment must submit a request for amendment signed in the electronic exchange system (see Article 52).

The coordinator submits and receives requests for amendment on behalf of the beneficiaries (see Annex 3).

If a change of coordinator is requested without its agreement, the submission must be done by another beneficiary (acting on behalf of the other beneficiaries).

The request for amendment must include:

- the reasons why;
- the appropriate supporting documents;
- for a change of coordinator without its agreement: the opinion of the coordinator (or proof that this opinion has been requested in writing).

The *Agency* may request additional information.

If the party receiving the request agrees, it must sign the amendment in the electronic exchange system within 45 days of receiving notification (or any additional information the *Agency* has requested). If it does not agree, it must formally notify its disagreement within the same deadline. The deadline may be extended, if necessary for the assessment of the request. If no notification is received within the deadline, the request is considered to have been rejected.

An amendment **enters into force** on the day of the signature of the receiving party.

An amendment **takes effect** on the date agreed by the parties or, in the absence of such an agreement, on the date on which the amendment enters into force.

## ARTICLE 56 — ACCESSION TO THE AGREEMENT

### 56.1 Accession of the beneficiaries mentioned in the Preamble

The other beneficiaries must accede to the Agreement by signing the Accession Form (see Annex 3) in the electronic exchange system (see Article 52) within 30 days after its entry into force (see Article 58).

They will assume the rights and obligations under the Agreement with effect from the date of its entry into force (see Article 58).

If a beneficiary does not accede to the Agreement within the above deadline, the coordinator must — within 30 days — request an amendment to make any changes necessary to ensure proper implementation of the action. This does not affect the *Agency's* right to terminate the Agreement (see Article 50).

## **56.2 Addition of new beneficiaries**

In justified cases, the beneficiaries may request the addition of a new beneficiary.

For this purpose, the coordinator must submit a request for amendment in accordance with Article 55. It must include an Accession Form (see Annex 3) signed by the new beneficiary in the electronic exchange system (see Article 52).

New beneficiaries must assume the rights and obligations under the Agreement with effect from the date of their accession specified in the Accession Form (see Annex 3).

## **ARTICLE 57 — APPLICABLE LAW AND SETTLEMENT OF DISPUTES**

### **57.1 Applicable law**

The Agreement is governed by the applicable EU law, supplemented if necessary by the law of Belgium.

### **57.2 Dispute settlement**

If a dispute concerning the interpretation, application or validity of the Agreement cannot be settled amicably, the General Court — or, on appeal, the Court of Justice of the European Union — has sole jurisdiction. Such actions must be brought under Article 272 of the Treaty on the Functioning of the EU (TFEU).

If a dispute concerns administrative or financial penalties, offsetting or an enforceable decision under Article 299 TFEU (see Articles 44, 45 and 46), the beneficiaries must bring action before the General Court — or, on appeal, the Court of Justice of the European Union — under Article 263 TFEU. *Actions against enforceable decisions must be brought against the Commission (not against the Agency).*

## **ARTICLE 58 — ENTRY INTO FORCE OF THE AGREEMENT**

The Agreement will enter into force on the day of signature by the *Agency* or the coordinator, depending on which is later.

### **SIGNATURES**

For the coordinator

For the *Agency*



**EUROPEAN COMMISSION**  
Innovation and Networks Executive Agency  
TRANSPORT RESEARCH



## **ANNEX 1 (part A)**

### **Innovation action**

**NUMBER — 689031 — DESTINATIONS**

## Table of Contents

1.1. The project summary.....	3
1.2. The list of beneficiaries.....	4
1.3. Workplan Tables - Detailed implementation.....	6
1.3.1. WT1 List of work packages.....	6
1.3.2. WT2 List of deliverables.....	7
1.3.3. WT3 Work package descriptions.....	12
Work package 1.....	12
Work package 2.....	18
Work package 3.....	23
Work package 4.....	28
Work package 5.....	33
Work package 6.....	38
Work package 7.....	43
Work package 8.....	49
Work package 9.....	54
Work package 10.....	59
Work package 11.....	66
Work package 12.....	72
1.3.4. WT4 List of milestones.....	73
1.3.5. WT5 Critical Implementation risks and mitigation actions.....	79
1.3.6. WT6 Summary of project effort in person-months.....	83
1.3.7. WT7 Tentative schedule of project reviews.....	85

# 1.1. The project summary

Project Number <sup>1</sup>	689031	Project Acronym <sup>2</sup>	DESTINATIONS
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**One form per project**

**General information**

Project title <sup>3</sup>	CIVITAS DESTINATIONS
Starting date <sup>4</sup>	01/09/2016
Duration in months <sup>5</sup>	48
Call (part) identifier <sup>6</sup>	H2020-MG-2015_TwoStages
Topic	MG-5.5a-2015 Demonstrating and testing innovative solutions for cleaner and better urban transport and mobility
Fixed EC Keywords	Freight and logistics, Transport & Mobility, Modal shift / co-modality, Clean vehicles, Capacity building, Urban transport
Free keywords	Tourism mobility; shared economy; business models; ITS; data gathering; sustainable growth; quality of life; safety; public private partnerships; participation

**Abstract <sup>7</sup>**

Within the EU, and particularly following the economic crisis; tourism will be, the ‘engine for economic growth’, particularly in the underperforming Mediterranean economies; where tourism has traditionally been a dominant economic sector. The world market of tourists continues to grow and Europe has unique selling points for further tourist growth from within and outside the EU (including China). The competitive market for tourism means that cities have to provide the high quality, sustainable environments desired by tourists, while providing local sustainable employment opportunities that overcome the seasonal and sometimes informal nature of tourist economies. Achieving sustainable mobility is a vital part of the growth equation for Europe’s tourist cities. DESTINATIONS will develop an innovative holistic approach to building sustainable urban mobility systems for both residents and tourists. The project impacts will make a positive contribution to demonstrating how this can achieve growth and therefore provide a benchmark for other EU tourist cities.

DESTINATIONS will demonstrate and evaluate the effectiveness of innovative sustainable mobility solutions in 6 tourist cities with different characteristics but sharing common challenges. The solutions will address:

- Sustainable Urban Mobility Planning for residents and visitors
- Safe, attractive and accessible public spaces for all generations
- Shared mobility and e-infrastructures towards zero emissions transport
- Smart & clean urban freight logistics at tourist destinations
- Mobility management & awareness for sustainable mobility
- Attractive, clean, accessible and efficient public transport

Achieving the objectives will increase the attractiveness of the city, both for tourists and for businesses in the sector and multiplier impacts in the economy for goods and services. All of these will contribute to better social cohesion (which attracts further investment). So sustainable mobility grows the economy.

## 1.2. List of Beneficiaries

Project Number <sup>1</sup>	689031	Project Acronym <sup>2</sup>	DESTINATIONS
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### List of Beneficiaries

No	Name	Short name	Country	Project entry month <sup>8</sup>	Project exit month
1	HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA	HF	Portugal	1	48
2	Agencia Regional da Energia e Ambiente da Regiao Autonoma da Madeira	AREAM	Portugal	1	48
3	CAMARA MUNICIPAL DO FUNCHAL	CMF	Portugal	1	48
4	SECRETARIA REGIONAL DA ECONOMIA, TURISMO E CULTURA	SRETC	Portugal	1	48
5	ARDITI - AGENCIA REGIONAL PARA O DESENVOLVIMENTO DA INVESTIGACAO, TECNOLOGIA E INOVACAO - ASSOCIACAO	ARDITI	Portugal	1	48
6	ETAIRIA TOURISTIKIS ANAPTIXIS KAI PROVOLIS PERIFERIAS LEMESOU LIMITED	LTC	Cyprus	1	48
7	LIMASSOL MUNICIPALITY	LIMA	Cyprus	1	48
8	STRATAGEM ENERGY LTD	STRATA	Cyprus	1	48
9	DIMOS RETHIMNIS	RETH	Greece	1	48
10	THE RESEARCH COMMITTEE OF THE TECHNICAL UNIVERSITY OF CRETE	TUC	Greece	1	48
11	COMUNE DI RIO MARINA	RM	Italy	1	48
12	COMUNE DI PORTOFERRAIO	PF	Italy	1	48
13	MEMEX S.R.L.	MEMEX	Italy	1	48
14	AUTHORITY FOR TRANSPORT IN MALTA	TM	Malta	1	48
15	VALLETTA KUNSILLI LOKALI	VLC	Malta	1	48
16	UNIVERSITA TA MALTA	UOM	Malta	1	48
17	Ministry of Tourism	MOT	Malta	1	48
18	GUAGUAS MUNICIPALES SOCIEDAD ANONIMA	Guaguas	Spain	1	48
19	CINESI SL	CINESI	Spain	1	48
20	AYUTAMIENTO DE LAS PALMAS DE GRAN CANARIA	LPGC	Spain	1	48
21	INGENIERIA ELECTRONICA CANARIA SL	INELCAN	Spain	1	48

## 1.2. List of Beneficiaries

No	Name	Short name	Country	Project entry month <sup>8</sup>	Project exit month
22	SOCIEDAD MUNICIPAL DE APARCAMIENTOS DE LAS PALMAS DE GRAN CANARIA SA	SAGULPA	Spain	1	48
23	EURO PROJECT CONSULT SARL	EPC	France	1	48
24	ISTITUTO DI STUDI PER L'INTEGRAZIONE DEI SISTEMI SC	ISIS	Italy	1	48
25	EUROPEAN INTEGRATED PROJECT	EIP	Romania	1	48
26	SUSTAINABLE SERVICES SL	GV21	Spain	1	48
27	INSIGHT INNOVATION GMBH	II	Germany	1	48
28	VECTOS (SOUTH) LIMITED	VECTOS	United Kingdom	1	48
29	CONFERENCE DES REGIONS PERIPHERIQUES MARITIMES D EUROPE - ASSOCIATION	CPMR	France	1	48



## 1.3. Workplan Tables - Detailed implementation

### 1.3.1. WT1 List of work packages

WP Number <sup>9</sup>	WP Title	Lead beneficiary <sup>10</sup>	Person-months <sup>11</sup>	Start month <sup>12</sup>	End month <sup>13</sup>
WP1	Project Management	1 - HF	128.90	1	48
WP2	Sustainable Urban Mobility Planning for residents and visitors	14 - TM	270.10	1	48
WP3	Safe, attractive and accessible public spaces for all generations	6 - LTC	151.60	4	48
WP4	Shared mobility and e-infrastructures towards zero emissions transport	12 - PF	144.90	4	48
WP5	Smart and clean urban freight logistics at tourist destinations	2 - AREAM	138.00	4	48
WP6	Mobility demand management and awareness for sustainable mobility at tourist destinations	9 - RETH	258.60	4	48
WP7	Attractive, clean, accessible and efficient public transport	18 - Guaguas	257.40	4	48
WP8	Innovation management for growth	13 - MEMEX	126.00	1	30
WP9	Evaluation	24 - ISIS	105.80	1	48
WP10	Cross-fertilization of knowledge and best practices' replicaton	23 - EPC	127.60	1	48
WP11	Communication and dissemination	29 - CPMR	109.00	1	48
WP12	Ethics requirements	1 - HF	N/A	1	48
<b>Total</b>			1,817.90		

### 1.3.2. WT2 list of deliverables

<b>Deliverable Number</b> <sup>14</sup>	<b>Deliverable Title</b>	<b>WP number</b> <sup>9</sup>	<b>Lead beneficiary</b>	<b>Type</b> <sup>15</sup>	<b>Dissemination level</b> <sup>16</sup>	<b>Due Date (in months)</b> <sup>17</sup>
D1.1	Ethics Compliance report	WP1	28 - VECTOS	Report	Public	3
D1.2	Project Data Management Plan	WP1	13 - MEMEX	Report	Public	6
D1.3	Local Data Management Plan for each site	WP1	13 - MEMEX	Report	Public	7
D1.4	Final ethic analysis report	WP1	28 - VECTOS	Report	Public	46
D2.1	SUMP Baseline	WP2	14 - TM	Report	Public	8
D2.2	Results from SUMP feasibility analysis	WP2	14 - TM	Report	Public	14
D2.3	SUMP consolidation and roadmap for implementation	WP2	14 - TM	Report	Public	30
D2.4	Validation of smart metering systems for mobility data collection potentials	WP2	14 - TM	Report	Public	45
D3.1	User needs, requirements, ex-ante evaluation and design specifications for increasing safety and accessible public spaces	WP3	6 - LTC	Report	Public	12
D3.2	Implementation report on measures for safety and accessible public spaces	WP3	6 - LTC	Report	Public	24
D3.3	Demonstration report on measures for safety and accessible public spaces	WP3	6 - LTC	Report	Public	45
D4.1	User-needs and requirements, ex-ante evaluation, service design and ITS specifications for shared mobility and e-infrastructures	WP4	12 - PF	Report	Public	12
D4.2	Implementation report on shared mobility, e-infrastructures	WP4	12 - PF	Report	Public	24

<b>Deliverable Number</b> <sup>14</sup>	<b>Deliverable Title</b>	<b>WP number</b> <sup>9</sup>	<b>Lead beneficiary</b>	<b>Type</b> <sup>15</sup>	<b>Dissemination level</b> <sup>16</sup>	<b>Due Date (in months)</b> <sup>17</sup>
	and supporting technologies					
D4.3	Demonstration report on shared mobility, e-infrastructures and supporting technologies	WP4	12 - PF	Report	Public	45
D5.1	Compilation of SULP Baseline	WP5	2 - AREAM	Report	Public	12
D5.2	Results of SULP definition	WP5	2 - AREAM	Report	Public	26
D5.3	Implementation and demonstration report on smart and clean urban freight measures	WP5	2 - AREAM	Report	Public	45
D6.1	User-needs and requirements, ex-ante evaluation, service design and ITS specifications for measures targeted to mobility demand management and increasing awareness for sustainable mobility	WP6	10 - TUC	Report	Public	12
D6.2	Implementation report for measures targeted to mobility demand management and increased awareness for sustainable mobility	WP6	28 - VECTOS	Report	Public	24
D6.3	Demonstration report for measures targeted to mobility demand management and increased awareness for sustainable mobility	WP6	28 - VECTOS	Report	Public	45
D7.1	User-needs and requirements, ex-ante evaluation, service design and ITS specifications for PT enhancement	WP7	18 - Guaguas	Report	Public	12
D7.2	Implementation report on PT enhancement	WP7	18 - Guaguas	Report	Public	24

<b>Deliverable Number</b> <sup>14</sup>	<b>Deliverable Title</b>	<b>WP number</b> <sup>9</sup>	<b>Lead beneficiary</b>	<b>Type</b> <sup>15</sup>	<b>Dissemination level</b> <sup>16</sup>	<b>Due Date (in months)</b> <sup>17</sup>
D7.3	Demonstration report on PT enhancement	WP7	18 - Guaguas	Report	Public	45
D8.1	Stakeholders' maps and initiatives/tools for boosting the role of public and private stakeholders	WP8	28 - VECTOS	Report	Public	3
D8.2	Results of Kick-Off-Method Training in the sites	WP8	27 - II	Report	Public	6
D8.3	Guidelines for the design of ITS solutions supporting project measures	WP8	13 - MEMEX	Report	Public	7
D8.4	Guidelines for the management of bid procedures and contracting	WP8	13 - MEMEX	Report	Public	10
D8.5	Definition of sign off checklist for services operation	WP8	13 - MEMEX	Report	Public	19
D8.6	Measure and Evaluation of technical 'system performances indicators	WP8	13 - MEMEX	Report	Public	22
D8.7	DESTINATIONS business model catalogue	WP8	13 - MEMEX	Report	Public	30
D9.1	Draft Evaluation Plan	WP9	24 - ISIS	Report	Public	8
D9.2	Evaluation Plan	WP9	24 - ISIS	Report	Public	12
D9.3	Final Evaluation Report	WP9	24 - ISIS	Report	Public	47
D9.4	DESTINATIONS Environmental Impact Assessment methodology	WP9	10 - TUC	Report	Public	6
D9.5	Semester reports on the environmental indicators progress related to the demonstration of measures in the six cities	WP9	10 - TUC	Report	Public	18
D9.6	Paper in a high qualified journal	WP9	10 - TUC	Report	Public	48

<b>Deliverable Number</b> <sup>14</sup>	<b>Deliverable Title</b>	<b>WP number</b> <sup>9</sup>	<b>Lead beneficiary</b>	<b>Type</b> <sup>15</sup>	<b>Dissemination level</b> <sup>16</sup>	<b>Due Date (in months)</b> <sup>17</sup>
D10.1	Technical workshops and training plan	WP10	23 - EPC	Report	Public	2
D10.2	Guidelines on the mobility and urbanization needs for Chinese tourists in Europe	WP10	26 - GV21	Report	Public	6
D10.3	Result of Knowledge and Best-Practice-Transferring Jam	WP10	27 - II	Report	Public	42
D10.4	Policy Recommendations guidance	WP10	24 - ISIS	Report	Public	42
D10.5	Conclusions of the staff empowerment and exchanges between sites initiative	WP10	23 - EPC	Report	Public	44
D10.6	Conclusions of replicability workshops with CPMR regions	WP10	29 - CPMR	Report	Public	46
D10.7	Manual on how Chinese tourist cities can develop a better quality urban environment	WP10	26 - GV21	Report	Public	48
D11.1	Communication & Dissemination Strategy	WP11	29 - CPMR	Report	Public	3
D11.2	Project page on website	WP11	29 - CPMR	Websites, patents filling, etc.	Public	5
D11.3	Initial project leaflet	WP11	29 - CPMR	Websites, patents filling, etc.	Public	6
D11.4	Project Newsletters	WP11	29 - CPMR	Websites, patents filling, etc.	Public	9
D11.5	Social Media accounts in Facebook & Twitter set up	WP11	29 - CPMR	Websites, patents filling, etc.	Public	6
D11.6	Final project leaflet	WP11	29 - CPMR	Websites, patents	Public	46

<b>Deliverable Number</b> <sup>14</sup>	<b>Deliverable Title</b>	<b>WP number</b> <sup>9</sup>	<b>Lead beneficiary</b>	<b>Type</b> <sup>15</sup>	<b>Dissemination level</b> <sup>16</sup>	<b>Due Date (in months)</b> <sup>17</sup>
				filling, etc.		
D12.1	POPD - GEN - H - Requirement No. 1	WP12	1 - HF	Ethics	Confidential, only for members of the consortium (including the Commission Services)	4

### 1.3.3. WT3 Work package descriptions

<b>Work package number</b> <sup>9</sup>	WP1	<b>Lead beneficiary</b> <sup>10</sup>	1 - HF
<b>Work package title</b>	Project Management		
<b>Start month</b>	1	<b>End month</b>	48

#### Objectives

DESTINATIONS is a complex project with 11 Work Packages and 29 partners. Strong project management is of greatest importance for the project to succeed. The overall goal for project management is to ensure smooth and effective implementation of the project and successfully meet all of the project goals and objectives.

The objectives of the project management activities are to:

- Ensure efficient management and co-ordination of all project activities;
- Provide consistent communication with the Commission regarding administrative and financial management of the project;
- Secure the effective realisation of project goals on time and on budget;
- Stimulate and support the links, integration and communication between project participants and work packages utilizing the proposed management structure and procedures (Section 3.2);
- Mobilise necessary political support needed for successful project implementation.
- Foresee and manage risks related to project implementation and apply risk-mitigation measures where necessary.

#### Description of work and role of partners

**WP1 - Project Management** [Months: 1-48]  
**HF, AREAM, CMF, SRETC, ARDITI, LTC, LIMA, STRATA, RETH, TUC, RM, PF, MEMEX, TM, VLC, UOM, MOT, Guaguas, CINESI, LPGC, INELCAN, SAGULPA, EPC, ISIS, EIP, GV21, II, VECTOS, CPMR**  
 Task 1.1 Project Coordination and Management (lead partner: HF with EPC support; participants: LTC, Guaguas, RETH, PF, TM, Aream, ISIS, CPMR, MemEx, II, EIP, VECTOS, TUC, GV21)

Horários do Funchal is the coordinator of the consortium. They will ensure high quality management of the project and transparent communication between the EC and the consortium. The project management tasks center on the technical, administrative and financial co-ordination will be ensured together by the project Coordinator, having also a role of Technical Project Manager and the Project Manager (EPC). They will compose the Project Coordination Office (PCO).

As Technical Project Manager, HF will ensure the overall scientific and technical coordination. This includes the coordination and monitoring of project progress according to the work plan and to guarantee pro-active synergies between partners and the work packages, the delivery of the demonstrations and the high technical quality of the project results on the ground. VECTOS will assist them in ensuring peer review of project deliverables.

Highly experienced in this mission, the Project Manager (EPC) will support the coordinator and other beneficiaries with the management of the project on a day-to-day basis with day-to-day management tasks such as communication, monitoring, and troubleshooting. The Project Coordination Office will work continuously to keep all elements of the project on track and to ensure that beneficiaries comply with the provisions of the consortium agreement. In consistency with this objective, EPC will ensure that efficient internal organisation of the consortium is provided during the project lifetime and support the coordinator in his task to monitor project progress (objective achievement, delivering, and resource use) compared to the plan through periodic activity reporting, phone and email communication.

Figure 2 gives an overview of the consortium organization. It highlights the interrelation created within the project to support efficient management. The management organization described in Section 3.2 highlights the close cooperation in DESTINATIONS between the PCO, Local Site Managers, Technical WP leaders, Project Evaluation Manager, Project Dissemination Manager and Horizontal Task Leaders. These partners compose DESTINATIONS Management Steering Committee (MSC).

The management structure aims to foster the integration of tasks to be implemented in the project work packages. GV21 will ensure permanent link between China and EU cities partners coordinating and managing the successful collaboration foreseen with identified Chinese associated partners.

Task 1.2. Meetings and Communication (Lead partner: HF with EPC support; participants: all partners)

To support efficient coordination of project activities, meetings and workshops are planned according to important milestones on a shared project calendar. During the project lifetime, the following meetings and management groups will be organised:

**General assembly (GA):** Once a year the entire consortium (including all project partners) will gather for a 3-day seminar that will include a General Assembly organised in plenary session and political session. Thematic parallel sessions, working groups and a Management Steering Committee meetings will be organised. At this occasion technical workshops animated by the concerned WP leader and its assistant (operated in WP10 as cross-fertilisation) will be organised. Five occasions have been planned during the project life (at the start for set up, 3 steps process and at the Final Project Conference for dissemination). These technical workshops will convene site managers and technical WP leaders, as well as task leaders and measure leaders related to the topic.

**Management Steering Committees (MSC) :** The Project Coordinator, Technical Project Manager, Project Manager, Site Managers, Work Package leaders and Horizontal tasks leaders will meet twice a year to cover:

- Organisational and operational subjects, including responding to unexpected events by applying contingencies actions;
- Facilitation of a smooth internal workflow;
- Decisions on contractual issues, changes of work, particularly the termination, creation or reallocation of tasks;
- Decisions on budget issues, including the allocation of budget by WPs and Sites in accordance with the work plan as well as agreements on possible budget transfers.

**Political Steering Committees (PSC):** In order to ensure a strong political support, DESTINATIONS will organise at the occasion of General Assembly, a Political Steering Committee gathering political representatives of the 6 cities. Surrounded by the sites managers and PCO members, they will have the opportunity to exchange and interact on major project issues. In addition to physical meetings, phone conferences will be set up in order to give political representatives an opportunity to discuss progress and project advancement.

**Telephone conferences:** These conferences will be organised the rest of the year, between each physical MSC. Partners involved in the MSC will exchange through GoTo Meeting platform. In between, the Project Management Group (PMG) (composed by the PCO, the Dissemination Managers, Evaluation Manager and Horizontal tasks leaders) will be connected.

In addition, these exchanges will be supported by a secured project online platform, named Basecamp. On this platform, partners will have the possibility to share documents and remind each one assigned tasks, calendar of project events. Tested during the proposal preparation, this platform allows discussion among project stakeholders on specific issues. The Project Coordinator will make sure that each WP leader is providing regular feedback from what is happening on the exchange platform and adopt appropriate action for making it work for all tasks members or providing any alternative required. The project coordinator will make sure the information on the platform is up to date.

**Task 1.3 Technical and financial management (Lead partner: HF with EPC support; participants: all partners)**

Horários do Funchal will perform activities related to the administrative and financial management of the project with the support of EPC and in collaboration with WP leaders.

**Administrative reporting:**

- Administrative and financial reports linked to the consortium activities and as requested by the grant agreement with the European Commission such as progress, periodic and final reports;
- If needed, extraordinary reports to verify consistency with project tasks and planning;
- Regular collection of the necessary inputs from partners to compile information. As much as possible of the information collection will be automated.

**Financial management:**

- Status from WP and site leaders to the PCO, and if necessary to the Management Steering Committee, to detect deviations and delays in order to ensure appropriate actions;
- Reporting tools will be as automated as possible, to ensure effectiveness.

Interface with EC for deliverables reviews and post-processing of comments and follow-up actions.

- Ensure the compliance with Community rules on procurement and transparent communication with the EC.

The project includes 3 Reporting Periods that will be organised as follows:

- 1st Reporting Period (M1>M18) : First periodic report with technical and financial reports;
- 2nd Reporting Period (M19>M36) : Second periodic report with technical and financial reports;
- 3rd Reporting Period (M37>M48): Third periodic report with technical and financial reports and Final Report with final technical report and final financial report.



All partners will contribute to quality control through the Site Managers (SM) appointed in each site. The reporting tools put in place by the Project Manager will permit SM to fill-in regularly their activity and financial report data guaranteeing a better monitoring of the project on a day-to-day basis.

Task 1.4 Risk management (lead partner : VECTOS; participants: HF, TM, LTC, PM, AREAM, TUC, Guaguas, ISIS, EPC, CPMR)

A project of this scope and wide partnership necessitates a proper risk management strategy. The objective is to apply efficient adjustment in case of non-conformity with project objectives compared to the original time plan of actions. The table 3.2b lists the result of the initial analysis applied to work packages activities. The technical project coordinator, in cooperation with WP leaders, is responsible to make a risk register and to report them to the Management Steering Committee.

Task 1.5. Sustainable travel experience (lead partner: VECTOS; participants: all partners)

For each project meeting in consortium cities or in other cities (outside the consortium), partners will be asked to use sustainable modes and use the public transport. Every participant should evaluate their experiences. The project team will establish a standard questionnaire.

Task 1.6 Project Data and Ethics Management (lead partner: MEMEX and Vectos; participants: all partners)

Task1.6.1 Project Data Management Plan (lead partner: MEMEX; participants: all partners)

The development (M6) of project Data Management (DMP) and its periodic updating during the project lifetime will be a product of this task. The DMP will address on a dataset by dataset basis the following points: data reference name and description, standards and metadata, modalities and procedures for data sharing, archiving and preservation. It will reflect the current status of reflection within the consortium about the data that will be produced. A local Data Management Plan (DMP) for each site will be produced (M7) and updated during the project lifetime in order to guarantee the availability of research outputs for the sustainability and scalability of demo results.

Task1.6.2 Internal Ethics Review Board (lead partner: VECTOS; participants: MEMEX, HF, ISIS, EPC, Guaguas, TM, RETH, PF, LTC )

The Project has appointed Professor Laurie Pickup of Vectos as the internal ethics reviewer within a rigorous ethics management process described in section 5.1. He will chair an Ethics Review Board (ERB) comprising of one representative from each of the DESTINATIONS cities (one of whom is the project coordinator), and the Data controller (MEMEX). The ERB will meet periodically at consortium meetings on a six monthly basis and, where necessary, through ad hoc conference calls to handle specific issues on a one to one basis.

As further explain in section 5.1, the objectives of the ERB are to:

- Implement the Ethics Compliance Report produced in Month 3 of the project, and to update and refine that report as appropriate
- Ensure that all necessary national, EU and International ethics approvals and opinions are obtained in all 6 cities prior to the commencement of the work, during the planning phase (for example national data protection authorities or under Directive 95/46 – under review).
- Mentor all project beneficiaries on the ethical obligations of the project at the kick-off meeting and re-emphasize at subsequent consortium meetings.
- Conduct periodic reviews of ethics in preparation for EC ethical audits and produce full documentation for INEA observation.
- Periodic reporting to INEA on ethics compliance and issues that have arisen and been addressed, plus anticipated issues for later in the project. These reports will start with the Ethics Compliance Report in Month 3 and then have the same reporting cycle as for the overall management reporting.
- The ethical conduct of the Chinese organisations in their collaboration with DESTINATIONS partners, must comply with the terms of the relevant EC Directives within which the rest of the DESTINATIONS consortium are bound in conducting the 'Project' (for example but not exclusively relating to the collection, analysis, holding and removal of personal data).

**Participation per Partner**

Partner number and short name	WP1 effort
1 - HF	12.50

Partner number and short name	WP1 effort
2 - AREAM	4.80
3 - CMF	1.30
4 - SRETC	1.30
5 - ARDITI	1.30
6 - LTC	5.70
7 - LIMA	1.50
8 - STRATA	2.40
9 - RETH	3.90
10 - TUC	5.00
11 - RM	1.30
12 - PF	5.20
13 - MEMEX	5.40
14 - TM	8.10
15 - VLC	1.30
16 - UOM	1.30
17 - MOT	1.30
18 - Guaguas	5.70
19 - CINESI	3.10
20 - LPGC	1.50
21 - INELCAN	1.30
22 - SAGULPA	1.30
23 - EPC	28.70
24 - ISIS	5.10
25 - EIP	2.60
26 - GV21	2.70
27 - II	3.90
28 - VECTOS	5.40
29 - CPMR	4.00
<b>Total</b>	128.90

List of deliverables

Deliverable Number <sup>14</sup>	Deliverable Title	Lead beneficiary	Type <sup>15</sup>	Dissemination level <sup>16</sup>	Due Date (in months) <sup>17</sup>
D1.1	Ethics Compliance report	28 - VECTOS	Report	Public	3
D1.2	Project Data Management Plan	13 - MEMEX	Report	Public	6

**List of deliverables**

Deliverable Number <sup>14</sup>	Deliverable Title	Lead beneficiary	Type <sup>15</sup>	Dissemination level <sup>16</sup>	Due Date (in months) <sup>17</sup>
D1.3	Local Data Management Plan for each site	13 - MEMEX	Report	Public	7
D1.4	Final ethic analysis report	28 - VECTOS	Report	Public	46

**Description of deliverables**

D1.1 Ethics Compliance report, M3 (VECTOS)  
 D1.2 Project Data Management Plan, M6 (MEMEX)  
 D1.3 Local Data Management Plan for each site M7 (MEMEX)  
 D1.4 Final ethic analysis report, M46 (VECTOS)

D1.1 : Ethics Compliance report [3]  
 The baseline approval and compliance for the rest of the project on Ethics requirements.

D1.2 : Project Data Management Plan [6]  
 The report describes type of data that will be collected, processed or generated during the project and the methodology and standards that will be used to maintain and preserve this data during and after the completion of the project itself. The report will summarise the outputs of T1.6

D1.3 : Local Data Management Plan for each site [7]  
 The report describes for each site the data that will be collected, processed or generated during the project and the methodology and standards that will be used to maintain and preserve this data during and after the completion of the project itself. The report will summarise the outputs of T1.6

D1.4 : Final ethic analysis report [46]  
 The report will document the process of ethical review in the project, the challenges faced, their impacts and the solutions found to address them

**Schedule of relevant Milestones**

Milestone number <sup>18</sup>	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS1	Launch of the project	1 - HF	1	After the Grant Agreement signature, a kick-off meeting will be organised to launch the project. It will be verified by Kick-off Meeting minutes
MS2	Project meetings, GA and MSC	1 - HF	2	During the project lifetime project meetings will be organised: Once a year the entire consortium will gather for a General Assembly organised in plenary session and a reduced number of partners will meet twice a year during Management Steering Committees

**Schedule of relevant Milestones**

Milestone number <sup>18</sup>	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
				(MSC). (estimated dates are M2; M7; M11; M14; M21; M26; M33; M40; M46). Meeting minutes and Steering Committee decisions will be the means of verification.
MS3	Project closure; final report delivered	1 - HF	48	The delivery of the project will be assess through the final report production and the validation of all due deliverables.

<b>Work package number</b> <sup>9</sup>	WP2	<b>Lead beneficiary</b> <sup>10</sup>	14 - TM
<b>Work package title</b>	Sustainable Urban Mobility Planning for residents and visitors		
<b>Start month</b>	1	<b>End month</b>	48

**Objectives**

The main objective of WP2 is to develop Sustainable Urban Mobility Planning (SUMP) taking into account the needs of both tourists and residents, factoring in the seasonality of mobility demand, and economic growth, job creation and environmental sustainability at its core. Efficient monitoring and evaluation procedures will be defined and established in order to dynamically adapt the measures included in the SUMP on the basis of current and future mobility trends and on the impacts of measures implemented in WP2-7. The potential of new technologies such as smart metering, data capture and user generated contents will be exploited in this dynamic process. The SUMP will also integrate a specific plan focused on freight distribution processes (Sustainable Urban Logistics Plan) performed in WP5 (task 5.3).

Specifically, WP2 has the following objectives:

- To compile a sustainable urban mobility plan for the six demonstration cities taking into account tourism flows, seasonal changes of tourism mobility patterns, the logistics processes and distribution of goods within tourist destinations, while focussing on horizontal criteria such as environmental, transport and spatial planning needs
- Apart from using proven and tested methodologies, the SUMP will be developed by also taking into consideration the sharing of experience and the exchange of best practices between the DESTINATIONS partners and knowledge coming from other CIVITAS project (see Task 2.8)
- Development, installation, testing and demonstration of ITS data-gathering software will take place to better understand mobility patterns and in turn facilitate policy planning. This will be done in the form of smart metering and user generated content in Funchal; open data and smart sensors will also be used in Las Palmas; open data layer in Elba.

**Description of work and role of partners**

**WP2 - Sustainable Urban Mobility Planning for residents and visitors** [Months: 1-48]  
**TM, HF, AREAM, CMF, SRETC, ARDITI, LIMA, STRATA, RETH, TUC, RM, PF, MEMEX, VLC, UOM, Guaguas, CINESI, LPGC, ISIS, EIP, II, VECTOS**

Five demo-sites will develop and approve a SUMP for the first time, while the city of Las Palmas will be monitoring and improving the implementation of its current SUMP. Rethymno will integrate SUMP to tourists’ mobility in the Rethymno greater area. So it will be developed the following measures: (MAD 2.1) - Sustainable Regional Mobility Plan (SRMP) in touristic regions; (LIM 2.1) - Sustainable mobility tourist action plan; (RET 2.1) - Sump Integrating Tourist Mobility-SUMP WATCH; (ELB 2.1) - Common ELBA SUMP for residents and tourists; (MAL 2.1) - Sustainable Urban Mobility Plan; (LPA 2.1) - SUMP observatory and participation.

TM as working package leader is responsible for interacting with the sister projects of DESTINATIONS, most notably PROSPERITY and SUMP Up as they are devoted to the SUMP issues. Experience from other projects in these matters will be addressed properly (e.g. contributions to common newsletters, among other synergies, can be envisaged as the project progresses).

A notable emphasis will be placed on the issue of touristic flows and the challenges this brings with it both as impacts on mobility services and in terms of economic growth.

In order to achieve such a goal, a set of actions (in line with Quest and ADANCE EU projects) will be carried on to implement an audit process:

- Assessing the city/region’s sustainable urban mobility strategy and policy and providing a clear identification of SUMP objectives;
- Prioritizing improvement actions together with relevant stakeholders;
- Edit an action plan (SUMP) to be adjusted dynamically over time.

ISIS will carry out this audit process in tight cooperation with the local authorities and the specialist bodies candidate to develop the SUMP at each site. The audit scheme aims to improve the quality of the SUMP as a paperwork of the mobility planning and policy and to systemize and improve the whole process. The Poly-SUMP project guidelines will be used to check compliance of the planning and measures implementation process in each destination with the SUMP cycle concept and practice, summarized in the figure below. In a nutshell, the SUMP cycle should:

- Engage with technical experts, public authorities and stakeholders’ representatives holding specific stakes in the tourism and mobility development of the DESTINATIONS target area in each site.

- Pass through three main phases of analysis, vision building and implementation of measures, evaluation and monitoring of results to learn lessons and enable adaptations as necessary.

A kick-start jamming-style meeting will be organized in each site to map and engage the stakeholders to be involved throughout the measures planning, implementation and evaluation stages (see Task 8.1). The activity will proceed then in each site with the analysis of the mobility context and baseline (see Task 2.2 below) and the analysis of the SUMP objectives, scenarios and priorities, including a strategic overview of the DESTINATIONS measures feasibility and expected impacts. The strategic overview will be the outcome of a local future search workshop to be organized in each site engaging the relevant actors and stakeholders to create a common ground vision and action plan to implement the measures. Action groups will be formed on voluntary basis at the workshop, with the key actors taking clear responsibility of the actions to be implemented. The action groups will elaborate measures' timeline and implementation plans, and their activity will be coordinated with the site manager and – as it concerns the measures' evaluation tasks – with the local evaluation leaders.

In each site local consortia have conducted an initial analysis of the key stakeholders potentially addressed by the development of the SUMP, setting the basis for establishing the following permanent consultation group during the project activities. Regular and continuous consultation of project partners will take place during key phases and actions of WP.

Task 2.1, Cross-site coordination of SUMP (Leader: TM, in conjunction with ISIS) T2.1 will cover the activities described in section 3.

Task 2.2, Mobility context analysis and baseline (Leader: TM, in conjunction with ISIS; participants: SRETC, HF, CMF, AREAM, LPGC, GUAGUAS, CINESI, RETH, TUC, PF, RM, ISIS, STRATA, TM, VLC, UoM, VECTOS)

Task 2.2.1 - Preparation: Understanding the study area

Through a mix of desktop investigation and qualitative research in the form of interviews with key players and stakeholders in the region, the boundaries will be defined in which the SUMP is to be developed. Current framework conditions will be analyzed to gain a clear perspective of how these will influence the mobility planning process and feasibility of measures in the region: i.e. different level of responsibilities (local/regional), regulations, strategies and objectives that might influence a SUMP, past or present initiatives used to coordinate or integrate local and regional transport and land use planning. The current processes will be deeply analyzed and key stakeholders and their competences validated. Drivers, barriers and opportunities that may hinder/ assist the development of the SUMP will be analyzed.

Task 2.2.2 - Profile Mobility Baseline

Using available data surveys, a mapping of the regional profiles will be carried out to facilitate an overall understanding of the preconditions in the regions highlighting regional structures and mobility patterns. This will also facilitate monitoring and evaluation as part of WP 9. The regional profile will be created on the basis of collected data on demography/ number and type of work places/ workers/ tourist attractions/ tourist residential places/ trip distances/ number of trips/ share of PT trips etc. Execution of the related data collection and survey campaign. The baseline of the current mobility and transport situation will come from the results of the above tasks. Data collection carried out for the SUMP definition will provide the common baseline for the design of all the services planned at site level facilitating its integration in the planning phase (Task X.2).

Task 2.3, Feasibility of SUMP measures (Leader: TM, in conjunction with ISIS; participants: SRETC, HF, CMF, AREAM, LPGC, GUAGUAS, CINESI, RETH, TUC, PF, RM, ISIS, STRATA, LIMA, TM, VLC, UoM).

Through a series of interactive workshops involving stakeholder consultation group (set through the methodology described in T2.4) the baseline report (T2.2.1) and the regional profile (T2.2.2) will be used as base of knowledge in order to establish SUMP objectives and targets, to define urban mobility scenarios and priorities. Possible measures to be included in the SUMP will be identified and developed as feasibility analysis (including timeline and implementation plan). In the long-term, the SUMP developed/implemented during the project will act as common framework reference for the future integration of mobility measures under a common strategic view. A monitoring process for key mobility indicators will be defined for corrective actions and future improvements.

Task 2.4, Stakeholders participation and target groups consultation (Leader: TM, in conjunction with ISIS; participants: SRETC, HF, CMF, AREAM, LPGC, GUAGUAS, CINESI, RETH, TUC, PF, STRATA, LIMA, TM, VLC, UoM, II, EIP)

As part of T8.1, Stakeholder Engagement and Cooperation Activities will take place among project partners. A public guideline and tool for stakeholders' engagement and cooperation in integrated tourist and urban mobility planning will be produced (TW M2). A draft working version of the SUMP will be produced for public consultations and identification of gaps in the SUMP that need to be further dealt with.

Task 2.5, SUMP consolidation and roadmap definition for adoption (Leader: TM, in conjunction with ISIS; participants: SRETC, HF, CMF, AREAM, LPGC, GUAGUAS, CINESI, RETH, TUC, VECTOS, RM, PF, LIMA, TM, VLC, UoM)  
On the basis of the results achieved in the above tasks the final version of SUMP will be released including result indicators, identification of measure owners and budget plan. Under this version, the SUMP shall be officially approved and adopted by Local or supra-municipal Authorities according to national and local laws which may significantly differ from country to country.

Task 2.6, Smart metering and crowdsourcing (Leader: TM, in conjunction with ISIS; participants: SRETC, HF, CMF, ARDITI, AREAM, LPGC, CINESI, MemEx, RETH, TUC)

The main aim of this task is to develop systems which will allow local authorities to collect real-time data on traffic and mobility, understand mobility patterns, anticipate needs by residents, tourists and target groups and allow SUMP dynamic adapting based on the evolving mobility demand and modal split. With this objective will be implemented these measures: (MAD 2.2) - Smart metering and user generated content to improve urban mobility planning and services; (RET 2.2) - Smart systems for urban planners, PT operators and users, (ELB 2.2) - ELBA open data layer; (MAL 2.2) - Sustainable Urban Mobility Plan Award; (LPA 2.2) - SMART destination.

Task 2.6.1, Identification of systems to be used for crowdsourcing

In this task data to be collected will be identified and then supporting systems will be designed in terms of technical solutions (protocol with consideration also for DATAX II format, interfaces) and procedures for collecting and interfacing the data. The type and number of equipment and tools needed to support the software operation will be specified (such as smart sensors, webcams, CCTV cameras, loops etc.).

Task 2.6.2, Setting up the tools for data collection

In this task the systems for data collection will be installed, integrated and technically validated. Contracting will be carried out launching the necessary procurement processes. Through a short pilot period the software developed and equipment installed will be tested. Any glitches will be fixed at this stage leading to the final validation the data collection systems set in place.

Task 2.6.3, Operation and demonstration of crowdsourcing Tools

This task will deal with the operation of systems for data collection, the monitoring and evaluation of collected data. Data collected will feed into Task 2.2.2 to update the Region Profile.

Task 2.7, SUMP monitoring and assessment (Leader: TM, in conjunction with ISIS; participants: SRETC, HF, CMF, AREAM, LPGC, GUAGUAS, CINESI, RETH, TUC, PF, ISIS, STRATA, LIMA, TM, VLC, UoM)

On the basis of the evolution of mobility context occurring, during the project, i.e. the results of the demonstrators evaluation and the outcomes of the measures upscaling (when possible), taking into account the inputs provided by T2.6, the designed SUMP potential to lead to a fully sustainable mobility will be assessed and eventually going on with adaptations. Synthetic indicators will be identified and elaborated to measure the expected impacts. The expected impacts of good planning include the compliance at each site level with a set of common strategic objectives, chained according to the following logic: SUMPs – and the DESTINATIONS measures as a whole – should contribute to 1) more vibrant and inclusive local economy, 2) more/better tourist inflow, 3) more/better mobility options available within the destination, 4) more/better accessibility options from outside the destination, 5) less vehicles, 6) less road congestion, 7) less energy consumption and CO2 emissions, 8) less local pollution (environment and noise), 9) more safety and security, 10) more healthy people (e.g. as a consequence of more active travel).

Task 2.8, Dissemination of SUMP methodologies (Leader: TM, in conjunction with ISIS; participants: STRATA, LIMA, TM, VLC, UoM, RETH, TUC)

The dissemination of SUMP methodologies will be maximised in Malta and Limassol. By building on lessons learnt from T8.1 and using experiences from the compilation of their own SUMP, Rethymno, Malta and Limassol will extend the dissemination of the SUMP methodology with other City Planners and Technical Experts within the respective islands.

In Limassol, at the end of the development of the SUMP, regional and national urban planners of Municipalities will be trained in order to guide them with the Sustainable Tourist Mobility Action Plans and provide leisure trips to visitors. In La Valletta Urban Planners from Maltese Local Councils and Authorities particularly affected by tourism will be trained through workshop regarding the basic principles that govern the creation of a SUMP. A Competition and Award scheme will be open for all localities/regions, which are negatively affected by the influx of tourism. The Award Scheme will be restricted to the presentation of a number of measures for a particular locality or region as input to a future SUMP should that locality decide to design one. In Rethymno capacity building activities for public authorities, transport planners, hoteliers, and other actors in tourist industry in regional level will be held; guidelines and templates developed by VECTOS will be provided.

**Participation per Partner**

Partner number and short name	WP2 effort
1 - HF	21.00
2 - AREAM	14.50
3 - CMF	24.00
4 - SRETC	12.80
5 - ARDITI	31.50
7 - LIMA	9.00
8 - STRATA	15.00
9 - RETH	12.90
10 - TUC	17.40
11 - RM	5.00
12 - PF	8.50
13 - MEMEX	1.50
14 - TM	15.90
15 - VLC	2.80
16 - UOM	7.40
18 - Guaguas	7.50
19 - CINESI	5.50
20 - LPGC	44.00
24 - ISIS	6.90
25 - EIP	1.50
27 - II	4.00
28 - VECTOS	1.50
<b>Total</b>	<b>270.10</b>

**List of deliverables**

Deliverable Number <sup>14</sup>	Deliverable Title	Lead beneficiary	Type <sup>15</sup>	Dissemination level <sup>16</sup>	Due Date (in months) <sup>17</sup>
D2.1	SUMP Baseline	14 - TM	Report	Public	8
D2.2	Results from SUMP feasibility analysis	14 - TM	Report	Public	14
D2.3	SUMP consolidation and roadmap for implementation	14 - TM	Report	Public	30
D2.4	Validation of smart metering systems	14 - TM	Report	Public	45



**List of deliverables**

<b>Deliverable Number</b> <sup>14</sup>	<b>Deliverable Title</b>	<b>Lead beneficiary</b>	<b>Type</b> <sup>15</sup>	<b>Dissemination level</b> <sup>16</sup>	<b>Due Date (in months)</b> <sup>17</sup>
	for mobility data collection potentials				

**Description of deliverables**

Deliverable 2.1: SUMP Baseline (M8, TM supported by with ISIS). This report will include the results achieved by all the sites from T2.2.

Deliverable 2.2 Results from SUMP feasibility analysis (M14, TM supported by ISIS). This report will include the results achieved by all the sites from T2.3.

Deliverable 2.3: SUMP consolidation and roadmap for implementation (M30, TM supported by ISIS). This report will include the results achieved by all the sites from T2.5.

Deliverable 2.4: Validation of smart metering systems for mobility data collection potentials (M45, TM supported by ISIS). This report will include the results achieved in T2.6.

D2.1 : SUMP Baseline [8]

The baseline report will illustrate the analysis of the mobility context (key players and actors in the study area) and the structure of mobility patterns at a baseline year for all 6 sites, as a result of Task 2.2

D2.2 : Results from SUMP feasibility analysis [14]

The feasibility report will illustrate SUMP objectives, priorities and scenarios for implementation, describing the feasibility of the measures included in the SUMP and the actions/timelines planned for their implementation for all 6 sites. The report will be the result of task 2.3

D2.3 : SUMP consolidation and roadmap for implementation [30]

The SUMP roadmap report will be the result of Task 2.5, describing for all 6 sites the final version of the SUMP adopted by the local authorities and how the DESTINATIONS measures fit into the planning documents. It will collate all the learning from the individual demonstrations and will draw common conclusions for further action. It will pitched to a city audience so it can be used as part of the evidencing and business model for future investment.

D2.4 : Validation of smart metering systems for mobility data collection potentials [45]

This report will include the results achieved with Task 2.6, describing the systems that will allow to collect real time data in the 6 sites and the results of their pilot operation and demonstration, in particular for the monitoring and assessment of SUMP expected impacts.

**Schedule of relevant Milestones**

<b>Milestone number</b> <sup>18</sup>	<b>Milestone title</b>	<b>Lead beneficiary</b>	<b>Due Date (in months)</b>	<b>Means of verification</b>
MS4	SUMP baseline and feasibility analysis completed	14 - TM	14	This milestone is achieved with the delivery of the SUMP baseline and feasibility analysis reports
MS6	Smart metering and crowd-sourcing tools in place	14 - TM	45	This milestone is achieved with the delivery of smart metering validation reports in all 6 sites

<b>Work package number</b> <sup>9</sup>	WP3	<b>Lead beneficiary</b> <sup>10</sup>	6 - LTC
<b>Work package title</b>	Safe, attractive and accessible public spaces for all generations		
<b>Start month</b>	4	<b>End month</b>	48

**Objectives**

WP3 aims at designing, implementing and demonstrating measures to increase traffic safety and personal safety as well as implementing actions to increase the attractiveness of tourist points of interest.

The concrete objectives for WP3 are:

- to design, implement and demonstrate:
  - o traffic safety measures specially focused on bikers and walking routes/lanes (Rethymno, Elba, Limassol), car drivers (Limassol) and pupils and students (Madeira, Rethymno, Limassol);
  - o specific technological and design solutions targeted for people with disabilities (Madeira, Rethymno, Limassol, Elba);
  - o attractive and accessible public spaces combining an integrated set of actions (Madeira, Las Palmas, Limassol, Rethymno, Elba)

And as all the demo WPs:

- to adopt stakeholders engagement strategies and the implementation of specific promotional measures to support the demo set up and operation;
- to carry out data collection for WP9 evaluation (ex-ante, process, ex-post);
- to derive cross-site evidences and conclusions for the set of measures addressed in this WP in terms of business and replication/transferability potential (as input for WP10).

**Description of work and role of partners**

**WP3 - Safe, attractive and accessible public spaces for all generations** [Months: 4-48]  
**LTC, HF, AREAM, CMF, SRETC, LIMA, STRATA, RETH, TUC, RM, PF, Guaguas, CINESI, LPGC, SAGULPA, VECTOS**

Work activities will follow the description for demo WPs provided in sect.3. In order to provide accordingly the activities related to sites coordination, the measures have been clustered in: 1) Safe travelling, 2) Attractive and accessible public space, 3) Safe routes to school. Overall, WP3 activities are broken down into a number of cross-site and vertical tasks addressing the specific phases and operations of the piloting life cycle.

**Task 3.1 Cross-site coordination of pilots targeted to increase travel safety and accessible public spaces (Leader LTC)**  
 T3.1 deal with the activities described in section 3.

**Task 3.2 User needs analysis, stakeholders involvement, service requirements and supporting technologies design of pilots targeted to increase travel safety and accessible public spaces (Leader: LTC; participants: HF, SRETC, CFM, AREAM, LPGC, Guaguas, CINESI, Sagulpa, RETH, TUC, VECTOS, RM, PF, LIMA, STRATA)**  
 Under the guidance of WP8, user-needs analysis will be carried out based on the site objectives, stakeholders' strategy, target users expectations (i.e. bikers, disabled and citizens associations, Police, Ambulance Services, Tourist Offices, Students, etc.) and on the identified gaps in mobility infrastructures and critical points of the network.  
 User needs requirements will come from the study of current mobility patterns and the identification of limitations in terms of safety and accessibility of network main points. Requirements targeted to improve accessibility for tourist and increased personal safety on cycling/walking/driving mode will be detailed. User needs and requirements will be categorised at site level in relation to the user segments and stakeholder structure identified through site analysis.  
 Data for ex-ante evaluation will be collected feeding the project evaluation (WP9).

In the following phase, the solutions required to meet the unsatisfied requirements will be designed. Related to restructuring/enlargement of cycling lanes the design will include the routing, lanes characteristics and integration with other PT and mobility modes. Related to infrastructures the design will specify the intervention in terms of special pavements, vertical and horizontal signs, specific lighting, light signals, ICT systems complying with the national road law and safety.

**Task 3.3 Site preparation, solution deployment, supporting actions and demo setup of pilots targeted to increase traffic safety and create accessible public spaces (Leader: LTC; participants: HF, SRETC, CFM, AREAM, LPGC, Guaguas, CINESI, Sagulpa, RETH, TUC, RM, PF, LIMA, STRATA)**

This task will cover the implementation and deployment activities required to put in place, in each site, the solutions designed in T3.2. Site-related activities will include the procurement management, the implementations of designed solutions and supporting actions (training sessions, behavioural and increasing awareness campaigns, etc.). Check list for the sign off certification will be tailored starting from T8.3 outcomes. Procedure and resources for data collection during the demo phase will be established.

Task 3.4 Demonstration of pilots targeted to increase traffic safety and improve disabled accessibility (Leader: LTC; participants: RETH, TUC, VECTOS, RM, PF, LIMA, STRATA)

Task 3.4.1 Increase attractiveness, safety travelling and accessibility in Rethymno - (RET 3.1) - Active healthy and inclusive mobility for all

Rethymno and TUC will improve the integration of walking/cycling networks into PT. At least 2 new routes and new/improved signage for existing cycling routes and map panels in bike stations will be realized. An ambassadors' team will promote car free solutions in daily life motivating citizens and visitors to change mobility habits. Supported by VECTOS, specific measures for impaired people will be demonstrated: guidance systems at 3 crossing points, improved accessibility of main attraction points and integrated day routes.

Task 3.4.2 Increase safety of pedestrian crossings in Elba - (ELB 3.1) - Increase level of safety of pedestrian crossings and (ELB 3.2) - Sustainable and safe accessible bike and pedestrian route design

Portoferraio supported by Rio Marina will plan, design and introduce interventions to increase safety for pedestrian and cyclists on the routes (categorized on the basis of different risk levels) and enhance innovative safety ICT devices at crossing points (i.e. n. 40 Info "tile QR Code" - horizontal signs positioned on the road surface).

Task 3.4.3 Increase cycling and walking for tourist and disabled people in Limassol - (LIM 3.1) - Increase cycling and walking in combination with special interest tourist activities as an integrated and (LIM 3.2) - Accessibility for disabled and visually, hearing impaired

LTC will coordinate the upgrade of cycling, walking and hiking as a tourist product but also for residents: enlargement of cycling and walking networks, 4 new bicycle parking facilities, adaptation of lanes already existing with new map panels and signage. Municipality of Limassol and STRATA will integrate the existing blind and deaf people systems at main traffic lights. Access points to the beaches will be increased and connected to the PT system. Proper signage will be installed.

Task 3.5 Demonstration of pilots targeted to increase attractiveness of accessible public spaces (Leader: LTC; participants: HF, SRETC, CFM, LPGC, Guaguas, CINESI, Sagulpa, LIMA)

Task 3.5.1 Innovative solutions for safe and secure space in Madeira - (MAD 3.1) - Innovative solutions for safe and secure public spaces

CMF supported by HF and SRETC will select a pilot-area to redesign existing urban architecture, to remove barriers for people with reduced mobility and wheelchair users, as well as to enhance public transport accessibility at 40 bus stops (new light systems and video cameras along the target street and next to 10 designated bus stops). One road safety monitoring centre will be implemented.

Task 3.5.2 Attractive, safe and accessible public space at major attraction in Las Palmas - (LPA 3.1) - Attractive, safe and accessible public space at major attraction

LPCG supported by Guaguas, SAGULPA and CINESI will create a laboratory area for sustainable urban mobility in the public space adjacent to the new Aquarium and the Cruise Terminal including the adaptation of public space and universal accessibility solutions and the realisation of two model bus stops (part of the new BRT line). A travel plan for visitors and employees will be developed for the new Aquarium.

Task 3.5.3 Attractive and accessible public spaces to promote intermodal leisure trips in Limassol - (LIM 3.4) - Attractive and accessible public spaces to promote intermodal leisure trips

Limassol and LTC will coordinate the demonstration of appropriate marking and signage of a route of approximately 2 km within the city centre; necessary facilities will be developed at collection points in order to make tourists able to move around with bicycles and electric scooters and other electric vehicles.

Task 3.5.4 Requalification of main taxi station area in Portoferraio - (ELB 3.3) - Requalification of main taxi station area in Portoferraio

Portoferraio will implement a set of interventions for requalifying the main taxi station in order to improve the accessibility and quality of this urban area.

Task 3.6 Demonstration of pilots targeted for safe routes to schools (Leader: LTC; participants: HF, SRETC, CFM, AREAM, RETH, TUC, STRATA)

Task 3.6.1 School and foreign students awareness campaign package in Madeira - (MAD 3.2) - School and foreign students awareness campaign package

AREAM supported by CMF, SRETC and HF will coordinate the development and implementation of an action plan for safer routes in six pilot schools with significant traffic problems in peak hours. For these 6 schools a traffic calming design project will be developed. Awareness raising actions will be organised at another 25 schools throughout the island.

Task 3.6.2 Student and pupil mobility plans in Rethymno - (RET 3.2) - Mobility plan for schools/university's communities

Rethymno and TUC will launch mobility action plans for 10 schools and the University and perform behaviour change campaigns, including parents, and “accreditation” scheme to award schools. Public space around schools will be redesigned to increase safety slowing down car speeds and making more space for walking and cycling based on student ideas and suggestions. The bus stop serving the University will turn to an attractive spot to inspire use of PT instead of own vehicles.

Task 3.6.3 Safe routes to school in Limassol - (LIM 3.3) - Safe routes to school

STRATA and LTC will coordinate the implementation of training sessions and supporting tools aiming to educate parents and elementary students from 10 schools on road safety and sustainable mobility.

Task 3.7 Data collection for ex-post, process and impact evaluation for pilots targeted to increase travel safety and accessible public spaces (Leader: LTC; participants: HF, SRETC, CFM, AREAM, LPGC, Guaguas, CINESI, Sagulpa, RETH, TUC, RM, PF, LIMA, STRATA)

Under the coordination of the project evaluation manager and the local evaluation manager (LEM), the measure leaders of WP3 will collect data for impacts and process evaluation. The LEM will collect and analyse these data within WP9. Impacts will be determined with respect to all relevant evaluation categories and project dimensions, including technical, operational, environmental, socio-economic, business and policy-related issues.

Task 3.8 Local dissemination and communication for pilots targeted to increase travel safety and accessible public spaces (Leader: LTC; participants: HF, SRETC, CFM, AREAM, LPGC, Guaguas, CINESI, Sagulpa, RETH, TUC, RM, PF, LIMA, STRATA)

The dissemination required for the promotion of new enhanced PT offer and supporting services will be defined in terms of targets, strategies and tools. The promotion will take place at the end of T3.3 (before the launch of services) and during the demonstration (T3.4, T3.5, T3.6) in order to achieve local awareness of new implemented solutions among stakeholders and citizens: special focus will be put on reaching tourist targets through involved stakeholders. Corrective actions will be adopted where necessary according to the monitoring of the demo phase.

**Participation per Partner**

Partner number and short name	WP3 effort
1 - HF	10.00
2 - AREAM	14.50
3 - CMF	18.00
4 - SRETC	3.20
6 - LTC	13.20
7 - LIMA	16.00
8 - STRATA	7.00
9 - RETH	10.10
10 - TUC	12.70
11 - RM	6.00
12 - PF	9.00
18 - Guaguas	5.60
19 - CINESI	7.00
20 - LPGC	13.50
22 - SAGULPA	4.50

Partner number and short name	WP3 effort
28 - VECTOS	1.30
<b>Total</b>	<b>151.60</b>

**List of deliverables**

Deliverable Number <sup>14</sup>	Deliverable Title	Lead beneficiary	Type <sup>15</sup>	Dissemination level <sup>16</sup>	Due Date (in months) <sup>17</sup>
D3.1	User needs, requirements, ex-ante evaluation and design specifications for increasing safety and accessible public spaces	6 - LTC	Report	Public	12
D3.2	Implementation report on measures for safety and accessible public spaces	6 - LTC	Report	Public	24
D3.3	Demonstration report on measures for safety and accessible public spaces	6 - LTC	Report	Public	45

**Description of deliverables**

D3.1 User needs, requirements, ex-ante evaluation and design specifications for increasing safety and accessible public spaces (Month 12, LTC). Results for all the sites as output of T3.2.

D3.2 Implementation report on measures for safety and accessible public spaces (Month 24, LTC). Results of demo setup and operation for all the sites as outputs of T3.3 and T3.8.

D3.3 Demonstration report on measures for safety and accessible public spaces (Month 45, LTC) as output of T3.4, T3.5, T3.6 and T3.8

D3.1 : User needs, requirements, ex-ante evaluation and design specifications for increasing safety and accessible public spaces [12]

The report will detail the results of the users’ needs analysis for cycling, walking, attractive and accessible public space for the selected lab areas, and safe routes to school. It will also outline the details of the design specifications for increasing safety and accessible public spaces for all the WP3 demo measures in each site as outputs of Task3.2

D3.2 : Implementation report on measures for safety and accessible public spaces [24]

The report will detail the results of site preparation and planned demo activities, technology development and implementation of supporting actions for all the WP3 demo measures in each site as outputs of T3.2 and T3.3

D3.3 : Demonstration report on measures for safety and accessible public spaces [45]

The report will detail the results of the demonstration of all the WP3 demo measures in each site in terms of procedures and resources involved in the operation of demo services, users’ acceptance, services and technology performances, critical factors and organization impacts. The report will summarise the outputs of T3.4. It will collate all the learning from the individual demonstrations and will draw common conclusions for further action. It will pitched to a city audience so it can be used as part of the evidencing and business model for future investment.

Schedule of relevant Milestones

Milestone number <sup>18</sup>	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS7	Solutions design for safe and accessible public space, based on user-needs analysis, completed	6 - LTC	12	Services and technology specifications are fully designed for all the WP3 measures in each site as reported in D3.1. Technical outputs to manage the tendering/contracting procedure and following implementation are provided.
MS8	Solutions deployment-Demo sites set up completed	6 - LTC	24	Site preparation activities are completed in terms of deployment of solutions and set up of operational and organisational dimensions for all the WP3 measures in each site as reported in D3.2
MS9	Demonstration measures for safe, attractive and accessible public spaces at sites fulfilled	6 - LTC	45	The demonstration of all the WP3 measures in each site is on-going. The operation of demo measures allowed the collection of data for evaluation according to T3.4

<b>Work package number</b> <sup>9</sup>	WP4	<b>Lead beneficiary</b> <sup>10</sup>	12 - PF
<b>Work package title</b>	Shared mobility and e-infrastructures towards zero emissions transport		
<b>Start month</b>	4	<b>End month</b>	48

**Objectives**

WP4 aims at designing, implementing and demonstrating the shared mobility services and the supporting e-infrastructures, sharing platforms and ITS solutions planned to reduce the traffic congestion and improve the attractiveness of the six participating sites as sustainable tourist destinations.

Specifically, the following objectives are assumed for WP4:

- to design, implement and demonstrate:
  - o various vehicle-sharing schemes and concepts, including car/taxi sharing services in Rethymno, a Shared Mobility Agency for vehicle-and ride to be integrated within car, scooter and boat sharing in Elba island, electric car-sharing in Limassol;
  - o ICT-enabled ride sharing platform required to manage the shared services addressed to tourist flow: i.e. the operation of an online platform to promote integrated shared mobility in Rethymno;
  - o new or enhanced existing bike-sharing schemes, including the use of e-bikes and bikes for physically impaired users in Las Palmas and Rethymno, expansion of public bike-sharing services and integration of e-bikes in Limassol, Rethymno and Malta;
  - o the take-up of electric mobility vehicles and schemes based on e-infrastructures, fast charging points and various promotional measures, addressing fleet operators (Madeira, Rethymno, Las Palmas) as well as cars and two-wheeler public users (Limassol).
- to guarantee the common objectives related to horizontal activities (see objectives in WP3)

**Description of work and role of partners**

**WP4 - Shared mobility and e-infrastructures towards zero emissions transport** [Months: 4-48]  
 PF, HF, AREAM, CMF , SRETC, LTC, LIMA, STRATA, RETH, TUC, RM, MEMEX, TM, VLC, UOM, MOT, SAGULPA, VECTOS

Work activities will follow the description for demo WPs provided in sect.3. In order to provide the activities related to sites coordination accordingly, the planned measures have been clustered in: 1) shared mobility services including electrical cars, 2) new and extended public (e-)bike system, 3) sharing e-charging infrastructures.

Overall, WP4 activities are broken down into a number of cross-site and vertical tasks addressing the specific phases and operations of the piloting life cycle.

Task 4.1 Cross-site coordination of shared mobility and e-infrastructures piloting (Leader: PF supported by MemEx)  
 T4.1 deal with the activities described in section 3.

Task 4.2, Users-needs analysis, stakeholder involvement, service requirements and supporting technologies design for shared mobility and e-infrastructures piloting (Leader: PF supported by MemEx; participants: RM, PF, Memex, HF, SRETC, CMF, AREAM, Sagulpa, RETH, TUC, VECTOS, LIMA, LTC, STRATA, VLC, TM, UoM, MOT)

Task 4.2.1 Users-needs analysis  
 User needs and requirements will be categorised at site level in relation to the user segments and stakeholder structure identified through site analysis.

Related to shared mobility services the requirements will deal with the positioning and availability of free places at pick up and releasing stations. Related to shared platform user requirements will deal with booking rules/modalities, operation lifecycle of services, payment tools and back-office functionalities. Related to shared e-charging infrastructures requirements will be specified in terms of charging performances (required time, power, etc.) and electrical connections/adapters.

Data for ex-ante evaluation will be collected. The conclusions from this task are included in an integrated deliverable that will feed the project evaluation (WP9).

Task 4.2.2 Shared mobility solutions design and detailed specifications  
 A consistent set of specifications and solution design concerning the shared services and e-charging infrastructures will be delivered for each site and measures. VECTOS will feed the latest insights on the psychology of sharing of mobility from the MIND-SETS project (H2020) to help design schemes which attract the most sharing.

Services schemes and operational use cases for shared services will be designed. Shared platforms will be specified in terms of booking modalities (access modalities, booking rules to be managed, service payment, etc.), fleet management, and back-office functionalities.

Specifications to guarantee the registration of data required by the evaluation data collection and the assessment of service utilization level and technological KPI will be also defined.

Task 4.3 Site preparation, solutions deployment, supporting actions and demo setup for shared mobility and e-infrastructures piloting (Leader: PF supported by MemEx; participants: RM, Memex, HF, SRETC, CMF, AREAM, Sagulpa, RETH, TUC, LIMA, LTC, VLC, TM, UoM, MOT)

After the completion of procurement procedures, site-related activities will include the set-up of shared services and the implementation of supporting ITS systems (supporting database built up, communications and information exchange services, sw platforms, open data sets, smartphone apps, etc.). Local organisational and operational measures (e.g. service delivery agreements, partnerships, operational procedures, etc.) will be also addressed in this task together with training activities and set up of normative framework. Check list for the sign off-certification will be tailored starting from T8.3. Procedure and resources for data collection during the demo phase will be established.

Task 4.4 Demonstrations of shared mobility services (Leader: PF supported by MemEx; participants: RM, Memex, RETH, TUC, VECTOS, LTC)

Task 4.4.1 Shared mobility services and platform in Rethymno - (RET 4.2) - Building a sharing mobility culture

Rethymno supported by TUC will implement a web based platform for sharing services to manage car, bike and taxi sharing schemes specifically targeted to tourists and visitors, connecting the major tourist attractions with airport and ports and facilitating access to cultural events; 2 "public" access points for the platform and mobile apps are foreseen. To promote a sharing mobility culture, behavioural change tools based on research defined clusters and mobile apps (developed by Vectos).

Task 4.4.2 Shared mobility services and Mobility Agency in Elba - (ELB 4.1) - Shared ELBA Mobility Agency; (ELB 4.2) - Car/scooter/bike/boat (CSBB) sharing; (ELB 4.3) - Ride Sharing Platform; (ELB 4.4) - Increasing feeling of security among Elba sharing users tracking for ELBA-sharing service users

Portoferraio and Rio Marina, supported by MemEx, will deploy new technologies and advanced ICT solutions to realise and support operation of the Shared Elba Mobility Agency, the new service cooperation and partnership enabling platform to promote and expand shared mobility and sustainable e-mobility schemes in the island. Portoferraio will appoint a start-up service company for Agency management.

Task 4.4.3 Shared mobility services in Limassol - (LIM 4.1) - Electric car sharing connecting Limassol-airports-ports  
LTC will coordinate the demonstration of a shared e-car service focusing both on airport and port transfers and on leisure trips of visitors and residents.

Task 4.5 Demonstrations of new/extended public (e-)bike systems (Leader: PF supported by Memex, participants: Sagulpa, LIMA, LTC, VLC, TM, UoM, MOT)

Task 4.5.1 Public bike system in Las Palmas - (LPA 4.1) - Public e-bike system

SAGULPA will introduce an e-bike service in the sharing system. Bikes will include models accessible for impaired users. The service will be accessible through the integrated smart card; information on service will be available through digital kiosks and Mobility App. The new system will be built on 44 stations with digital kiosks, 105 e-bikes, 315 conventional bikes and 20 adapted bikes accessible for the physically impaired.

Task 4.5.2 Expansion of public bike sharing system including e-bikes in Limassol - (LIM 4.2) - Expansion of public bike sharing system, include e-bikes

LTC will support the bike sharing company to expand its network, adding new stations and increasing the number of available bikes (especially electrical ones). The extension will consist of 3 new stations and 30 bikes for the whole region. New bike sharing stations will be created to serve the new cycling paths.

Task 4.5.3 E-bike sharing project in Malta - (MAL 4.1) - E-bike sharing pilot project

La Valletta Local Council will coordinate the demonstration of two e-bike sharing stations in two main points in Valletta to increase accessibility as well as to promote the use of cycling in the Capital City.

Task 4.5.4 Expansion of public bike sharing system including e-bikes in Rethymno (RET 4.2) - Building a sharing mobility culture

Municipality of Rethymno will expand the public bike sharing system including 2 new public bike stations and will launch the e-bike use (new 15 e-bikes and 4 e-bikes for disabled people).

Task 4.6 Demonstrations of shared e-charging infrastructures (Leader: PF supported by Memex, participants: HF, SRETC, CMF, AREAM, Sagulpa, RETH, TUC, LIMA, LTC, PF)

Task 4.6.1 Charging infrastructures at tourist attractions in Madeira - (MAD 4.1) - Promote the uptake of clean vehicles by fleet operators



AREAM supported by CMF, SRETC and HF will expand the charging network including 20 relevant points for tourist activities (i.e.: hotels and restaurants) and information system on electric mobility. Incentive schemes to promote the purchase of electric vehicles will be put into practice as supporting measures.

Task 4.6.2 New electrical vehicles and fast charging points at public parking in Las Palmas - (LPA 4.2) - Fast charging EV SAGULPA will implement 6 fast recharging points for electrical vehicles. Availability-check and reservation of charging point will be carried out through LPA-Mobility App. SAGULPA will purchase 3 electric vehicles.

Task 4.6.3 Powered charging infrastructures in Rethymno - (RET 4.1) - Uptake of electric vehicles by fleet operators  
First EV charging points in the region (supported by renewable energy sources) will be introduced by Rethymno and TUC at relevant location for tourist flow. Incentives for EV use will be introduced: i.e free parking in city centre and reductions in municipal tax. A campaign to promote electric vehicles will be launched.

Task 4.6.4 Charging infrastructures for cars and wheelchairs in Limassol - (LIM 4.3) - Promote the uptake of electric vehicles (charging infrastructures for cars and two wheelers)

Limassol supported by LTC will increase the number of EV-chargers by 6 points in the region and its main getaways. Free parking offer for e-vehicles will be implemented as supporting incentive. Bike rental companies will be involved to introduce electric bikes in order to attract older or less athletic tourists.

Task 4.6.5 EV legislation revision and charging infrastructures in Elba - (ELB 4.5) - EV legislation revision and charging infrastructures in Elba

Portoferraio Municipality will revise the urban mobility legislations in order to foster sustainable behaviours and introduce EV charging points at tourist interest points.

Task 4.7 Data collection for ex-post, process and impact evaluation for shared mobility and e-infrastructures piloting (Leader: PF supported by MemEx; participants: RM, Memex, HF, SRETC, CMF, AREAM, Sagulpa, RETH, TUC, LIMA, LTC, TM, UoM, MOT)

Under the coordination of the project evaluation manager and the local evaluation manager (LEM), the measure leaders of WP4 will collect data for impact and process evaluation. The LEM will collect and analyse this data within WP9. Impacts will be determined with respect to all relevant evaluation categories and project dimensions, including technical, operational, environmental, socio-economic, business and policy-related issues.

Task 4.8 Local dissemination and communication for shared mobility and e-infrastructure piloting (Leader: PF; participants: RM, HF, SRETC, CMF, AREAM, Sagulpa, RETH, TUC, LIMA, LTC, VLC, MOT)

The dissemination required for the promotion of shared and electrical mobility services will be performed taking into account current societal trend towards the use and not the ownership of things (sharing), environmental friendship and sustainable way of life.

The promotion will take place at the end of T4.3 (before the launch of services) and during the demonstration (T4.4, T4.5, T4.6) in order to achieve local awareness of newly implemented solutions among stakeholders and citizens: special focus will be put on reaching tourist targets through involved stakeholders. Corrective actions will be adopted where necessary according to the monitoring of the demo phase.

#### Participation per Partner

Partner number and short name	WP4 effort
1 - HF	3.50
2 - AREAM	14.50
3 - CMF	3.00
4 - SRETC	3.00
6 - LTC	14.40
7 - LIMA	2.50
8 - STRATA	0.50
9 - RETH	9.00
10 - TUC	10.10
11 - RM	18.50

Partner number and short name	WP4 effort
12 - PF	26.50
13 - MEMEX	15.00
14 - TM	2.20
15 - VLC	7.90
16 - UOM	1.50
17 - MOT	2.50
22 - SAGULPA	9.00
28 - VECTOS	1.30
<b>Total</b>	<b>144.90</b>

**List of deliverables**

Deliverable Number <sup>14</sup>	Deliverable Title	Lead beneficiary	Type <sup>15</sup>	Dissemination level <sup>16</sup>	Due Date (in months) <sup>17</sup>
D4.1	User-needs and requirements, ex-ante evaluation, service design and ITS specifications for shared mobility and e-infrastructures	12 - PF	Report	Public	12
D4.2	Implementation report on shared mobility, e-infrastructures and supporting technologies	12 - PF	Report	Public	24
D4.3	Demonstration report on shared mobility, e-infrastructures and supporting technologies	12 - PF	Report	Public	45

**Description of deliverables**

D4.1 User needs and requirements, ex-ante evaluation, service design and ITS specifications for shared mobility and e-infrastructures (Month 12, PF supported by MemEx). Resulting from from Task T4.2.

D4.2 Implementation report on shared mobility, e-infrastructures and supporting technologies (Month 24, PF supported by MemEx). The report will detail the outputs of T4.3 and T4.8.

D4.3 Demonstration report on shared mobility, e-infrastructures and supporting technologies (Month 45, PF supported by MemEx) as output of T4.4, T4.5, T4.6 and T4.8.

D4.1 : User-needs and requirements, ex-ante evaluation, service design and ITS specifications for shared mobility and e-infrastructures [12]

The report will detail the results of the users needs analysis, the definition of service requirements and the details of service and ITS specifications for all the WP4 demo measures in each site as outputs of Task T4.2

D4.2 : Implementation report on shared mobility, e-infrastructures and supporting technologies [24]  
 The report will detail the results of site preparation and planned demo activities, ITS deployment and implementation of supporting actions for all the WP4 demo measures in each site as outputs of T4.3 and T4.8

D4.3 : Demonstration report on shared mobility, e-infrastructures and supporting technologies [45]  
 The report will detail the results of the demonstration of all the WP4 demo measures in each site in terms of procedures and resources involved in the operation of demo services, users acceptance, services and ITS performances, critical factors and organization impacts. The report will summarise the outputs of T4.4, T4.5, T4.6 and T4.8. It will collate all the learning from the individual demonstrations and will draw common conclusions for further action. It will pitched to a city audience so it can be used as part of the evidencing and business model for future investment.

**Schedule of relevant Milestones**

Milestone number <sup>18</sup>	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS10	e-infrastructures and shared mobility solutions design, based on user-needs analysis, completed	12 - PF	12	Services and ITS specifications are fully designed for all the WP4 measures in each site as reported in D4.1. Technical outputs to manage the tendering/contracting procedure and following implementation are provided.
MS11	Deployment of e-infrastructures and supporting ITS systems - Set up of demo sites completed	12 - PF	24	Site preparation activities are completed in terms of deployment of ITS and set up of operational and organizational dimensions for all the WP4 measures in each site as reported in D4.2. Each site will use a common checklist (detailed in D8.5) for each measures
MS12	Demonstration measures for shared mobility and e-infrastructures fulfilled	12 - PF	45	The demonstration of all the WP4 measures in each site is on-going as reported in D4.3. The operation of demo measures allowed the collection of data for evaluation according to WP9 Evaluation plan and D8.6 guidelines

<b>Work package number</b> <sup>9</sup>	WP5	<b>Lead beneficiary</b> <sup>10</sup>	2 - AREAM
<b>Work package title</b>	Smart and clean urban freight logistics at tourist destinations		
<b>Start month</b>	4	<b>End month</b>	48

**Objectives**

WP5 will achieve these concrete objectives:

- to develop a specific Sustainable Urban Logistic Plan for each pilot city (SULP) directly integrated in the general (regional) or urban Sustainable Mobility Plan SUMP (WP2);
- to design, implement and demonstrate targeted measures for:
  - o improving/optimizing freight services that make use of the existing resources and relieve the constraints of tourist destinations;
  - o adapting the logistic offer to the total mobility demand in low emissions zones and in historic areas, supporting smart consolidation platforms;
  - o promoting the use of clean vehicles for last mile delivery in order to reduce the whole environmental impacts;
- to guarantee the common objectives related to horizontal activities (see objectives in WP3)

**Description of work and role of partners**

**WP5 - Smart and clean urban freight logistics at tourist destinations** [Months: 4-48]  
**AREAM, HF, CMF, SRETC, ARDITI, LTC, STRATA, RETH, TUC, RM, PF, MEMEX, TM, VLC, UOM, MOT, INELCAN, VECTOS**

Work activities will follow the description for demo WPs provided in sect.3. In order to provide the activities related to sites coordination, the measures have been clustered as follows: 1) Development of SULP, 2) Solutions for energy efficient freight distribution, 3) Collection of used cooking oils for fuel.

Overall, WP5 activities are broken down into a number of cross-site and vertical tasks addressing the specific phases of the piloting life cycle.

**Task 5.1 Cross-site coordination of measures targeted for smart and clean urban freight logistics at tourist destinations (Leader: AREAM) T5.1 deal with the activities described in section 3.**

**Task 5.2 Logistics context and user-needs analysis for piloting services on freight logistics (Leader AREAM; participants: HF, SRETC, AREAM, ARDITI, CMF, LPGC, INELCAN, RETH, TUC, VECTOS, RM, PF, STRATA, TM, VLC, UoM)**

**Task 5.2.1 Logistics context analysis**

Key stakeholders and their competences will be identified in order to establish a discussion table among all them. Under the coordination of WP8, local context and user needs will be carried out through a mix of desktop investigation and qualitative research in the form of interviews with key players and stakeholders. Goods delivery data (timetable, retail process, etc.) will be mapped: data describing mobility conditions will be drawn from T2.2 avoiding duplication. The regional profile based on data collected will be created focusing on the current logistics and delivery of goods system in place. This will also facilitate monitoring and evaluation as part of WP 9 for the implementation of the planned piloting measures.

**Task 5.2.2 User-needs analysis for logistics demo services**

Under the guidance of WP8, user-needs analysis for the design of piloting measures will be carried out on the basis of data collected and analyzed in T5.2.1. User-Needs Analysis will be based on the objectives identified by each site, on the required service targets, on the operational/organizational context and the interactions with current logistics processes. This task will identify the detailed user requirements for each target groups (stakeholders, tourists, citizens) for piloting service both in terms of infrastructure and vehicle and service performances. User-needs and requirements will be categorised at site level in relation to the user segments and stakeholders structure identified through site analysis.

**Task 5.3 SULP development (Leader: AREAM; participants: HF, SRETC, ARDITI, CMF, LPGC, INELCAN, RETH, TUC, PF, RM, Memex, STRATA, TM, VLC, VECTOS)**

On the basis of the results achieved in T5.2.1 this task will identify the main suitable solutions for freight shipment and consolidation and/or delivery (on island or in the city), depending from the sites. An Action Plan will be produced including the identification of measures and priorities, ICT supporting tools, implementation plan and short/medium-term timelines, result indicators, budget plan, enforcement methods. Support conditions will be developed as adjustments of proper normative frameworks. (i.e. access regulations for commercial vehicles to low emissions zones

during summer season). The development of Sulp will be carried out as integrated part of the whole Sump on the basis of the successful methodology tested by IEE ENCLOSE project and validated through stakeholders and user consultations cycles. In the following a short description of the Sulp development at each site is provided.

**Task 5.3.1 Sulp Development in Madeira- (MAD 5.1) - Urban Freight solutions**

The Sulp, coordinated by CMF, will validate the feasibility of measures to control and refine urban logistic strategies (i.e. online platform). Management of deliveries by buses and monitoring of the illegal occupancy of the parking lots will be considered.

**Task 5.3.2 Sulp Development in Las Palmas - (LPA 5.2) - Urban Freight Solutions into Sump**

LPGC will develop a Sulp aiming at defining a set of measures to reduce overall negative externalities of urban logistic operations, to regulate the load and unload activities, to minimize the illegal occupation.

**Task 5.3.3 Sulp Development in Rethymno - (RET 5.1) - Sustainable freight logistics plan**

Rethymno supported by Vectos will develop a Sulp and action plan for a unified freight system in the historic centre requiring the coordination of freight operators i.e. through online platform.

**Task 5.3.4 Sulp Development in Elba - (ELB 5.2) - Sustainable ELBA Logistics Plan**

As Elba island can be seen as a unique "urban area", the Sulp will be designed in a unitary approach, with the aims to harmonise the overall freight distribution process and to define the more suitable logistics solutions, services and infrastructure. Design is in charge of Municipality of Portoferraio supported by MemEx.

**Task 5.3.5 Sulp Development in Limassol - (LIM 5.1) - Limassol city centre Urban Freight Logistic Action Plan**

STRATA will develop an Sulp for Limassol city centre. This plan will introduce innovative solutions regarding the traffic flow from the freight logistics and the efficient distribution of the goods.

**Task 5.3.6 Sulp Development in Malta - (MAL 5.1) - Last Mile Delivery of Goods**

TM, with the assistance of the VLC, will coordinate the Sulp development focusing on the introduction of "the last mile delivery of goods" concept in Valletta.

**Task 5.4 Design of services and supporting technologies design for freight logistics pilots (Leader: AREAM; participants: HF, SRETC, CMF, ARDITI, INELCAN, RETH, TUC, RM, PF, Memex, LTC, STRATA, TM, VLC, UoM)**  
On the basis of the results achieved in T5.2.2, the service model, operational schemes and specifications will be detailed in terms of collection/delivery procedures, involved actors, fleet management operations, access control, monitoring of parking lots and control enhancement, ICT tools.

Specifications to guarantee the registration of data required by the evaluation data collection and the assessment of service utilization level and technological Key Performance Indicators will be also defined.

**Task 5.5 Site preparation, solution deployment supporting actions and demo setup for freight logistics pilots (Leader: AREAM; participants: HF, SRETC, CMF, ARDITI, INELCAN, RETH, TUC, RM, PF, Memex, STRATA, VLC)**

This task will cover the implementation activities required to put in place, in each site, the solutions designed in T5.4. Site-related activities will include the set-up of new logistics services and the implementation of ICT systems and solutions (supporting service management). Support and guidelines for tendering and contracting will be provided by Task 8.3. Local organisational and operational measures (e.g. service delivery agreements, partnerships, operational procedures, normative, etc.).

Check list for the sign off certification will be tailored starting from Task 8.3. Procedure and resources for data collection during the demo phase will be established.

**Task 5.6 Demonstration of solutions for efficient freight distribution (Leader: AREAM; participants: HF, SRETC, CMF, ARDITI, INELCAN, RETH, TUC, RM, PF, Memex, STRATA, TM, UOM, MOT, VLC)**

**Task 5.6.1 Use of electric vehicles for last mile delivery in Madeira - (MAD 5.1) - Urban Freight solutions**

CMF supported by SRETC, HF, ARDITI, AREAM will incentivise the uptake of less polluting, hybrid and electric cars for freight delivery in the city centre through a series of measures both financial (grant) and at regulation level. Also innovative systems to transport goods on buses will be tested.

**Task 5.6.2 Smart service distribution in Las Palmas - (LPA 5.1) - D4 Service: The Smart Distribution System**

INELCAN will introduce the "D4 Mobile APP" among the logistics companies as a tool that allows them to optimize the distribution process beforehand and inform end-users in real time to variations to might occur during the day. This service will be supported by the use of IT solutions (specific software and GPS tools).

**Task 5.6.3 Implementation of pilot logistics system in Rethymno - (RET 5.1) - Sustainable freight logistics plan**

Rethymno and TUC will demonstrate a pilot project for the unified management of freight distribution in the historic centre based on the operation of an online platform able to coordinate freight operators, hotel suppliers, and retailers. An eco-driving and safe training programme will be offered to freight drivers.

**Task 5.6.4 Island freight logistics for tourist services in Elba - (ELB 5.1) - Island freight logistics for tourist services**

Rio Marina supported by Portoferraio and MemEx will demonstrate on-demand luggage transfer services for tourists from ferry to the hotel (and back). These services will be designed as consolidation of the specific distribution services tested in the former LIFE+ ELBA project.

Task 5.6.5 Online platform for freight logistics in Limassol - (LIM 5.1) - Limassol city centre Urban Freight Logistic Action Plan

STRATA will implement an online platform providing access control system for mobility management. Incentive opportunities for operators will be designed to renew their fleet with electric vehicle.

Task 5.6.7 Last mile delivery of goods in Malta - (MAL 5.1) - Last Mile Delivery of Goods

VLC will develop the pilot for the last mile service for delivery of goods within the city. The pilot will focus on tourist-related commercial activities including the transport of goods needed by restaurants, bars and hotels in Valletta. The pilot will follow feasibility assessment including the possible use of an old tunnel hewn in the rocks of Valletta accessing main shopping streets and one vehicle.

Task 5.7 Demonstration of measures for collection of used cooking oils (Leader: AREAM; participants: RETH, TUC, STRATA, LTC)

Task 5.7.1 Setting up of a UCO to biodiesel chain for cleaner fuelled fleets in Rethymno - (RET 5.2) - Cooperative mobility - Business case on UCO to biodiesel chain-demonstration on an urban waste collection truck

Rethymno and TUC will launch a full chain for the transformation of UCO collected from hotels and restaurants to biodiesel, introducing new cooperative business models to exploit locally this energy source, the current collection points system will be expanded and a demonstration project will take place moving an urban waste collection truck with biodiesel produced locally with locally produced UCO, to test the potential to feed the whole freight and municipal fleet.

Task 5.7.2 Network for collecting UCO in Limassol - (LIM 5.2) - Promotion and creation of network for collecting of used cooking oil(UCO)

STRATA with the co-operation of LTC will create a network for collecting used cooking oil from 5 hotels and 10 restaurants in Limassol in order to recycle them as a sustainable biodiesel for mobility sector.

Task 5.8 Data collection for ex-post, process and impact evaluation for freight logistics services (Leader: AREAM; participants: HF, SRETC, CMF, ARDITI, INELCAN, RETH, TUC, RM, PF, Memex, STRATA, VLC)

Under the coordination of the project evaluation manager and the local evaluation manager (LEM), the measure leaders of WP5 will collect data for impact and process evaluation. The LEM will collect and analyse this data within WP9. Impacts will be determined with respect to all relevant evaluation categories and project dimensions, including technical, operational, environmental, socio-economic, business and policy-related issues.

Task 5.9 Stakeholder consultation, Sulp public participation and local dissemination for freight logistics services (Leader: AREAM; participants: HF, SRETC, CMF, ARDITI, CMF, INELCAN, RETH, TUC, RM, PF, Memex, STRATA, LTC, VLC, UoM, MOT)

The dissemination required for the promotion of logistics services will be performed.

The promotion will take place at the end of T5.5 (before the launch of services) and during the demonstration (T5.6, T5.7) in order to achieve local awareness of new implemented solutions among stakeholders and citizens: special focus will be put on reaching tourist targets through involved stakeholders. Corrective actions will be adopted when necessary according to the monitoring of the demo phase.

#### Participation per Partner

Partner number and short name	WP5 effort
1 - HF	3.80
2 - AREAM	4.80
3 - CMF	13.50
4 - SRETC	2.00
5 - ARDITI	5.00
6 - LTC	1.80
8 - STRATA	18.30
9 - RETH	13.00

Partner number and short name	WP5 effort
10 - TUC	13.00
11 - RM	9.00
12 - PF	11.50
13 - MEMEX	8.00
14 - TM	2.70
15 - VLC	4.40
16 - UOM	3.00
17 - MOT	1.40
21 - INELCAN	21.00
28 - VECTOS	1.80
<b>Total</b>	<b>138.00</b>

**List of deliverables**

Deliverable Number <sup>14</sup>	Deliverable Title	Lead beneficiary	Type <sup>15</sup>	Dissemination level <sup>16</sup>	Due Date (in months) <sup>17</sup>
D5.1	Compilation of Sulp Baseline	2 - AREAM	Report	Public	12
D5.2	Results of Sulp definition	2 - AREAM	Report	Public	26
D5.3	Implementation and demonstration report on smart and clean urban freight measures	2 - AREAM	Report	Public	45

**Description of deliverables**

D5.1 Compilation of Sulp Baseline, user needs and requirements, ex-ante evaluation, service design and ITS specifications for logistics services. This report will include, for all the sites, the outputs from T5.2 and T5.4 (Month 12, AREAM)

D5.2 Sulp development for all sites (Month 26, AREAM). The report will detail the results of Sulp definition for all the sites as output of Task 5.3

D5.3 Implementation report on smart and clean urban freight measures. The report will detail the results of T5.5, T5.6, T5.7 and T5.9 (Month 45, AREAM).

D5.1 : Compilation of Sulp Baseline [12]

Compilation of Sulp baseline, user needs and requirements, ex-ante evaluation of logistics context analysis. Based on Sulp baseline and user needs analyses, service models, operational schemes and specifications will be detailed in terms of collection/delivery procedures, involved actors, fleet management operations, access control, monitoring of parking lots and control enhancement, ICT tools. This report will include, for all the sites, the outputs from T5.2 and T5.4.

D5.2 : Results of Sulp definition [26]

Based on regional logistics context analysis, Sustainable Urban Logistic Plan for each pilot city (Madeira, Las Palmas, Rethymno, Elba, Limassol and Malta) will be produced including the identification of measures and priorities, ICT supporting tools, implementation plan and short/medium-term timelines, result indicators, budget plan,

enforcement methods. Sulp will be carried out as integrated part of the whole Sump (WP2). The report will detail the results of Sulp definition for all the sites as an output of T5.3.

D5.3 : Implementation and demonstration report on smart and clean urban freight measures [45]

Based on solutions for smart and clean urban freight logistics services designed in T5.4, each site will set-up and implement new logistics services, which will include ITC systems support, operational procedures, partnerships, normative and more clean and efficient transport technologies. Monitoring proceedings will be implemented in each site to evaluate the performance and the impact of each measure. The report will detail the results of T5.5, T5.6, T5.7 and T5.9, describing all the above mentioned features. It will collate all the learning from the individual demonstrations and will draw common conclusions for further action. It will pitched to a city audience so it can be used as part of the evidencing and business model for future investment.

**Schedule of relevant Milestones**

Milestone number <sup>18</sup>	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS13	Service design and ITS specifications for logistics services, based on baseline scenarios for Sulp and user needs analysis	2 - AREAM	12	Compilation from all sites of service design and ITS specifications for logistics services, based on baseline scenarios for Sulp and user needs analysis at month 12.
MS14	Sulp completed	2 - AREAM	26	Sustainable Urban Logistic Plan from all sites completed in month 26
MS15	Demonstration measures for smart and clean urban freight logistics services at sites fulfilled	2 - AREAM	45	Implementation and evaluation report of demonstration measures for smart and clean urban freight logistics services for all sites fulfilled at month 45



<b>Work package number</b> <sup>9</sup>	WP6	<b>Lead beneficiary</b> <sup>10</sup>	9 - RETH
<b>Work package title</b>	Mobility demand management and awareness for sustainable mobility at tourist destinations		
<b>Start month</b>	4	<b>End month</b>	48

**Objectives**

WP6 aims at designing, implementing and demonstrating the sites measures targeted for the improvement of mobility demand management and awareness for sustainable mobility at tourist destinations. Specifically, the following objectives are assumed for WP6:

- To design, implement and demonstrate actions able to achieve behavioural change across the sites amongst customers, visitors and stakeholders, based on:
  - o mobility management and travel plans (Madeira, Rethymno, Elba, Limassol, Malta);
  - o Stimulation of competition (gamification of mobility, green credit schemes, etc.) (Madeira, Las Palmas, Elba, Limassol, Malta);
  - o Management of mobility demand (Madeira, Limassol and Malta);
- To guarantee the common objectives related to horizontal activities (see objectives in WP3)

**Description of work and role of partners**

**WP6 - Mobility demand management and awareness for sustainable mobility at tourist destinations** [Months: 4-48]

**RETH, HF, AREAM, CMF, SRETC, ARDITI, LTC, LIMA, STRATA, TUC, RM, PF, TM, UOM, MOT, Guaguas, LPGC, SAGULPA, EIP, VECTOS**

Work activities will follow the description for demo WPs provided in sect.3. In order to provide the activities related to site coordination, the measures have been clustered as follows: 1) Mobility management and travel plans, 2) Competition to achieve behaviour change, 3) Mobility demand management.

Overall, WP6 activities are broken down into a number of cross-site and vertical tasks addressing the specific phases and operations of the piloting life cycle.

**Task 6.1 Cross-site coordination of pilots targeted to mobility demand management and increasing awareness for sustainable mobility (Leader: RETH with support from TUC, supported by VECTOS)**

T6.1 deal with the activities described in section 3.

**Task 6.2 User-needs analysis, design of solutions and supporting technologies for pilots targeted to mobility demand management and increasing awareness for sustainable mobility (Leader: TUC with support from Vectos; participants: HF, ARDITI, SRETC, CMF, AREAM, Guaguas, LPGC, Sagulpa, CINESI, TUC, RM, PF, LIMA, LTC, STRATA, TM, UoM, MOT, EIP)**

**Task 6.2.1 User-needs analysis for measures targeted to mobility demand management**

Under the coordination of WP8, user-needs analysis will be carried out based on the site objectives, analysis of mobility network and traffic flows, current regulation for accessing and parking, parking facilities available infrastructure and data. Data for ex-ante evaluation will be collected. The conclusions from this task are included in an integrated deliverable that will feed the project evaluation (WP9).

**Task 6.2.2 Design of measures targeted to mobility demand management and increased awareness**

A consistent set of specifications and solutions design concerning the measures targeted to mobility demand management and increased awareness will be produced.

For green mobility management appropriate marketing strategies will be detailed in terms of targets and tools and combined tourism+mobility package will be specified. A Business Model for "Mobility, Sustainability and Tourism" will be designed, allowing the implementation of a "Green Loyalty System" integrating measures and services to be addressed by the project, across each city/region (based on Business Model Generator Canvas method). It will be accessed through APP/web portal: points earned can be exchanged in shops, gifts or discounts.

For measures targeted to mobility demand management low emissions zones will be specified in terms of access rules and restrictions, abuse-recognition strategies and access control functionalities. Smart parking management and guidance system specifications will deal with the technological solutions adopted for occupancy detection, management of on-street control procedure, payment, collection, integration and provision of real-time user information systems.

Task 6.3 Sites preparation, solutions deployment, supporting actions and demo setup for pilots targeted to mobility demand management and increasing awareness for sustainable mobility (Leader: TUC with support from Vectos; participants: HF, ARITI, SRETC, CMF, AREAM, Guaguas, LPGC, Sagulpa, CINESI, TUC, RETH, RM, PF, LTC, LIMA, STRATA, TM, UoM, MOT)

Site-related activities will include the implementation of marketing strategies and the involvement of all the identified stakeholders. Commercial agreement between involved stakeholders on promotional fare, discounted offer and combined products for tourist will be established. Procedure and resources for data collection during the demo phase will be established.

Task 6.4 Demonstration of Mobility management and travel plans (Leader: RETH with support from Vectos; participants: HF, SRETC, CMF, AREAM, TUC, RM, PF, LTC, LIMA, TM, UoM, MOT)

Task 6.4.1 Mobility management measures in Madeira - (MAD 6.3) - Mobility planning for tourism related companies SRETC supported by HF, CMF, AREAM will adopt mobility management techniques in the tourist sector focusing on hotels and main touristic attractor locations transforming the tourist operator into ambassadors. Behavioural techniques will be tested through tourist professional real life examples.

Task 6.4.2 Sustainable mobility agency for tourists in Rethymno- (RET 6.1) - Sustainable mobility agency for tourists/visitors

Rethymno supported by TUC will operate Sustainable Mobility Agency to coordinate all transport activities / stakeholders and to provide online platform for promoting sustainable mobility plans for selected routes accessible from web/mobile. 2 sustainable mobility information hubs will be placed at the islands main airports. A sustainable travel planner APP will involve 30 actors from the tourism sector (hotels and tour operators). A training session for hotel staff on sustainable mobility will be organised. 3 new car-free thematic routes will be developed. An eco-driving campaign will target 500 drivers.

Task 6.4.3 Combined products for tourism and mobility on Elba - (ELB 6.1) - Combined products for tourism and mobility: the accommodation and mobility package

Rio Marina supported by Portoferraio will promote an integrated package of tourism+mobility services in close cooperation with mobility providers, hotel/facility owners, tourist agencies. To guarantee the visitors with enough flexibility in terms for departure the measures will involve PT, taxis and sharing services.

Task 6.4.4 Awareness on sustainable modes for leisure offer and combined products for tourists in Limassol- (LIM 6.1) - Awareness on the use of sustainable mobility modes for leisure trips and (LIM 6.2) - Business cases for combined tourist and mobility products

LTC will deploy promotional campaigns targeted to festivals and integrated products in the mobility and tourism sector. The campaigns will include sustainable mobility competitions for tourists. Green Labels will be awarded to hotels that encourage the use of sustainable mobility modes in predetermined ways. Tourist Mobility Cards will be offered as combined product for tourists allowing also to discounted fares.

Task 6.4.5 Promoting sustainable mobility and travel plans in Malta - (MAL 6.1) - Green Mobility Hotel Award

TM supported by the other local partner will launch a mobile APP providing useful and interesting information to encourage a change in the travel behaviour of tourists towards more green mobility options. MOT and TM will introduce a new and innovative national award for the best green mobility plan proposed by Hotels, entitled the Green Mobility Award.

Task 6.5 Demonstration of measures targeted to behavioural change through competition (Leader: Vectos; participants: HF, ARDITI, SRETC, CMF, RETH, TUC, AREAM, Guaguas, LPGC, Sagulpa, CINESI, STRATA, TM, UoM, MOT) This task will demonstrate credit schemes designed in T6.2.2.

Task 6.5.1 Gamification of mobility and green credits in Madeira- (MAD 6.1) - Gamification as a way to induce behavioural change in Mobility and (MAD 6.2) - Green credits: A Business Model for Mobility, Sustainability and Tourism

ARDITI, HF, SRETC, CMF and AREAM will install a prototype of interactive bus stop, sw simulator for young people, geocaching competition events. HF supported by other local partners will introduce a regional and urban green credit scheme based involving at least 30 institutional and business partners involved.

Task 6.5.2 Green credit scheme in Las Palmas - (LPA 6.1) - Green credits scheme

LPGC supported by Sagulpa and Guaguas will introduce green credit scheme involving at least 10 institutions and business. "Credits" will be used in their leisure activities

Task 6.5.3 Bicycle challenging competition in Limassol - (LIM 6.3) - Bicycle challenge: competition between employees of companies

With the cooperation of Limassol Cycling Club STRATA will organize a bicycle challenge between employees of companies on a daily basis in order to achieve a deep behaviour change of the participants.

Task 6.5.4 Green credits scheme in Malta - (MAL 6.3) - Promoting sustainable mobility among tourists

TM, UoM, MOT will test the green credit scheme based on the common concept designed in T6.2.2

Task 6.5.5 Green Mobility awarding scheme in Rethymno - (RET 6.3) - Green mobility card  
TUC will search for viable business case scenarios of operating Green Mobility schemes at prefecture level.

Task 6.6 Demonstration of measures targeted to mobility demand (Leader: RETH with support from Vectos; participants: HF, SRETC, CMF, AREAM, LIMA, TM, UoM, RETH, TUC)

The measures demonstrated in this Task will allow local site stakeholders to test and assess how LEZ works and gather important data to shape future policies on their introduction in areas which are negatively affected by heavy traffic congestion, particularly where there is a considerable influx of tourism.

Task 6.6.1 Introducing low emissions zones, flexible use of streets and smart parking management in Madeira - (MAD 6.4) - Low emission zones and smart parking management

HF, CMF and AREAM will test coordinated traffic management actions tuned on the strategic traffic plan to be developed: creation of 3 traffic calming zones, introduction of 2 reverse traffic streets, activation of PT priorities at 3 relevant traffic junctions, innovative passengers counting schemes and mobility sensors.

Task 6.6.2 Smart parking guidance system in Limassol - (LIM 6.4) - Smart parking guidance system

LTC will implement a parking guidance system to drivers, by providing information for real-time parking availability, which can be visually displayed on mobile phones as well as on variable message systems.

Task 6.6.3 Introducing low emissions zone in Malta - (MAL 6.2) - Introducing Low Emission Zones

TM will coordinate the piloting of a Low Emission Zone implemented on the main road section which provides direct access to Valletta; St Anne Street, Floriana to filter out high polluting vehicles.

Task 6.6.4 Strategic study for car free zone in the historic city centre of Rethymno - (RET 6.2) - Low emission zones study

The pilot will assess the social and economic impact of restricting access on the surrounding area and will propose new regulations including a public consultation process on the proposed restrictions.

Task 6.7 Data collection for ex-ante, process, ex post and impact evaluation for pilots targeted to mobility demand management and increasing awareness for sustainable mobility (Leader: TUC with support of Vectos; participants: HF, ARDITI, SRETC, CMF, AREAM, Guaguas, LPGC, Sagulpa, CINESI, RETH, RM, PF, LTC, STRATA, TM, UoM, MOT)

Under the coordination of the project evaluation manager and the local evaluation manager (LEM), the measure leaders of WP6 will collect data for impact and process evaluation. The LEM will collect and analyse these data within WP9. Impacts will be determined with respect to all relevant evaluation categories and project dimensions, including technical, operational, environmental, socio-economic, business and policy-related issues.

#### Participation per Partner

Partner number and short name	WP6 effort
1 - HF	28.50
2 - AREAM	7.00
3 - CMF	7.50
4 - SRETC	15.50
5 - ARDITI	67.00
6 - LTC	10.80
7 - LIMA	0.50
8 - STRATA	6.70
9 - RETH	31.60
10 - TUC	26.20
11 - RM	6.50
12 - PF	7.00
14 - TM	9.10
16 - UOM	13.30

Partner number and short name	WP6 effort
17 - MOT	6.10
18 - Guaguas	7.00
20 - LPGC	3.00
22 - SAGULPA	2.00
25 - EIP	1.50
28 - VECTOS	1.80
<b>Total</b>	258.60

**List of deliverables**

Deliverable Number <sup>14</sup>	Deliverable Title	Lead beneficiary	Type <sup>15</sup>	Dissemination level <sup>16</sup>	Due Date (in months) <sup>17</sup>
D6.1	User-needs and requirements, ex-ante evaluation, service design and ITS specifications for measures targeted to mobility demand management and increasing awareness for sustainable mobility	10 - TUC	Report	Public	12
D6.2	Implementation report for measures targeted to mobility demand management and increased awareness for sustainable mobility	28 - VECTOS	Report	Public	24
D6.3	Demonstration report for measures targeted to mobility demand management and increased awareness for sustainable mobility	28 - VECTOS	Report	Public	45

**Description of deliverables**

D6.1 User needs and requirements, ex-ante evaluation, service design and ITS specifications for measures targeted to mobility demand management and increasing awareness for sustainable mobility (M12, TUC). The report will detail the output of T6.2.

D6.2 Implementation report for measures targeted to mobility demand management and increased awareness for sustainable mobility (Month 24, VECTOS). The report will detail the results of demo setup, implementation activities, ITS deployment and supporting actions for all the sites as outputs of T6.3.

D6.3 Demonstration report for measures targeted to mobility demand management and increased awareness for sustainable mobility (Month 45, VECTOS) as output of T6.4, T6.5 and T6.6.

D6.1 : User-needs and requirements, ex-ante evaluation, service design and ITS specifications for measures targeted to mobility demand management and increasing awareness for sustainable mobility [12]

The report, outlining the outputs of task 6.2, will summarise the findings of the users' needs and requirements analysis, the ex-ante evaluation, including appropriate specifications for ITS and the design of solutions concerning the measures targeted to mobility demand management and increased awareness.

D6.2 : Implementation report for measures targeted to mobility demand management and increased awareness for sustainable mobility [24]

The report will detail results of demo setup, implementation activities, ITS deployment and supporting actions for all the sites as outputs of T6.3. It will capture how each site has engaged key stakeholders, set up commercial agreements and marketing strategies, derive common success factors and challenges faced, allowing for transfer and adaptation of approaches ahead of measure demonstrations.

D6.3 : Demonstration report for measures targeted to mobility demand management and increased awareness for sustainable mobility [45]

Final demonstration report for all delivered measures targeted to mobility demand management and increased awareness for sustainable mobility as output of T6.4, T6.5 and T6.6. It will collate all the learning from the individual demonstrations and will draw common conclusions for further action. It will pitched to a city audience so it can be used as part of the evidencing and business model for future investment.

#### Schedule of relevant Milestones

Milestone number <sup>18</sup>	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS16	Design of measures and supporting technologies, based on user-needs analysis, completed	9 - RETH	12	Solutions and supporting technologies for mobility demand management and increasing awareness for sustainable mobility are fully designed and in place.
MS17	Marketing strategies and stakeholders engagement- Set up of demo sites completed	9 - RETH	24	Marketing strategies and stakeholders engagement per site fulfilled. Site preparation for all WP6 measures is completed.
MS18	Demonstration measures on mobility demand management and increased awareness for sustainable mobility fulfilled	9 - RETH	45	Demonstration measures are in operation as reported in D6.3. The operation of demo measures allows the collection of data for evaluation according to WP9 Evaluation plan and D8.6 guidelines

<b>Work package number</b> <sup>9</sup>	WP7	<b>Lead beneficiary</b> <sup>10</sup>	18 - Guaguas
<b>Work package title</b>	Attractive, clean, accessible and efficient public transport		
<b>Start month</b>	4	<b>End month</b>	48

**Objectives**

WP7 aims at designing, implementing and demonstrating the sites measures targeted for the improvement of Public Transport service as backbone for sustainable and attractive tourist destinations. Specifically, the following objectives are assumed for WP7:

- To design, implement and demonstrate new/enhanced Public Transport services in terms of flexibility, routing and timetable properly targeted to comply with tourist mobility and well integrated in the overall mobility offer of the sites (all sites);
- To design, implement, deploy and demonstrate ITS-enabled solutions to increase the attractiveness of Public Transport towards the tourist and leisure transport demand:
  - o info-services to offer easy and common access to integrated information on PT and tourism services removing the barriers for PT use for leisure trips (Madeira, Las Palmas, Elba, Limassol);
  - o smart payment systems to increase the flexibility of the PT offer for tourists (i.e. access to promotional tariff) and to facilitate the interoperability of payment tools (i.e. sell of bundle of services package) (Madeira, Elba);
- To enable the adoption/extension of electric and low emissions fleet to increase the attractive potentials of the sites in terms of sustainable destinations and to support the take up of innovative PT services suitable for leisure demand (Madeira, Las Palmas, Rethymno, Limassol);
- To guarantee the common objectives related to horizontal activities (see objectives in WP3)

**Description of work and role of partners**

**WP7 - Attractive, clean, accessible and efficient public transport** [Months: 4-48]  
**Guaguas**, HF, AREAM, CMF, SRETC, ARDITI, LTC, LIMA, RETH, TUC, RM, PF, MEMEX, TM, VLC, UOM, CINESI, LPGC, SAGULPA

Work activities will follow the description for demo WPs provided in sect.3. In order to provide accordingly the activities related to sites coordination, the measures have been clustered as follows: 1) Improve public transport services, introducing new lines and increasing the quality of service, 2) Introduce clean vehicles, clean fuels and efficient driving for public transport fleets, 3) Improve integrated mobility and tourism travel information and payment services. In particular, measures cluster 3) will play a relevant role in the project answering mobility needs (flexibility, improved accessibility, integrated access to mobility and transport info, etc.) asked by tourist demand and partially by residents. Overall, WP7 activities are broken down into a number of cross-site and vertical tasks addressing the specific phases and operations of the piloting life cycle.

Task 7.1 Cross-site coordination of pilots targeted to PT enhancement (Leader: Guaguas) T7.1 deal with the activities described in section 3.

Task 7.2 User-needs analysis, stakeholders' involvement, service requirements and supporting technologies design for pilots targeted to PT enhancement (Leader: Guaguas; participants: HF, CMF, ARDITI, AREAM, SRETC, LPGC, Sagulpa, CINESI, RETH, TUC, RM, PF, Memex, LIMA, LTC, TM, VLC, UoM, MOT)

Task 7.2.1 User-needs analysis

Under the coordination of WP8, user needs analysis will be carried out based on the site objectives, the required service targets and performances, the institutional/operational/organizational context and the interactions with services and technological systems already running.

For measures related to new/enhanced PT services current drawbacks and unsatisfied needs in the PT offer will be identified, leading to an investigation and elicitation of the users' mobility needs, mostly focused on coverage of attractive destinations and increase flexibility for leisure trips. For the use of sustainable vehicles most suitable solutions will be identified in order to guarantee increased quality and comfort and appropriate performances to operate the services. For info-mobility measures available data sources will be identified through an analysis of database and running ITS systems, aggregated services and a defined service platform. For e-ticketing measures the support specifications, tariff schemes, promotional tickets and operational user cases will be defined.

Data for ex-ante evaluation will be collected. The conclusions from this task are included in an integrated deliverable that will feed the project evaluation (WP9).

#### Task 7.2.2 Services, ITS and smart technologies design

A consistent set of specifications and solution designs concerning the new or enhanced PT services and supporting ITS will be delivered for each site and measures. Enhanced PT services will be designed in terms of operating schemes, routing, timetable and allocated resources (i.e. vehicles). Info-mobility systems will be specified in terms of specifications and standard for the integration of data from available sources and functional requirements of APP/web applications. Integrated payment systems will be specified in terms of payment tools, on-board and central system specifications.

Specifications to guarantee the registration of data required by the evaluation collection and the assessment of service utilization level and technological KPI will be also defined.

Task 7.3 Site preparation, solution deployment supporting actions and demo setup for pilots for PT enhancement (Leader: Guaguas; participants: HF, CMF, ARDITI, AREAM, SRETC, LPGC, Sagulpa, CINESI, RETH, TUC, RM, PF, Memex, LIMA, LTC, TM, VLC)

Site-related activities will include the setup of new enhanced PT services, the implementation of ITS systems and solutions (supporting data collection, communications and information exchange services, on-board equipment, payment platforms, open data sets, smartphone Apps, etc.) including the integration of local operating systems. Support and guidelines for tendering and contracting will be provided by Task 8.3. Local organisational and operational measures (e.g. service delivery agreements, partnerships, operational procedures, etc.) will be also addressed. Checklist for the sign off certification will be tailored starting from Task 8.3. Procedure and resources for data collection during the demo phase will be established.

Task 7.4 Demonstration of improved public transport services for tourists and residents (Leader: Guaguas; participants: HF, CMF, SRETC, AREAM, RETH, TUC, RM, PF, LTC, UoM, TM, VLC)

The demo sites will implement improved public transport services that connect main tourist attractions, airports and cruise terminals. Improved PT services will be a topic of a technical workshop during the first consortium meeting.

Task 7.4.1 Attractive public transport in Madeira - (MAD 7.2) - Attractive public transport

SRETC and CMF will jointly use marketing and branding principles from the private sector and implementing 40 redesigned bus stops, an interactive ride experience on 10 adapted buses, 3 videos of panoramic bus trips, and restyling of 4 public transport information offices.

Task 7.4.2 Communicating the new BRT system in Las Palmas - (LPA 7.1) - Communication for the introduction of the Bus Rapid Transit (BRT)

In the city of Las Palmas, a new BRT system will be realized that connects the main points for tourism and leisure. Guaguas will carry out an innovative information campaign to point out the BRT's advantages. It will include a 3D movie, a BRT simulator and dedicated sessions for target users.

Task 7.4.3 Improved public transport services for tourists and residents in Rethymno - (RET 7.2) - Improved PT for tourists and citizens

Rethymno supported by TUC will introduce 2 new thematic public transport routes and two excursion routes for cruise passengers. PT service will be improved through 3 new attractive smart bus stops with real time travel information on lines and commonality facilities. Over 50 bus drivers will receive safe driving and eco-driving training. Field and e-surveys/pools will be used to measure satisfaction level among the users.

Task 7.4.4 Improved public transport services for tourists on Elba - (ELB 7.1) - Improve PT services for tourists

Under the leadership of Rio Marina, supported by Portoferraio, involving also the other island municipalities, will redesign PT services on main axes and feeder services - Shared Mobility Agency (WP4).

Task 7.4.5 Improvement of PT routes for visitors and residents in Limassol - (LIM 7.1) - Improvement of PT routes, time tables, ticket procedure and bike transportation on buses to make the service more attractive

Based on the user needs analysis, LTC will propose improvements in the public transport service, regarding routes, timetables and ticketing procedures with the aim to select the most suitable for piloting during the project. To promote the integration between the bicycle and PT, bicycle racks will be installed on 20 buses.

Task 7.4.6 Integration of local ferries into public transport network in La Valetta - (MAL 7.1) - Integration of ferries into the Public Transport

TM will coordinate the introduction of a new Public Transport route to connect the ferry landing sites situated on both sides of the Valletta peninsula, the main Bus Terminal outside the City Gate and the P+R Facility outside Valletta. The route will be served through two mini buses retrofitted to LPG or dual fuel.

Task 7.5 Demonstration of electric, hybrid and LPG buses (and eco-driving) (Leader: Guaguas; participants: HF, CMF, AREAM, SRETC, RETH, TUC, LIMA, LTC, UoM, TM, VLC)

Clean PT vehicles will be a topic of a technical workshop during the second consortium meeting.

Task 7.5.1 Electrical vehicles, PV and bio-fuels for public transport in Madeira - (MAD 7.1) - Electrical vehicles and clean fuels for public transport and urban fleet

AREAM will coordinate with local partners the development of several pilots tests, which include the evaluation of the performance of 5 hybrid buses (to be purchased with ERDF, Madeira 14-20 Operational Programme support). In addition to this, the work plan includes tests with dual fuel kit in 2 public transport urban buses and the demonstration of photovoltaic systems.

Task 7.5.2 Hybrid/electric buses in Las Palmas - (LPA 7.2) - Electric/ Hybrid buses in the urban bus fleet

Guaguas will test the adaptability of 3 hybrid or electric buses to be introduced in the fleet for the operation of different PT lines (including the ones with steep slopes).

Task 7.5.3 Electric shuttle bus and eco-driving in Rethymno - (RET 7.1) - Introducing electric vehicle for PT

Rethymno and TUC will operate 2 electric mini buses, accessible to people with disabilities to demonstrate "hop on hop off" service circulating the city landmarks on dedicated route, to serve the beaches access. A smart audio guide will be developed. 2 e-busses will serve the University community during winter time.

Task 7.5.4 Electric buses for the hop-on hop-off service in Limassol - (LIM 7.2) - Creation of an electric bus hop on hop off service in the old town

LTC and Limassol Municipality will demonstrate an electric bus hop on hop off service, never implemented in the site before.

Task 7.5.5 Improving sustainability of PT fleet in Malta - (MAL 7.1) - Integration of ferries into the Public Transport

TM will retrofit two minibuses to use LPG, or dual fuel technology, for operating the new Public Transport route to connect the ferry landing site to the Park+Ride Facility outside Valletta.

Task 7.6 Demonstration of integrated mobility and tourism information and payment services (Leader: Guaguas; participants: HF, CMF, ARDITI, SRETC, AREAM, LPGC, Sagulpa, CINESI, RM, PF, Memex, LIMA, LTC)

ITS solutions will be tested to improve accessibility to PT focusing on tourist mobility: i) clear and accessible pre-trip / on-trip information on sustainable mobility options at tourist destinations; ii) open data on public transport that can feed travel planners and apps from different providers and different countries; iii) co-operation with tour operators and long distance operators; iv) multi-lingual information; v) integrated payment services and promotional ticketing offers.

Task 7.6.1 Smart public transport traveller information and ticketing system in Madeira - (MAD 7.3) - Smart PT traveller information service and (MAD 7.4) - Public Transport open and smart ticketing system

HF, SRETC, CMF, AREAM and ARDITI will demonstrate advanced user information systems both pre-trip (website and integration of multi-operator trip planners) and on-trip (10 new on-street infopanel) and fleet control system that also offer assistance to travellers. SRETC, CMF and AREAM will create an interoperable ticketing system for different mobility service, 3 new selling ticket kiosks and a "one-stop-shop" online ticketing platform.

Task 7.6.2 Real time mobility information services and integrated payment solutions in Las Palmas - (LPA 7.3) - Real time mobility and tourism information services and (LPA 7.4) - Integrated payment solutions for mobility and tourism

GUAGUAS and SAGULPA, supported by LPGC, will improve the real time mobility information offer already available integrating sharing services (WP4), taxis and other mobility info (i.e parking) and it will extend the real time information at bus stops with 20 TFT screens that will be powered with solar energy. An e-ticketing system will be used to offer integrated access tickets for tourist to use PT and enter tourist attractions and leisure events. Equipment for the Smart Card validation will be introduced on 17 vehicles of the new BRT service.

Task 7.6.3 Integrated payment for mobility and other services on Elba - (ELB 7.2) - Integrated payment and (ELB 7.3) - APP for user real time information

Rio Marina Municipality with the support of Portoferraio Municipality and MemEx will extend the availability of innovative tools for the payment of PT: extension of the regional smart card to PT, shared services and mobility and launch of PT payment through APP/web portal (as module of Sharing Platform). An innovative AVL system based on APP and certification module will be provided by MemEx and tested both for the provision of info mobility services and validation of operated services (to act on planning/operation level to gain reliability).

Task 7.6.4 Mobility application and PT traveller information system in Limassol - (LIM 7.3) - PT traveler information system and (LIM 7.4) - Mobility application and travel planner for smart phones to provide real time information

Limassol with the support of LTC and the Limassol Bus Company will install info-panels at 25 smart bus stops of the sea-side connection linking the tourist area to the city and old town. The Limassol bus company will install electronic strolling signs on buses, providing info users (next stops, ticket purchasing).

Task 7.7 Data collection for ex-ante, process and impact evaluation of piloting for PT enhancement (Leader: Guaguas; participants: HF, CMF, ARDITI, AREAM, SRETC, LPGC, Sagulpa, CINESI, RETH, TUC, RM, PF, Memex, Limassol, LTC, TM, VLC)

Under the coordination of the project evaluation manager and the local evaluation manager (LEM), the measure leaders of WP7 will collect data for impact and process evaluation. The LEM will collect and analyse this data within WP9. Impacts will be determined with respect to all relevant evaluation categories and project dimensions, including technical, operational, environmental, socio-economic, business and policy-related issues.



Task 7.8 Local dissemination and communication of piloting for PT enhancement (Leader: Guaguas; participants: HF, CMF, ARDITI, AREAM, SRETC, LPGC, Sagulpa, CINESI, RETH, TUC, RM, PF, LIMA, LTC, TM, VLC)

The dissemination required for the promotion of new enhanced PT offer and supporting services will be defined in terms of targets, strategies and tools. The promotion will take place at the end of T7.3 (before the launch of services) and during the demonstration (T7.4, T7.5, T7.6) in order to achieve local awareness of new implemented solutions among stakeholders and citizens: a special focus will be put on reaching tourist targets through involved stakeholders. Corrective actions will be adopted when necessary according to the monitoring of the demo phase.

**Participation per Partner**

Partner number and short name	WP7 effort
1 - HF	67.00
2 - AREAM	18.50
3 - CMF	14.00
4 - SRETC	9.50
5 - ARDITI	5.50
6 - LTC	31.00
7 - LIMA	4.00
9 - RETH	17.80
10 - TUC	11.00
11 - RM	10.50
12 - PF	18.50
13 - MEMEX	8.50
14 - TM	3.40
15 - VLC	4.40
16 - UOM	1.50
18 - Guaguas	24.00
19 - CINESI	2.30
20 - LPGC	3.00
22 - SAGULPA	3.00
<b>Total</b>	<b>257.40</b>

**List of deliverables**

Deliverable Number <sup>14</sup>	Deliverable Title	Lead beneficiary <sup>14</sup>	Type <sup>15</sup>	Dissemination level <sup>16</sup>	Due Date (in months) <sup>17</sup>
D7.1	User-needs and requirements, ex-ante evaluation, service design and ITS specifications for PT enhancement	18 - Guaguas	Report	Public	12

**List of deliverables**

<b>Deliverable Number</b> <sup>14</sup>	<b>Deliverable Title</b>	<b>Lead beneficiary</b>	<b>Type</b> <sup>15</sup>	<b>Dissemination level</b> <sup>16</sup>	<b>Due Date (in months)</b> <sup>17</sup>
D7.2	Implementation report on PT enhancement	18 - Guaguas	Report	Public	24
D7.3	Demonstration report on PT enhancement	18 - Guaguas	Report	Public	45

**Description of deliverables**

<p>D7.1 User-needs and requirements, ex-ante evaluation, service design and ITS specifications for PT enhancement (Month 12, Guaguas). The report will detail the results of the user-needs analysis, the definition of service requirements and the details of service and ITS specifications for all the sites as output of Task T7.2</p> <p>D7.2 Implementation report on PT enhancement (Month 24, Guaguas). The report will detail the results of demo setup, implementation activities, ITS deployment and supporting actions for all the sites as outputs of T7.3 and T7.8</p> <p>D7.3 Demonstration report on PT enhancement (Month 45, Guaguas) as output of T7.4, T7.5, T7.6 and T7.8</p> <p>D7.1 : User-needs and requirements, ex-ante evaluation, service design and ITS specifications for PT enhancement [12]</p> <p>The report will detail the results of the user-needs analysis, the definition of service requirements and the details of service and ITS specifications for all the sites as output of Task T7.2</p> <p>D7.2 : Implementation report on PT enhancement [24]</p> <p>The report will detail the results of demo setup, implementation activities, ITS deployment and supporting actions for all the sites as outputs of T7.3 and T7.8</p> <p>D7.3 : Demonstration report on PT enhancement [45]</p> <p>The report will detail the results of the demonstration report on PT enhancement as output of T7.4, T7.5, T7.6 and T7.8. It will collate all the learning from the individual demonstrations and will draw common conclusions for further action. It will pitched to a city audience so it can be used as part of the evidencing and business model for future investment.</p>
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**Schedule of relevant Milestones**

<b>Milestone number</b> <sup>18</sup>	<b>Milestone title</b>	<b>Lead beneficiary</b>	<b>Due Date (in months)</b>	<b>Means of verification</b>
MS19	Services, ITS and smart technologies design, based on user-needs analysis, completed	18 - Guaguas	12	Services and ITS specifications are fully designed for all the WP7 measures in each site as reported in D7.1.
MS20	Implementation of ITS systems and integration of local operating systems - Demo sites set up completed	18 - Guaguas	24	Site preparation activities are completed in terms of implementation of ITS and set up of operational and organizational dimensions for all the WP7 measures in each site as reported in D7.2.
MS21	Demonstration measures on attractive, clean,	18 - Guaguas	45	The demonstration of all the WP7 measures in each site is on-going

**Schedule of relevant Milestones**

<b>Milestone number <sup>18</sup></b>	<b>Milestone title</b>	<b>Lead beneficiary</b>	<b>Due Date (in months)</b>	<b>Means of verification</b>
	accessible and efficient PT fulfilled			as reported in D7.3. The operation of demo measures allowed the collection of data for evaluation according to WP9 Evaluation plan and D8.6 guidelines

<b>Work package number</b> <sup>9</sup>	WP8	<b>Lead beneficiary</b> <sup>10</sup>	13 - MEMEX
<b>Work package title</b>	Innovation management for growth		
<b>Start month</b>	1	<b>End month</b>	30

**Objectives**

This WP will provide the Measure Leaders and Site Managers with methodological guidelines and technical and operational assistance for the preparation of the demo measures within WP2-WP7.

To increase the innovation capacity of sites, DESTINATIONS will provide them with:

- Guidelines and training on stakeholders’ involvement in developing a SUMP process;
- Guidance in developing business cases through training, user needs analysis and service design;
- Operational guidelines, trainings and technical assistance to guarantee the effectiveness of ITS/smart technology solutions in terms of the responsiveness of functionalities against local needs;
- Technical recommendations for the adoption of standardized solutions at EU level;
- Technical guidance and assistance to guarantee high quality level of ITS for mobility services.

**Description of work and role of partners**

**WP8 - Innovation management for growth** [Months: 1-30]  
**MEMEX**, HF, AREAM, CMF , SRETC, ARDITI, LTC, LIMA, STRATA, RETH, TUC, RM, PF, TM, VLC, UOM, MOT, Guaguas, CINESI, LPGC, INELCAN, SAGULPA, ISIS, EIP, II, VECTOS

To reach the overall objective, the DESTINATIONS partners will build on knowledge from previous research and demonstration projects, on the specific expertise and knowhow of project partners and on a process of local stakeholder participation. WP8 will be led by MEMEX. The expert team will consist also of Insight Innovation GmbH, MemEx, ISIS and VECTOS in order to cover all items from stakeholder engagement, service design, ITS and electrical vehicles and infrastructures. Measure leaders and site managers will be involved in the capacity building activities. The supporting WP8 horizontal tasks (T8.1, T8.2 and T8.3) will enable Site Managers to better achieve the required integration as guidelines will be developed to improve the integration of mobility offers in the involved sites. Furthermore, the outputs produced by WP8 tasks will be processed by the methodology defined in task 10.1 in order to fee the project outputs for transferability.

**Task 8.1 Stakeholder engagement and cooperation** (responsible: VECTOS, participants: Insight Innovation, VECTOS, EIP, HF, ISIS)

In the tourism sector and in the specific context of tourist mobility management, the role of local stakeholders and their interaction with local authorities and mobility planners is a key factor to be considered. Private (owners of tourist facilities, retailers, investors, etc.), public and third-sector (associations, citizens groups, etc.) stakeholders are of paramount importance as key contributors to the measures, as “working partners”, main promoters or financiers. To bring stakeholder into action within our projects, we will use a combination of methods. We are working with semi-structured one-on-one interviews and behavioural monitoring to discover the real needs of local stakeholders and tourists. During our development we are working with focus groups, open innovation workshops, prototyping service concept models and street tests. This approach will help us to target the real needs with out projects.

**Task 8.1.1. Mapping stakeholders**  
 A “stakeholder map” will be developed and applied to each sites, identifying the different stakeholder groups, their nature, background, interests, requirements and constraints. Stakeholder mapping will be carried-out also by capitalizing on the results of former successful projects in mobility-related issues (i.e. SEE TRANSDANUBE, INTERREG IVC INVOLVE, IEE ENCLOSE, SEEMORE, POLY SUMP, etc.) and through a dedicated Jam workshop. The jamming-style meeting will be organized at the beginning of the project, inviting key stakeholders from partner countries to share their views, needs and requirements. The final result of this sub-task will be a set of guidelines supporting partners in the involvement of and collaboration with local stakeholders for their specific activities at site level.

**Task 8.1.2: Unlocking private sector funding and investment.**  
 The objective of this sub-task is to boost the role of private stakeholders as working partners and/or main investors in innovative sustainable measures. Through its experience in unlocking funding from developers to invest on sustainable transport measures for developments like hotels, VECTOS will lead this sub-task, putting forward the rationale at each site to secure ongoing investment in the development of existing and new hotels and tourist sites in the 6 cities, boosting

local resources and job creation potential, whilst mitigating environmental impact. This subtask will guarantee the durability of project results and future opportunities for collaboration between private investors/developers and sites.

Task 8.2 Service design and business modelling (responsible: Insight Innovation, participants: VECTOS, HF, AREAM, ARDITI, CMF, SRETC, Guaguas, INELCAN, LPGC, SAGULPA, TUC, RETH, PF, RM, Memex, LTC, LIMA, STRATA, TM, VLC, MOT, EIP, CINESI, ISIS)

Tourist services and products merge into multi-channel ecosystems in which genuine relationships with both customers and stakeholders are crucial. Only an in-depth and holistic understanding of customers, citizens and their environment can create offers making a real difference. The purpose is to design user-friendly, competitive and relevant.

Task 8.2.1 Kick Off Training on methods for service design and business modelling

A Kick Off Training will take place for 3 days at each site, during the first four months of the project to explain the concept of service design and business modelling and the methodologies and tools which will be adopted. This training will enable the Site Managers to create desirable and effective services as well as optimizing existing services. The methods will mix Ethnographic research tools to create a better understanding of tourists and citizens needs, Customer Journey Mapping to identify touch-points and expectations, Service Blueprinting to optimize existing services thanks to efficient resources saving, Business Model Canvas to create sustainable business solutions in a cross-fertilization context.

Task 8.2.2 Specific guidance to design services and business models at the DESTINATIONS sites

Site Managers will be supported with service design approach and hypothesis driven business model generation. This process will start at the end of each kick-off-training session and it will be based on the double diamond design process (Discover - gathering insights using divergent thinking and exploring the related fields, Define - developing a clear creative brief that frames the measure, Develop - where solutions or concepts are created, prototyped, tested and iterated, Delivery – finalization and launch of the resulting outcome). Entering the development stage of a measure, the hypothesis-driven business modelling will start. H2020 projects SOCIALCAR and CREATE methodologies created to develop business cases will be used to build on. Guidance to Site Managers will be provided in the service design process with collaborative on site work. We'll use a design approach of the nominal group technique to involve the local stakeholders and tourists.

Task 8.3 Smart technologies and ITS implementation (responsible: MemEx, participants: Insight Innovation, , ISIS, RETH, TUC, UoM, VLC, CMF, LIMA, LPGC, PF)

The Task will coordinate all the site technical activities (from the design phase to the implementation and sign off of ITS) enabling the local sites to achieve:

- common guidelines for the design, implementation and testing (sign-off) of technologies;
- the definition of a common/similar architecture and a core of common functionalities;
- the identification of most suitable solutions and technologies available on the market;
- the definition of the time plan and milestones for ITS implementation and service launch;
- appropriate tools and prescriptions to manage the procurement and contracting.

The task will be led by MemEx which guarantees appropriate expertise and skills based on the 20-years in the design, implementation and operation of ITS for Mobility Operators/ Agencies and Statutory Authorities.

Task 8.3.1, Systems Design to provide guidelines and assistance to carry out the design of ITS on the basis of the sites objectives, user requirements and service targets. In the design phase standardized solutions will be analysed and promoted at sites level: these include SOA, web services and XML for data communication and flow integration, SIRI, IFOPT, TransXChange, DATEXII, etc. for the data formatting in the integration of data from various sources, WMS and WFS for geocoding (info-mobility services) and ISO 14443 type A/B, ISO 7816 part 4 and NFC for payment solutions.

Task 8.3.2, Systems Purchasing/Tendering/Contracting to provide guidelines and assistance for the definition of tendering package of procurement process and for the contracting phase.

Task 8.3.3, Systems Implementation and Testing to provide assistance for the implementation on-site and supporting activities. Relevant outcomes of the sub-task will be the definition of the testing procedures for the sign-off of the systems.

Task 8.3.4. Systems Monitoring and Operation to provide assistance for the monitoring of the ITS systems during the service operation and demonstration and the tuning of supporting measures. Relevant outcomes of the sub-task will be the definition of the methodology for the measures of performances indicators and related target value (SLA).

**Participation per Partner**

Partner number and short name	WP8 effort
1 - HF	2.30

Partner number and short name	WP8 effort
2 - AREAM	1.60
3 - CMF	7.30
4 - SRETC	1.60
5 - ARDITI	1.60
6 - LTC	4.30
7 - LIMA	6.20
8 - STRATA	2.20
9 - RETH	8.30
10 - TUC	6.20
11 - RM	2.20
12 - PF	6.00
13 - MEMEX	14.90
14 - TM	0.70
15 - VLC	4.70
16 - UOM	0.40
17 - MOT	0.40
18 - Guaguas	1.60
19 - CINESI	1.00
20 - LPGC	5.00
21 - INELCAN	1.00
22 - SAGULPA	1.00
24 - ISIS	2.00
25 - EIP	3.00
27 - II	38.40
28 - VECTOS	2.10
<b>Total</b>	<b>126.00</b>

**List of deliverables**

Deliverable Number <sup>14</sup>	Deliverable Title	Lead beneficiary	Type <sup>15</sup>	Dissemination level <sup>16</sup>	Due Date (in months) <sup>17</sup>
D8.1	Stakeholders' maps and initiatives/ tools for boosting the role of public and private stakeholders	28 - VECTOS	Report	Public	3
D8.2	Results of Kick-Off-Method	27 - II	Report	Public	6

List of deliverables

Deliverable Number <sup>14</sup>	Deliverable Title	Lead beneficiary	Type <sup>15</sup>	Dissemination level <sup>16</sup>	Due Date (in months) <sup>17</sup>
	Training in the sites				
D8.3	Guidelines for the design of ITS solutions supporting project measures	13 - MEMEX	Report	Public	7
D8.4	Guidelines for the management of bid procedures and contracting	13 - MEMEX	Report	Public	10
D8.5	Definition of sign off checklist for services operation	13 - MEMEX	Report	Public	19
D8.6	Measure and Evaluation of technical 'system performances indicators	13 - MEMEX	Report	Public	22
D8.7	DESTINATIONS business model catalogue	13 - MEMEX	Report	Public	30

Description of deliverables

D8.1 Stakeholder maps and initiatives/tools for boosting the role of public and private stakeholders as output of Task 8.1 (M3, VECTOS )

D8.2 Results of Kick-Off-Method Training in the sites (M6, Insight Innovation) describing the training and supporting activities provided to sites for the design of services and for the definition of business model, as output of T8.2.1.

D8.3 Guidelines for the design of ITS solutions supporting project measures (M7, MemEx) as output of T8.3.1.

D8.4 Guidelines for the management of bid procedures and contracting (M10, MemEx) as output of T8.3.2.

D8.5 Definition of sign off checklist for services operation (M19, MemEx) as output of T8.3.3.

D8.6 Definition of the procedure for the measure and the evaluation of technical 'system performances indicators (M22, MemEx) as output of T8.3.4.

D8.7 DESTINATIONS business model catalogue (M30, MemEx)

D8.1 : Stakeholders' maps and initiatives/tools for boosting the role of public and private stakeholders [3]  
A set of guidelines supporting partners in the involvement of and collaboration with local stakeholders for their specific activities at site level.

D8.2 : Results of Kick-Off-Method Training in the sites [6]  
Report gathering results of Kick Off Training organised in each site, during the first four months of the project to explain the concept of service design and business modelling and the methodologies and tools which will be adopted.

D8.3 : Guidelines for the design of ITS solutions supporting project measures [7]  
The report will provide the methodology and related guidelines supporting the Site Managers ITS design on the basis of the sites objectives, users requirements and service targets. The report will summarise the outputs of T8.3.1

D8.4 : Guidelines for the management of bid procedures and contracting [10]  
The report will provide guidelines to Site Managers and local involved actors how to define and manage the tendering and contracting process taking into account EU and GA rules. The guidelines will outline also the evaluation criteria

for selecting the most effective bid on the basis of the technical specifications and the economic value. Finally a specific contract base structure complying with the EU indications will be drafted. The report will summarise the outputs of T8.3.2

D8.5 : Definition of sign off checklist for services operation [19]

The report will detail the list of technical and functional verification tests to be carried out at site level in order to certify the technological effectiveness of ITS supporting the launch of demo measures. The report will summarise the outputs of T8.3.3

D8.6 : Measure and Evaluation of technical ‘system performances indicators [22]

The report will identify the main indicators for evaluating the ITS performances at site level during the demonstration of local measures respect to the specific target value. In this context the report will detail also the procedures for data collection in order to calculate the real system performances value during the operation of local measures. The report will summarise the outputs of T8.3.4

D8.7 : DESTINATIONS business model catalogue [30]

This deliverable provides an overview about the most promising business models developed during the project.

**Schedule of relevant Milestones**

Milestone number <sup>18</sup>	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS22	Training in the sites for service design and business modelling delivered	27 - II	4	Training to Site Managers on how to use the methods service design and business model canvas is delivered. They use a data-driven approach in their daily work.
MS23	Set of guidelines for the design of ITS solutions,	13 - MEMEX	7	Methodology, operational procedures and technical guidelines to perform ITS design in each site are delivered.
MS24	Set of guidelines for bid procedure and contracting management delivered	13 - MEMEX	10	Recommendations and guidelines how to develop the procurement process for purchasing, contracting and implementing the different ITS systems supporting the demo measures are delivered.



<b>Work package number</b> <sup>9</sup>	WP9	<b>Lead beneficiary</b> <sup>10</sup>	24 - ISIS
<b>Work package title</b>	Evaluation		
<b>Start month</b>	1	<b>End month</b>	48

**Objectives**

- Devise a common evaluation framework to ensure comparability of sites evaluations.
- Support and assist local evaluators in accomplishing the ex-ante and ex-post evaluations within the sites.
- Support local evaluators in the development of the process evaluation concept.
- Drawing conclusions on policy recommendations.

**Description of work and role of partners**

**WP9 - Evaluation** [Months: 1-48]  
**ISIS, HF, STRATA, TUC, MEMEX, UOM, CINESI, EIP, GV21, VECTOS**  
 The work in WP9 will be organised according to the following structure:

**Task 9.1: Evaluation coordination (lead: ISIS)**  
 ISIS will lead WP9 as Evaluation coordinator. Local evaluation leaders, appointed by the 6 site partners, will be in charge of local evaluation activities. This Task includes all those activities aimed at ensuring the smooth and timely development of evaluation activities at the local level, in compliance with common evaluation guidelines and plans for cross-site comparison of the evaluation results. For what concerns the coordination of local evaluation, bilateral contacts will be established and continuously maintained with the Local Evaluation leaders, in order to guarantee an adequate support to evaluation activities. Joint evaluation (web-)meetings grouping all local evaluation leaders will be envisaged in order to guarantee consistency in the implementation of the Evaluation Plan. Contingency plans will also be devised if needed. Deliverables are not foreseen but a report of this activity will be included in the reports periodically delivered to the EC.

**Task 9.2: Evaluation Plan in compliance with the guidelines for Evaluation and Monitoring (Lead ISIS; participants: HF, CINESI, STRATA, UOM, MemEx, TUC)**  
 This task will devise a draft evaluation plan for the DESTINATIONS demonstration sites. The framework will be designed based on the MAESTRO and POINTER guidelines, in coordination with the cross-site evaluation programme developed by the Support Action SATELLITE for Evaluation and Monitoring, and on the basis of extensive consultation with the Local Evaluators. The methodological framework for evaluation will be composed of a set of qualitative and quantitative indicators, chosen in order to appropriately reflect the state of the cities and the change in the transport, economic, social and environmental state due to the implementation of the CIVITAS measures. The indicators will have to be measurable and comparable, at least for quantitative indicators, and clearly identifiable for qualitative ones. The Evaluation Guidelines (WD 9.1) will thus include the indicators for ex-ante and ex-post evaluation, the guidelines for the local evaluation plans and the initial evaluation of the sites (i.e. a baseline including the detailed design of the demonstration scheme, the impacts that are expected and the indicators that will measure them, etc.).

**Task 9.3: Ex-ante evaluation (Lead ISIS; participants: HF, CINESI, STRATA, UOM, MemEx, TUC)**  
 The ex-ante evaluation aims at estimating the impacts expected in a site from the demonstration projects at a given future year (project scenario) through a comparison with a scenario where the demonstration is not implemented and transport policy interventions are kept to a minimum (do-nothing scenario). Particular attention will be devoted to the ex-ante evaluation, in order to guarantee that impacts of single measures or packages are correctly assessed. Local evaluators will be in charge of actually carrying out the data collection campaign and the forecasting to future years, supported by the Evaluation coordinator, which will provide help in developing and modelling the baseline scenario. The Evaluation coordinator will supervise the local evaluators, act as a support and produce the synthesis of results. This Task will produce the Draft Evaluation Plan (D 9.1) and the Evaluation Plan (D 9.2).

**Task 9.4: Ex-post evaluation (Lead ISIS; participants: HF, CINESI, STRATA, UOM, MemEx, TUC)**  
 Ex-post evaluation is the final phase of the evaluation process and consists of comparing expected with actual impacts of the demonstration projects. Local evaluators will carry out detailed data collection of the actual impacts on the basis of the commonly agreed indicators, and will compare them with the ex-ante evaluation results. Divergences are likely to happen, and will be assessed in order to find out whether the reasons have to be found on the design of the project, on possible barriers or catalysing events, on the design of the evaluation plan or else. This kind of assessment will include

the participation of all the actors involved – the cities, the local evaluators and the evaluation coordinator – in order to guarantee that the most appropriate assessment and explanation are provided.

Task 9.5: Process evaluation (Lead ISIS; participants: HF, CINESI, STRATA, UOM, MemEx, TUC)

The decision making procedure will be subject to a specific assessment within each demonstration site: the phases of planning and implementation will be analysed in order to point out the main actors, their reciprocal relationships and the features of the institutional, political, legal, financial background. The aim of the process evaluation is to support the ex-post evaluation helping to understand critical success factors or slow-down of the implementation and unexpected barriers. This task will see the active participation of representatives of the cities, who will be asked to collaborate with the Evaluation Coordinator in the form of answering to questionnaires and participating to ad hoc (web-) meetings. The outcomes of the process evaluation will feed the Final Evaluation Report (D 9.3).

The ex-ante, ex-post and process evaluation analysis will be applied to the technical measures addressed in the vertical WP2 to WP7, on the basis of their objectives, characteristics and implementation process. The typology of data to be collected and indicators to be computed for of the vertical WPs are described in their data collection tasks TX.7. It is important to note that - coherently with the specific leading role taken by each site - each demonstration WP leader (from WP2 to WP7) will develop the in-depth evaluation of the measures of the WP in the destination also as an example to guide the evaluation of similar measures in the other destinations, working as “lighthouse” evaluation case. The list of such lighthouse cases is therefore as follows:

- Malta for the evaluation of planning (WP2);
- Limassol for the evaluation of safe, attractive and accessible public spaces (WP3);
- Elba for the evaluation of shared mobility (WP4);
- Madeira for the evaluation of smart and clean urban freight logistic (WP5);
- Rethymno for the evaluation mobility demand management and awareness for sustainable mobility (WP6);
- Las Palmas for the evaluation of attractive, clean and efficient public transport (WP7).

Task 9.6: Environmental Assessment (Lead TUC; participants: ISIS, HF, CINESI, STRATA, UOM, MemEx)

This task aims to provide a credible methodology for the assessment of the environmental benefits during the development and implementation of the measures in the six DESTINATIONS cities. The formulated method will create a credible comparison of the accumulated environmental benefits per semester such as the avoided transportation pollution/nuisance and the resources consumption. Indicators will be selected and verified from the global Science and Technology literature, as well as the professional expertise of the partners. By this way a ranking system will be created for the selection of the proper measures towards low carbon and near zero energy cities. Environmental indicators will be formulated such as kWh saved/life cycle cost and CO<sub>2</sub>eq tons/kWh saved. Emphasis will be put on the dramatic growth of mass tourism and its’ seasonality.

In certain cases (i.e. ebus, Used Cooking Oil) a Life Cycle Assessment will be developed by using Simapro 8.0.5 to assess the full environmental performance per impact category. It is estimated that at least 1 paper will be published in a high qualified scientific journal on this EIA, so thousands of researchers and urban planners will be beneficial from the implementation of the DESTINATIONS project.

TUC will develop the environmental assessment framework (M9.1) which will provide cities with guidance on how to collect the requisite data to allow a full evaluation on improved air quality through emissions reduction. TUC will then utilise industry-approved formulas to calculate the actual resulting decrease in CO<sub>2</sub>, NO<sub>x</sub>, PM<sub>10</sub> and PM<sub>2.5</sub> from the achieved modal shift of the DESTINATIONS cities. This will also be scaled up to EU level to show how these measures when taken up in other cities can improve overall adherence to EU air quality Directives. VECTOS will advise on how the cities can design their demonstrations so that they capture the required data. Individual city assessments will be reported and VECTOS will complete a comparative analysis of results across the 6 sites (M9.2) which will be presented in a section of the Final Evaluation Report (D9.3).

Task 9.7: Health Assessment (Lead EIP; participants: ISIS, HF, CINESI, STRATA, UOM, MemEx, TUC)

EIP will set up a health assessment framework (M9.3) for the 6 cities to monitor the take up of active travel in their cities by promoting the use of existing mobile phone applications (such as Strava) that track (and incentivize) trips via GPS and thus provide the opportunity to measure mobility and health data such as distance, calories burned, speed, and elevation gained. (M9.2).

Numerous empirical studies have proven the link between sedentary behaviour and coronary heart disease. Public Health England state there would be 8,000 fewer health-related deaths each year in London if residents met the standard 150 minutes of physical activity each year, and a 23% reduction in breast cancer (TFL Health Action Plan ). Therefore, EIP will collate the modal shift data achieved in the six cities (specifically walking and cycling) and extrapolate the positive impact on improving public health from a long term increase active travel by tourists and residents, both at city and EU levels.

The Health Economic Assessment Tool (HEAT), developed by the World Health Organisation, measures the economic value of a more active and healthy population: using data on the length of additional walking and cycling journeys made EIP will collate data from the walking and cycling demonstrations and feed into HEAT to derive the economic uplift to the local economies.

Studies show that tourists are more open to trying something new than if they were in their normal daily routine at home. This gives a significant opportunity to encourage tourists (as well as residents) to take up more cycling and walking: the most healthy forms of transport.

Comparative results of health assessment across the 6 sites will be presented in a section of the Final Evaluation Report (D9.3) and constitute a powerful contribution to the development of business case for future investment in Task 8.2.

Task 9.8: Safety and Security assessment (Lead VECTOS; participants: ISIS, HF, CINESI, STRATA, UOM, MemEx, TUC)

This task is articulated in two sub-tasks:

- Security assessment: The recent rapid increase in migration to Europe, often across the Mediterranean, poses some unique challenges to islands which have limited capacity notably on their transport infrastructure. A study will be conducted on the impact to current services in the sites and implications for future provision, including a needs assessment on security resulting from the increased movements (M9.4). Comparative results of security assessment across the 6 sites will be presented in a section of the Final Evaluation Report (D9.3).
- Safety assessment: This will be conducted based on pre-defined targets to monitor the success of DESTINATIONS on reducing road KSIs (Killed and Seriously Injured) in support of the EU's target of halving road deaths by 2020. Tourist towns provide more challenging environments than other urban areas where a large percentage of road users may not be aware of local rules and customs and hence the propensity for accidents is greater. The impact of site measures and supportive marketing actions will be assessed with recommendations for other cities. VECTOS will lead on this task applying its experience in Road Traffic Safety Assessments and work with the EBRD in the development of measures to improve the safety and security of passenger transportation. Comparative results of safety assessment across the 6 sites will be presented in a section of the Final Evaluation Report (D9.3).

#### Participation per Partner

Partner number and short name	WP9 effort
1 - HF	12.00
8 - STRATA	12.00
10 - TUC	19.50
13 - MEMEX	12.00
16 - UOM	12.00
19 - CINESI	12.00
24 - ISIS	18.00
25 - EIP	3.00
26 - GV21	1.00
28 - VECTOS	4.30
<b>Total</b>	<b>105.80</b>

List of deliverables

Deliverable Number <sup>14</sup>	Deliverable Title	Lead beneficiary	Type <sup>15</sup>	Dissemination level <sup>16</sup>	Due Date (in months) <sup>17</sup>
D9.1	Draft Evaluation Plan	24 - ISIS	Report	Public	8
D9.2	Evaluation Plan	24 - ISIS	Report	Public	12
D9.3	Final Evaluation Report	24 - ISIS	Report	Public	47
D9.4	DESTINATIONS Environmental Impact Assessment methodology	10 - TUC	Report	Public	6
D9.5	Semester reports on the environmental indicators progress related to the demonstration of measures in the six cities	10 - TUC	Report	Public	18
D9.6	Paper in a high qualified journal	10 - TUC	Report	Public	48

Description of deliverables

Deliverables

- D 9.1 Draft Evaluation Plan (including a number of comprehensive case studies including cost analysis) (M8)
- D 9.2 Evaluation Plan (including a number of comprehensive case studies including cost analysis) (M12)
- D9.4. DESTINATIONS Environmental Impact Assessment methodology containing the selected indicators, main assumptions, data and selection system required, S&T references (TUC, M6)
- D9.5. Semester reports on the environmental progress of the project measures in the six cities (responsible TUC, M 12, 18, 24, 30, 36, 42)
- D9.6. Paper in a high qualified journal (TUC, M48 )
- D 9.3 Final Evaluation Report (M47)

Working documents

Additionally a set of information will be provided during the project development in the form of Working Documents for each measure:

- WD 9.1 Measure description and Evaluation Guidelines (M3)
- WD 9.2 Background data completed (M36)
- WD 9.3 Draft results completed (M42)
- WD 9.4 Final results completed (M44)

D9.1 : Draft Evaluation Plan [8]

Draft plan for the evaluation of measures based on a common framework to be applied across the 6 sites, based on existing guidelines (e.g. MAESTRO & POINTER) and adapted to the DESTINATIONS focus on tourism related mobility. It will include also specific sections for the environmental, health and security assessment of the measures.

D9.2 : Evaluation Plan [12]

Final plan for cross-site evaluation cross-checked with the impact and process evaluation requirements asked for all CIVITAS projects by the Support Action for Evaluation and Monitoring (CIVITAS SATELLITE).

D9.3 : Final Evaluation Report [47]

Final Report describing the results of the ex-post evaluation (Task 9.4), process evaluation (Task 9.5) and summaries of the results of environmental (Task 9.6), health (Task 9.7) and safety and security (Task 9.8) assessments across the 6 sites.

D9.4 : DESTINATIONS Environmental Impact Assessment methodology [6]

The report will outline the methodology for the assessment of the environmental impact during the development and implementation of the measures in the six DESTINATIONS cities. It will present the defined indicators, main assumptions, required data and onsite measurements, data collection guidelines including the related S&T references.

D9.5 : Semester reports on the environmental indicators progress related to the demonstration of measures in the six cities [18]

Periodic reports, following common guidelines and structured templates, to illustrate the environmental impact associated to the progress of the measures, based on the methodology presented in D9.4. To delivered by the site managers each semester and included in a compiled report by TUC - M 18, 24, 30, 36, 42, 48

D9.6 : Paper in a high qualified journal [48]

Paper presenting the Environmental Impact Assessment methodology and comparing the results across the 6 sites, with final conclusions including recommendations for replication, published in a high profile scientific/technical journal.

**Schedule of relevant Milestones**

Milestone number <sup>18</sup>	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS25	Consolidated evaluation plan delivered	24 - ISIS	12	This milestone is achieved with the delivery of the Final Evaluation Plan – Month 12
MS26	Environmental Impact assessment framework completed	10 - TUC	6	Delivery of the Environmental Impact assessment methodology report along with guidelines and structured templates to be used by the sites during the measures development.
MS27	Project evaluation report delivered including environmental/ health comparative analysis and safety and security needs assessment	24 - ISIS	47	This milestone is achieved with the delivery of the Final Evaluation Report

<b>Work package number</b> <sup>9</sup>	WP10	<b>Lead beneficiary</b> <sup>10</sup>	23 - EPC
<b>Work package title</b>	Cross-fertilization of knowledge and best practices' replicaton		
<b>Start month</b>	1	<b>End month</b>	48

**Objectives**

The overall objective of DESTINATIONS project is to demonstrate and test innovative solutions that could be replicated in other touristic destinations all over Europe. Therefore, cross-fertilisation, replication of innovative actions and uptake of best-practice will be key activities in the project.

The objective of this work package are to:

- Provide a comprehensive methodology for take-up that incorporates tools and methodologies applied to support the local planning and implementation of demonstration activities as well as ancillary research and evaluation within and across the 6 sites;
- Offer adequate format for cross-fertilisation activities (online groups, workshops and site visits, mentoring);
- Host meetings and seminars that benefit the progress and implementation of the DESTINATIONS project, as well as facilitate the exchange of knowledge and experience;
- Ensure the transferability of effective mobility solutions for tourist and residents in high touristic destinations, identifying business models valid for other European cities;
- Strengthen international cooperation in targeted research and innovation with China

**Description of work and role of partners**

**WP10 - Cross-fertilization of knowledge and best practices' replicaton** [Months: 1-48]  
**EPC, HF, AREAM, CMF, SRETC, ARDITI, LTC, LIMA, STRATA, RETH, TUC, RM, PF, MEMEX, TM, VLC, UOM, MOT, Guaguas, CINESI, LPGC, INELCAN, SAGULPA, ISIS, EIP, GV21, II, VECTOS, CPMR**  
 Task 10.1: Coordination of the activities as a Transferability Team (Lead EPC; participants: all partners)

This work package will provide a comprehensive methodology to foster take-up of the project outcomes and results contributing to the enhancement of the EU knowledge base. The objective is to provide a comprehensive framework for efficient cross-fertilisation activities among the consortium and beyond. All the activities developed within the WP10, such as online groups, workshops, site visits and mentoring are designed with the aim to facilitate as many cross-site evidences and projects conclusions as possible. This work package will interact with all the measures being implemented through the project (WP2-7) and other horizontal work packages activities, notably guidance on innovative management and technological tools (WP8) and evaluation results (WP9) in order to identify replicable pattern. In particular, the WP will be fed by all the outcomes of horizontal tasks and best practices identified at site level, it will develop a methodology in Task 10.1 for transferability and it will produce D10.6 and D10.7 to enhance the EU knowledge base. In particular, relevant results of the project will be the validation of the most suitable strategies for the engagement of stakeholders and the boosting of investment from the private sectors (Task 8.1), the validation of the guidelines for service design and business models (Task 8.2) and the validation of recommendations for ITS design, contracting, implementation/ integration and operation (Task 8.3). The project will contribute to the consolidation of EU benchmarking of ITS impacts on the efficiency of mobility services providing a specific focus on tourist destinations and small islands/urban contexts. The impacts and the relevance of supporting conditions will be highlighted in order to properly arise at EU level the awareness on the influence of such conditions on the performances of ITS and definitively on the success or failure of similar initiatives in different cities.

Task 10.2: lessons learned and policy recommendations (Lead ISIS)  
 Discussions extracted from Political Steering Committees (PSC) meetings combined with technical analysis and feedback provided by SM on measures implementation will permit the project team to analyse the barriers encountered in the 6 sites. Supported by the project experts, the sites will assess lessons learned and solutions implemented to overcome faced challenges. As cross-WP activity, the overall objective is to make a generalisation and formulate policy recommendations for transferability to other touristic destinations in Europe.

Task 10.3: Business cases replication (Lead II; participants: TM, VLC, UOM, MOT, LTC, LIMA, STRATA, PF, RM, HF, CMF, ARDITI, SRETC, AREAM, RETH, TUC, Guaguas, INELCAN, LPGC, Sagulpa, VECTOS, ISIS, MEMEX)

To support cross-fertilisation and transfer of innovative solutions, at the end of the implementation phase, Insight Innovation team members will visit each of the sites and organize workshops (the Jam as an innovative format) to help

cities in the identification of knowledge and best practices solutions related to measures implemented. The replicable patterns in sustainable business models will be then identified by the sites. The jamming methods do not just deliver great ideas, but working concepts for cross-fertilization. There will be a Knowledge and Best-Practice-Transferring Jam on every site of a WP leader to share experience, successful patterns and give guidance for cross-fertilization. The following tools will be used:

- Experience Safaris of implemented measures;
- Stakeholder interviews;
- Recognizing and defining successful patterns;
- Linking existing and new services and business models;
- Building test scenarios for cross-fertilization.

The service design methodology and business model generation are a collaborative, co-creation and open innovation based design approach to develop new products and services with a strong focus in people needs.

Task 10.4: Cross-fertilisation among consortium members and beyond, to other tourist destinations in Europe (lead CPMR in conjunction with EPC; participants: all partners)

#### 10.4.1 Platform of multipliers (responsible CPMR)

The project partners will make use of their international connections to bring the knowledge gained at a world-wide scale (WP11) but also to structure the DESTINATIONS platform of followers. The project aims at addressing sustainable mobility in touristic areas, therefore a “platform of multipliers” will be created in order to reach other type of cities. Cities involved in the platform will be invited to define areas of cooperation that will be used as the basis of developing a close relationship with the project.

DESTINATIONS platform will be structured by:

- Cities and/or European regions that will be approached by the different sites as well as by the Project Dissemination Manager (CPMR). 20 cities have already committed to join the project platform;
- Tourism networks to be contacted and areas of common interest will be defined as the basis of cooperation.
- Other stakeholders EU networks, ie the European Disability Forum, Insuleur, the EU Association of Electric and Hybrid Vehicles

All project partners will contribute to this recruitment through their professional and political networks. All cities will be invited to join the CIVITAS Forum or/and participate in the national networks CIVINETs.

#### Online group

The use of advanced project management platforms (like Basecamp) will be encouraged in order to foster interaction between consortium members, multipliers and follower network. Animated by the project Dissemination Manager and Local Dissemination Managers, thematic groups will be created in order to cover different topics (e.g SUMPs taking into consideration tourism dimension, transport and seasonality, events management) and strengthen knowledge transfer. All partners will feed the platform with updated news on implemented measure experiences. CPMR will make sure that each WP leader is providing regular feedback from what is happening on the exchange platform.

#### Mentoring

Each site will have the possibility to mentor three cities member of the project platform. The mentoring initiatives will include skills transfer site visits and workshop programmes on demonstrations and transferability initiatives etc. The follower cities will be invited to attend project trainings and workshops in accordance with the guidance provided by the mentoring city.

#### 10.4.2 Technical Workshops (EPC)

##### Project technical workshops

The project forecasts more than 15 technical workshops covering the 6 cooperation fields over regular meetings that will take place as plenary or parallel sessions at 5 occasions during the project lifetime (at the start for set up, 3 steps process and finally for dissemination at the Final Project Conference.).

Those workshops will be grouped with project General Assemblies and will be supervised by the technical project manager. Their planning, operation and outcomes will be coordinated with all WP leaders at the beginning and along the project timeframe.

##### Trainings sessions

Links will be made with technical work packages implemented through the project (WP2-7) and horizontal activities (WP8-11) in order to identify areas that require further training and technological development. Thematic trainings will be proposed to measures leaders in co-operation with other DESTINATIONS partners to facilitate knowledge transfer and capacity building. According to implementations foreseen within the work packages, the knowledge of each site and the will and need for all to learn, a training plan will be developed at the beginning and all along the project. The technical project manager and WP leader will ensure the delivery of the project training agendas, according to the training plan.

**10.4.3 Follow-up of the uptake of innovative actions and tools by the CPMR regions that are prepared to implement such actions & tools (CPMR)**

All along the project lifetime and with the support of project partners, CPMR will organise cross-fertilisation workshops back to back with the annual General Assemblies of the geographical commissions of the CPMR. After the 2 first project years, the number of workshops will be increased as DESTINATIONS sites will be able to present the tools and methods implemented. A maximum of 12 workshops (4 in year 2, 4 in year 3 and 4 in year 4) with the uptake and implementation of DESTINATIONS tools and methods in 3 pilot CPMR regions are foreseen.

**10.4.4 Site visits (CPMR)**

A special action will consist of technical exchanges between the participant cities and other national cities (as a total, the organisation of an average of 8 study tour will be organised in each of the 6 sites); this will add value to on-site visits and will enhance the cooperative learning process with follower cities and regions.

**10.4.5 Staff empowerment and exchanges between sites (EPC)**

Based on the implementations foreseen within the work-package, the knowledge of each site and the will and need for all to learn from their peers, placements will be organised between sites so that staff members can learn from each other on the job. A staff exchange plan will be developed at the beginning and all along the project.

**Task 10.5: International cooperation in research and innovation in China (lead GV21; participants: TM, VLC, UOM, MOT, LTC, LIMA, STRATA, PF, RM, MEMEX, HF, CMF, ARDITI, SRETC, AREAM, RETH, TUC, Guaguas, INELCAN, LPGC, Sagulpa, VECTOS, ISIS, CPMR, EIP)**

Coordinated by GV21, the collaboration with China aim to help cities in developing new mobility and integrated urban planning products and services that could make the DESTINATIONS EU cities more accessible and attractive for Chinese tourists. As deliverable, DESTINATIONS will produce a guideline/paper on the mobility and urbanization needs of Chinese tourists when they travel abroad, in particular to the European cities. The objective is to help DESTINATIONS and other EU cities to understand China tourist needs, design the appropriate strategies, and implement the appropriate measures to attract middle to high income Chinese tourists. Using the project results, a manual on how Chinese tourist cities can develop a better quality urban environment to attract more EUROPEAN tourists and increase their tourism annual income will be produced by GV21.

During the project, the DESTINATIONS project will be presented by GV21 in the main China Outbound Tourism trade fair: China Outbound Travel & Tourism Market (COTTM) with a joint-DESTINATIONS' cities-booth. This Tourism trade fair being the industry's most important platform and the only business to business event that focuses purely on the burgeoning outbound market. Simultaneously, participation in COTTM will contribute to help Chinese outbound tourism actors and stakeholders to understand the mobility and urbanization needs of European tourists when they come to China. This will be a very useful complement to the Chinese cities' visit to the DESTINATIONS' EU cities.

To enforce the collaboration between EU and Chinese partners, a mid-term and a final conference will be organised in China to showcase the measures developed by the project. Only one representative per site accompanying a political representative and main horizontal activities leaders will attend these conferences. A study visit will be grouped to the first conference. In Europe, the DESTINATIONS cities will also host a Chinese delegation that will visit each of the 6 sites during two days.

The final goal of the collaboration with Chinese partners will be to establish a China-EU Forum of Sustainable Tourist Cities.

**Participation per Partner**

<b>Partner number and short name</b>	<b>WP10 effort</b>
1 - HF	13.20
2 - AREAM	2.60
3 - CMF	2.70
4 - SRETC	1.90
5 - ARDITI	1.90
6 - LTC	7.10
7 - LIMA	2.10



Partner number and short name	WP10 effort
8 - STRATA	1.80
9 - RETH	7.10
10 - TUC	2.80
11 - RM	2.70
12 - PF	7.00
13 - MEMEX	3.40
14 - TM	6.90
15 - VLC	2.80
16 - UOM	1.90
17 - MOT	1.90
18 - Guaguas	6.90
19 - CINESI	0.60
20 - LPGC	2.10
21 - INELCAN	1.90
22 - SAGULPA	1.80
23 - EPC	6.20
24 - ISIS	3.80
25 - EIP	1.40
26 - GV21	14.00
27 - II	10.60
28 - VECTOS	3.50
29 - CPMR	5.00
<b>Total</b>	<b>127.60</b>

List of deliverables

Deliverable Number <sup>14</sup>	Deliverable Title	Lead beneficiary	Type <sup>15</sup>	Dissemination level <sup>16</sup>	Due Date (in months) <sup>17</sup>
D10.1	Technical workshops and training plan	23 - EPC	Report	Public	2
D10.2	Guidelines on the mobility and urbanization needs for Chinese tourists in Europe	26 - GV21	Report	Public	6
D10.3	Result of Knowledge and Best-Practice-Transferring Jam	27 - II	Report	Public	42

List of deliverables

Deliverable Number <sup>14</sup>	Deliverable Title	Lead beneficiary	Type <sup>15</sup>	Dissemination level <sup>16</sup>	Due Date (in months) <sup>17</sup>
D10.4	Policy Recommendations guidance	24 - ISIS	Report	Public	42
D10.5	Conclusions of the staff empowerment and exchanges between sites initiative	23 - EPC	Report	Public	44
D10.6	Conclusions of replicability workshops with CPMR regions	29 - CPMR	Report	Public	46
D10.7	Manual on how Chinese tourist cities can develop a better quality urban environment	26 - GV21	Report	Public	48

Description of deliverables

D10.1 Technical workshops and training plan, M2 (EPC)  
D10.2 Guidelines on the mobility and urbanization needs for Chinese tourists in Europe, M6 (GV21)  
D10.3 Result of Knowledge and Best-Practice-Transferring Jams, M42 (II)  
D10.4 Policy Recommendations guidance, M42 (ISIS)  
D10.5 Conclusions of the staff empowerment and exchanges between sites initiative, M44 (EPC)  
D10.6 Conclusions of replicability workshops with CPMR regions, M46 (CPMR)  
D10.7 Manual on how Chinese tourist cities can develop a better quality urban environment, M48 (GV21)

D10.1 : Technical workshops and training plan [2]  
Short report with a planning of training and technical workshops (calendar and contents) according to implementations foreseen within the work packages, the knowledge of each site and the will and need for all to learn.

D10.2 : Guidelines on the mobility and urbanization needs for Chinese tourists in Europe [6]  
A short report that will help the 6 DESTINATIONS ‘ sites and other EU cities: to understand China tourists’ needs, and to design the appropriate strategies and implement the appropriate measures to attract middle to high income Chinese tourists.

D10.3 : Result of Knowledge and Best-Practice-Transferring Jam [42]  
Report gathering main conclusions to support cross-fertilisation and transfer of innovative solutions, at the end of the implementation phase.

D10.4 : Policy Recommendations guidance [42]  
This guidance will present the lessons learned during the project and formulate policy recommendations for transferability to other touristic destinations in Europe.

D10.5 : Conclusions of the staff empowerment and exchanges between sites initiative [44]  
This report entails testimonials from participants and highlights how participants have dealt with the placement program and how this has contributed to project objectives.

D10.6 : Conclusions of replicability workshops with CPMR regions [46]  
A Report on the results, the success and the challenges of replicability actions within the 6 CPMR Geographical Commissions and cities that will join the project platform in the framework of the Cross-fertilisation Task 10.4.

D10.7 : Manual on how Chinese tourist cities can develop a better quality urban environment [48]

A report that will transfer results from the EU sites' experiences to help Chinese tourist cities, characterized today by their many environmental challenges (in particular, air quality) to develop a better quality urban environment to attract more EUROPEAN tourists and increase their tourism annual income.

**Schedule of relevant Milestones**

<b>Milestone number<sup>18</sup></b>	<b>Milestone title</b>	<b>Lead beneficiary</b>	<b>Due Date (in months)</b>	<b>Means of verification</b>
MS28	Knowledge and Best-Practice-Transferring Jam	27 - II	44	Interactive and innovative format "Jam" are organised in the sites to identify and apply replicable patterns within sustainable business models.
MS29	Platform of multipliers on air	29 - CPMR	6	This milestone is achieved with the delivery of the list of multipliers involved
MS30	follower cities inspired	29 - CPMR	46	This milestone is achieved with the delivery of the conclusions of replicability workshops with CPMR regions and report on mentoring activities per site
MS31	Established cooperation in research and innovation in China	26 - GV21	48	A mid-term and a final conference will be organised in China to showcase the measures developed by the project. A study visit will be grouped to the first conference. In Europe, the DESTINATIONS cities will also host a Chinese delegation that will visit each of the 6 sites during two days. The final goal of this collaboration is to establish a China-EU Forum of Sustainable Tourist Cities.
MS32	Participation at COTTM	26 - GV21	11	COTTM is the industry's most important platform and the only business to business event that focuses purely on the burgeoning China outbound market. Will contribute to understand the needs of Chinese outbound tourists and to help China

**Schedule of relevant Milestones**

<b>Milestone number <sup>18</sup></b>	<b>Milestone title</b>	<b>Lead beneficiary</b>	<b>Due Date (in months)</b>	<b>Means of verification</b>
				outbound tourism actors and stakeholders to understand the mobility and urbanization needs of European tourists when they come to China.

<b>Work package number</b> <sup>9</sup>	WP11	<b>Lead beneficiary</b> <sup>10</sup>	29 - CPMR
<b>Work package title</b>	Communication and dissemination		
<b>Start month</b>	1	<b>End month</b>	48

**Objectives**

Dissemination of project progress, lessons and results will be a key activity in the DESTINATIONS project. The objectives of this work package are to:

- Disseminate the results and outputs of the DESTINATIONS project throughout its lifetime in order to ensure that the project achievements and messages reach the largest possible audiences;
- Co-ordinate and manage all project dissemination, exploitation and knowledge transfer activities to a high level of quality;
- Plan for exploitation of project results and outputs beyond the end of the immediate project, in order that full take-up of promising measures and techniques can progress as rapidly as possible;
- Ensure effective liaison with the DESTINATIONS Project Coordination Office, Evaluation Manager and Local Dissemination Managers (the Information Officers) to ensure that outputs from technical work packages are well integrated with the dissemination plans;
- Maximise the value of participating in CIVITAS through clustering and liaison with other CIVITAS projects, and cities, and work with Support Action to undertake effective joint promotion of the CIVITAS family.

**Description of work and role of partners**

**WP11 - Communication and dissemination** [Months: 1-48]  
**CPMR**, HF, AREAM, CMF , SRETC, ARDITI, LTC, LIMA, STRATA, RETH, TUC, RM, PF, MEMEX, TM, VLC, UOM, MOT, Guaguas, CINESI, LPGC, INELCAN, SAGULPA, EPC, ISIS, EIP, II, VECTOS  
 Task 11.1 Dissemination and Exploitation Management (lead: CPMR; participants: EPC, TM, SRETC, Guaguas, RETH, TUC, LTC, RM,)  
 The project Dissemination Manager will coordinate actions with the SATELLITE Support Action and liaise with the Local Dissemination Managers/ Information Officers appointed in each of the 6 DESTINATIONS sites. This organisation aims to assess continuously the project needs for dissemination and awareness-raising.  
 Sub-task 11.1.1: Dissemination & Communication plans  
 A Dissemination & Communication strategy will be elaborated, including Dissemination & Exploitation plan at all levels, with the objective of reaching the largest possible audience with the DESTINATIONS achievements. Links will be established with technical work packages (WP2-WP7) and other horizontal activities of the project (WP8-WP10). In M3 a draft dissemination and communication strategy document will be presented to the partners for input and feedback. The project dissemination strategy will define precisely target groups at local, national and international levels, and the scope of the dissemination media and materials to be produced for each task. The strategy will be finalised in M4 and will consist of the following main components:

- Internal communication plans between the partners

A system of communication between all project partners will be established at the beginning of the project. This internal communication system will entail, in addition to the face to face project meeting and workshops, a series of tele- or video conferences among either all partners, or specific groups of partners as needed.

- European level communication and dissemination plans

The WP leader CPMR, located in Brussels and supported by all partners will develop plans for communicating with and disseminating the results and outputs of the project at European level. This will be coordinated with SATELLITE and incorporate all DESTINATIONS findings in the European tools in place (thematic groups, CIVITAS Forum and national networks, CIVITAS website) and include contacts and meetings with key personnel of the European institutions, (European Parliament, the Commission, the Committee of the Regions, the European Economic and Social Committee). The project will also be extensively disseminated to European level events

- Communication and dissemination plans at national & local level in the six demonstration sites.

Each one of the six demonstration sites will appoint a local dissemination manager (the information officer) who, together with the work package leader CPMR will develop local communication and dissemination plans that will be integrated into the dissemination and communication strategy. Each site will organise specific dissemination activities related to technical measures implemented and will promote locally the DESTINATIONS project through press articles, press conferences and other media actions. The plans will also take account of the Support Action guidance on

dissemination: display of the programme logo, disclaimer, and project logo which will have to be followed by any communication material produced within the project.

#### Sub-task 11.1.2: Follow-up and reporting progress

Each trimester, all local information officers will be reporting their activities to the work package leader CPMR. This information, together with information from the European dissemination activities will be assessed on a 3-month basis by the CPMR and feedback will be provided to the local communication officers both for quality and quantity. If needed, adjustments of the communication/dissemination activities will be made throughout the life of the project in order to maximise the effectiveness of the communication/dissemination plans.

Before each project meeting, all partners will be reporting their communication/dissemination activities to the CPMR. The CPMR will be compiling all information received from the local sites and partners into a comprehensive report that will be presented to all partners during every project meeting.

#### Sub-task 11.1.3: Dedicated meetings & training on communication

For the period M3 to M6 the CPMR will bring together via videoconferences as well as in a parallel meeting during the first project meeting, all six local information officers in order to review collectively the local dissemination/communication plans and train the IOs with the view to maximise the effectiveness of their local campaigns.

The group of CPMR together with the six local information officers will remain as a tightly knit network that will remain in frequent contact throughout the life of the project, coordinating activities, monitoring the results of their work and taking corrective action when and if necessary.

### Task 11.2 Project dissemination materials and products (lead: CPMR; participants: TM, SRETC, Guaguas, RETH, LTC, RM)

#### Sub-task 11.2.1 Project dynamic website

The project website will be integrated into the main CIVITAS website. Continuous updates of all facets of project development, outputs, tools and news, will be regularly posted and reported on the website.

Statistical information on website visits, hits and broadband activity will be monitored and reported to the extent allowed by the CIVITAS website.

#### Sub-task 11.2.2 Initial and Final leaflets

The project will produce two information leaflets during the life of the project:

- in M6 an initial leaflet describing in detail the main objectives of the DESTINATIONS project, the goals and work plans of the six demonstration sites, the expected project outputs, the structure of the partnership and the main contact points for further information.
- In M46 the final project leaflet will be produced with extensive information on the project outputs, success stories and major challenges encountered

Each site will set up a local project leaflet to inform in the national language citizens concerned with the project actions about the progress and the planned steps. In this view, both project leaflets will be produced in a high resolution open pdf format in English in order to minimise effort and expenses for local translation. This will reinforce the consultation process of the planned actions. Each site will be free to adopt the format/media best suited to reach their target groups, as explained below.

In addition to its extensive electronic distribution, the final leaflet will also be printed in 1.000 copies in English. The number of copies to be printed in local languages is to be determined by the partners concerned.

Production and printing costs of the English version of the leaflet will be borne by the CPMR, printing in local languages will be borne by the partners concerned.

#### Sub-task 11.1.3 Project newsletters & further internet activity

In months 9, 15, 21, 27, 33, 39 and 45 Project Newsletters will be compiled and published with the contribution of all partners. The Newsletters will have both a local and European content and will report not only on all project development aspects, but also on upcoming events and activities of interest to the recipients, based on the themes of sustainable transport and sustainable tourism.

On top of the CIVITAS coordinated tools, the Newsletters will be distributed electronically across the extensive e-mailing lists of the CPMR (more than 5.000 recipients) and all project partners (an additional 5.000 recipients at a minimum)

A Facebook page and Twitter account will be created for the purpose of project dissemination and to reinforce contacts with the platform of follower cities (WP10). All information will be constantly updated and monitored.

### Task 11.3 Interacting with Europe (other projects and other programmes) (lead: CPMR; participants: SRETC, Guaguas, RETH, LTC, RM, TM, VLC, HF, CMF, LIMA, LPCG, PF, II, ISIS, EPC, VECTOS, Memex, EIP)

In order to promote the project and CIVITAS initiative, DESTINATIONS will interact and liaise with similar CIVITAS projects (such as CIVITAS ECCENTRIC, CIVITAS PORTIS, PROSPERITY AND SUMPs Up or other on-going similar projects) with the view to co-organising dissemination events and workshops, sharing and learning from each

other's success and challenges and will use activities and events of these other projects as opportunities to reach a broader sustainable mobility audience. DESTINATIONS will volunteer to participate in or steer a thematic group on Business models, with the ability to bring its platform of followers into activities dealing with Sustainable Urban Planning and public-private partnerships for sustainable mobility. It will also interact with other relevant sustainable mobility projects and programmes in Europe and beyond, notably with China.

Three main activities are identified:

- The presentation of the project in relevant workshops and conferences. DESTINATIONS project will also be presented in the main China Outbound Tourism trade fair: China Outbound Travel & Tourism Market (COTTM) with a joint-DESTINATIONS' cities-booth;
- Production of articles (project research production) and their dissemination and publication in European media;
- CPMR will present the project in annual General Assemblies and a number of European events such as the EU Sustainable Energy Week, the Open Days activities organised by DG REGIO, the CIVITAS forum and other similar events and conferences organised by SMART CITIES, Covenant of Mayors Office (COMO), FEDARENE, Energy Cities and the CPMR, to name a few) and will coordinate additional dissemination actions and activities within the cluster of the other CIVITAS projects.

A final European conference will be organised at the end of the project.

Task 11.4 Dissemination & Exploitation activities at site level (lead: CPMR; participants: TM, UoM, VLC, MOT, SRETC, HF, CMF, AREAM, ARDITI, Guaguas, LPGC, Sagulpa, INELCAN, RETH, TUC, LTC, LIMA, STRATA, RM, PF, Memex)

Sub-task 11.4.1 National dissemination activities

Each partner will disseminate the main results, events and progress all along the project duration through existing national networks to ensure a real national relay of CIVITAS programme. This will include:

- Information campaigns aiming at national level to reach national stakeholders, government officials, national tourism organisations and the public at large;
- Interviews and press releases to the national media (press and TV);
- Participation in national events, sustainable mobility and sustainable tourism conferences in order to maximise the exposure and dissemination of project outputs.

Sub-task 11.4.2 Local dissemination plans & activities

This task will develop the strategy agreed in the project strategy at the local and national levels. Site information officers will implement the plan in their local context on a day to day basis. Local project partners (and stakeholders) will participate in site level exploitation activities to promote the project and its results. The plans will include dissemination activities such as:

- Information campaigns aiming at the local citizenship as well as the tourists;
- Interviews and press releases to the local media (press and TV);
- Promotion of the tools and applications developed and implemented locally but also centrally and in any of the other five participating sites;
- Promotion of the project's success stories in the social media;
- Coordination of dissemination and promotional activities with local technical workshops and DESTINATIONS project meetings in order to maximise the deliverables exposure and dissemination.

One of the most important for project local dissemination is the relationship with the media, such as newspapers, websites, radio and television as channels for bringing the project's message to the public, increasing awareness, enhancing image and promoting new measures. During the project lifetime, each time a significant measure is launched or for any specific event, press articles (and releases, as relevant) and web news will be published.

Social Media

Use of the Social Media will be encouraged in order to get directly in touch with the citizens and stakeholders impacted by the local measures implemented.

**Participation per Partner**

Partner number and short name	WP11 effort
1 - HF	1.40
2 - AREAM	0.20
3 - CMF	0.70

Partner number and short name	WP11 effort
4 - SRETC	12.20
5 - ARDITI	0.20
6 - LTC	11.70
7 - LIMA	0.70
8 - STRATA	0.20
9 - RETH	10.00
10 - TUC	3.50
11 - RM	11.30
12 - PF	0.40
13 - MEMEX	0.40
14 - TM	11.80
15 - VLC	0.70
16 - UOM	0.20
17 - MOT	0.20
18 - Guaguas	12.20
19 - CINESI	0.20
20 - LPGC	0.70
21 - INELCAN	0.20
22 - SAGULPA	0.20
23 - EPC	3.00
24 - ISIS	0.20
25 - EIP	4.00
27 - II	1.10
28 - VECTOS	1.90
29 - CPMR	19.50
<b>Total</b>	<b>109.00</b>

**List of deliverables**

Deliverable Number <sup>14</sup>	Deliverable Title	Lead beneficiary	Type <sup>15</sup>	Dissemination level <sup>16</sup>	Due Date (in months) <sup>17</sup>
D11.1	Communication & Dissemination Strategy	29 - CPMR	Report	Public	3
D11.2	Project page on website	29 - CPMR	Websites, patents filling, etc.	Public	5



List of deliverables

Deliverable Number <sup>14</sup>	Deliverable Title	Lead beneficiary	Type <sup>15</sup>	Dissemination level <sup>16</sup>	Due Date (in months) <sup>17</sup>
D11.3	Initial project leaflet	29 - CPMR	Websites, patents filling, etc.	Public	6
D11.4	Project Newsletters	29 - CPMR	Websites, patents filling, etc.	Public	9
D11.5	Social Media accounts in Facebook & Twitter set up	29 - CPMR	Websites, patents filling, etc.	Public	6
D11.6	Final project leaflet	29 - CPMR	Websites, patents filling, etc.	Public	46

Description of deliverables

D11.1 Communication & Dissemination Strategy, M3 (CPMR supported by EPC)  
 D11.2 Project page on website, M5  
 D11.3 Initial project leaflet, M6  
 D11.4 Project Newsletters, M9, 15, 21, 27, 33, 39 and 45  
 D11.5 Social Media accounts in Facebook & Twitter set up, M6  
 D11.6 Final project leaflet, M46

Outputs of WP11:  
 WD11.1 Press releases and media announcements  
 WD11.2 Presentations in conferences – technical papers  
 WD11.3 Joint events with other CIVITAS projects  
 WD11.4 Common dissemination activities within the cluster of CIVITAS projects, to be attached with project report  
 WD11.5 Minutes of the final European conference

D11.1 : Communication & Dissemination Strategy [3]  
 The strategy document will elaborate the internal and external dissemination & communication plans & actions at local, regional, national and supra-national level with the objective to reaching the widest possible audience with the DESTINATIONS achievements.

D11.2 : Project page on website [5]  
 The project webpage, integrated within the main CIVITAS website, will present continuous updates of all facets of the project development, output, tools, news and media events

D11.3 : Initial project leaflet [6]  
 A DESTINATIONS leaflet will be published and diffused in order to present the main objectives and expected outputs of the project.

D11.4 : Project Newsletters [9]  
 Starting in M9 and every six months thereafter (M9, 15, 21, 27, 33, 39 and 45), the project will publish and distribute a Newsletter with the view to inform the widest possible public and stakeholders, as well as similar CIVITAS project participants on all project development aspects, future events and activities at local, national and European levels in the areas of sustainable transport and sustainable tourism.

D11.5 : Social Media accounts in Facebook & Twitter set up [6]  
 Facebook and twitter accounts will be established and regularly monitored and updated with the view to reinforce dissemination activities and support the platform of following cities and regions.

D11.6 : Final project leaflet [46]

Towards the end of the project a second leaflet will be prepared with the objective of presenting the project results, success stories and challenges encountered during the life of the project.

#### Schedule of relevant Milestones

Milestone number <sup>18</sup>	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS33	Launch of Dissemination & Communication plan and tools	29 - CPMR	6	This milestone is achieved with the delivery of the communication and dissemination strategy, leaflets and communications on the Internet (webpages, newsletters, social media accounts)
MS34	Final European conference	29 - CPMR	46	This milestone is achieved with the delivery of the project final conference in Brussels
MS35	Final project leaflet published, presenting key outputs and success stories	29 - CPMR	48	This milestone is achieved with the delivery of the final project leaflet in M46

<b>Work package number</b> <sup>9</sup>	WP12	<b>Lead beneficiary</b> <sup>10</sup>	1 - HF
<b>Work package title</b>	Ethics requirements		
<b>Start month</b>	1	<b>End month</b>	48

**Objectives**

The objective is to ensure compliance with the 'ethics requirements' set out in this work package.

**Description of work and role of partners**

**WP12 - Ethics requirements** [Months: 1-48]  
**HF**  
 This work package sets out the 'ethics requirements' that the project must comply with.

**List of deliverables**

<b>Deliverable Number</b> <sup>14</sup>	<b>Deliverable Title</b>	<b>Lead beneficiary</b>	<b>Type</b> <sup>15</sup>	<b>Dissemination level</b> <sup>16</sup>	<b>Due Date (in months)</b> <sup>17</sup>
D12.1	POPD - GEN - H - Requirement No. 1	1 - HF	Ethics	Confidential, only for members of the consortium (including the Commission Services)	4

**Description of deliverables**

The 'ethics requirements' that the project must comply with are included as deliverables in this work package.  
 D12.1 : POPD - GEN - H - Requirement No. 1 [4]  
 Details on the procedures and criteria that will be used to identify/recruit research participants must be provided. Detailed information must be provided on the informed consent procedures that will be implemented for the participation of humans. Templates of the informed consent forms and information sheet must be submitted on request. The applicant must clarify whether children and/or adults unable to give informed consent will be involved and, if so, justification for their participation must be provided. Details on incidental findings policy must be provided. Copies of ethics approvals for the research with humans must be submitted. Detailed information must be provided on the procedures that will be implemented for data collection, storage, protection, retention and destruction and confirmation that they comply with national and EU legislation. Detailed information on the informed consent procedures that will be implemented in regard to the collection, storage and protection of personal data must be submitted on request. Copies of opinion or confirmation by the competent Institutional Data Protection Officer and/or authorization or notification by the National Data Protection Authority must be submitted (which ever applies according to the Data Protection Directive (EC Directive 95/46, currently under revision, and the national law). If the position of a Data Protection Officer is established, their opinion/confirmation that all data collection and processing will be carried according to EU and national legislation, should be submitted. Justification must be given in case of collection and/or processing of personal sensitive data. Templates of the informed consent forms and information sheet must be submitted. The applicant must explicitly confirm that the data used are publicly available. The applicant must provide a thorough analysis of the ethics issues raised by this project and the measures that will be taken to ensure compliance with the ethical standards of H2020.

**Schedule of relevant Milestones**

<b>Milestone number</b> <sup>18</sup>	<b>Milestone title</b>	<b>Lead beneficiary</b>	<b>Due Date (in months)</b>	<b>Means of verification</b>
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### 1.3.4. WT4 List of milestones

Milestone number <sup>18</sup>	Milestone title	WP number <sup>9</sup>	Lead beneficiary	Due Date (in months) <sup>17</sup>	Means of verification
MS1	Launch of the project	WP1	1 - HF	1	After the Grant Agreement signature, a kick-off meeting will be organised to launch the project. It will be verified by Kick-off Meeting minutes
MS2	Project meetings, GA and MSC	WP1	1 - HF	2	During the project lifetime project meetings will be organised: Once a year the entire consortium will gather for a General Assembly organised in plenary session and a reduced number of partners will meet twice a year during Management Steering Committees (MSC). (estimated dates are M2; M7; M11; M14; M21; M26; M33; M40; M46). Meeting minutes and Steering Committee decisions will be the means of verification.
MS3	Project closure; final report delivered	WP1	1 - HF	48	The delivery of the project will be assess through the final report production and the validation of all due deliverables.
MS4	SUMP baseline and feasibility analysis completed	WP2	14 - TM	14	This milestone is achieved with the delivery of the SUMP baseline and feasibility analysis reports
MS5	SUMP completed and approved by local authorities		14 - TM	30	This milestone is achieved with the delivery of the SUMP roadmap report and the approval – according to national laws – of the SUMP for all 6 sites
MS6	Smart metering and crowd-sourcing tools in place	WP2	14 - TM	45	This milestone is achieved with the delivery of smart metering validation reports in all 6 sites
MS7	Solutions design for safe and accessible public space, based on user-needs analysis, completed	WP3	6 - LTC	12	Services and technology specifications are fully designed for all the WP3 measures in each site as reported in D3.1. Technical outputs to manage the tendering/contracting

<b>Milestone number</b> <sup>18</sup>	<b>Milestone title</b>	<b>WP number</b> <sup>9</sup>	<b>Lead beneficiary</b>	<b>Due Date (in months)</b> <sup>17</sup>	<b>Means of verification</b>
					procedure and following implementation are provided.
MS8	Solutions deployment- Demo sites set up completed	WP3	6 - LTC	24	Site preparation activities are completed in terms of deployment of solutions and set up of operational and organisational dimensions for all the WP3 measures in each site as reported in D3.2
MS9	Demonstration measures for safe, attractive and accessible public spaces at sites fulfilled	WP3	6 - LTC	45	The demonstration of all the WP3 measures in each site is on-going. The operation of demo measures allowed the collection of data for evaluation according to T3.4
MS10	e-infrastructures and shared mobility solutions design, based on user-needs analysis, completed	WP4	12 - PF	12	Services and ITS specifications are fully designed for all the WP4 measures in each site as reported in D4.1. Technical outputs to manage the tendering/contracting procedure and following implementation are provided.
MS11	Deployment of e-infrastructures and supporting ITS systems - Set up of demo sites completed	WP4	12 - PF	24	Site preparation activities are completed in terms of deployment of ITS and set up of operational and organizational dimensions for all the WP4 measures in each site as reported in D4.2. Each site will use a common checklist (detailed in D8.5) for each measures
MS12	Demonstration measures for shared mobility and e-infrastructures fulfilled	WP4	12 - PF	45	The demonstration of all the WP4 measures in each site is on-going as reported in D4.3. The operation of demo measures allowed the collection of data for evaluation according to WP9 Evaluation plan and D8.6 guidelines
MS13	Service design and ITS specifications for logistics services, based on baseline scenarios	WP5	2 - AREAM	12	Compilation from all sites of service design and ITS specifications for logistics services, based on baseline scenarios for Sulp and

Milestone number <sup>18</sup>	Milestone title	WP number <sup>9</sup>	Lead beneficiary	Due Date (in months) <sup>17</sup>	Means of verification
	for SULP and user needs analysis				user needs analysis at month 12.
MS14	SULP completed	WP5	2 - AREAM	26	Sustainable Urban Logistic Plan from all sites completed in month 26
MS15	Demonstration measures for smart and clean urban freight logistics services at sites fulfilled	WP5	2 - AREAM	45	Implementation and evaluation report of demonstration measures for smart and clean urban freight logistics services for all sites fulfilled at month 45
MS16	Design of measures and supporting technologies, based on user-needs analysis, completed	WP6	9 - RETH	12	Solutions and supporting technologies for mobility demand management and increasing awareness for sustainable mobility are fully designed and in place.
MS17	Marketing strategies and stakeholders engagement- Set up of demo sites completed	WP6	9 - RETH	24	Marketing strategies and stakeholders engagement per site fulfilled. Site preparation for all WP6 measures is completed.
MS18	Demonstration measures on mobility demand management and increased awareness for sustainable mobility fulfilled	WP6	9 - RETH	45	Demonstration measures are in operation as reported in D6.3. The operation of demo measures allows the collection of data for evaluation according to WP9 Evaluation plan and D8.6 guidelines
MS19	Services, ITS and smart technologies design, based on user-needs analysis, completed	WP7	18 - Guaguas	12	Services and ITS specifications are fully designed for all the WP7 measures in each site as reported in D7.1.
MS20	Implementation of ITS systems and integration of local operating systems - Demo sites set up completed	WP7	18 - Guaguas	24	Site preparation activities are completed in terms of implementation of ITS and set up of operational and organizational dimensions for all the WP7 measures in each site as reported in D7.2.
MS21	Demonstration measures on attractive, clean, accessible and	WP7	18 - Guaguas	45	The demonstration of all the WP7 measures in each site is on-going as reported in D7.3. The operation of

Milestone number <sup>18</sup>	Milestone title	WP number <sup>9</sup>	Lead beneficiary	Due Date (in months) <sup>17</sup>	Means of verification
	efficient PT fulfilled				demo measures allowed the collection of data for evaluation according to WP9 Evaluation plan and D8.6 guidelines
MS22	Training in the sites for service design and business modelling delivered	WP8	27 - II	4	Training to Site Managers on how to use the methods service design and business model canvas is delivered. They use a data-driven approach in their daily work.
MS23	Set of guidelines for the design of ITS solutions,	WP8	13 - MEMEX	7	Methodology, operational procedures and technical guidelines to perform ITS design in each site are delivered.
MS24	Set of guidelines for bid procedure and contracting management delivered	WP8	13 - MEMEX	10	Recommendations and guidelines how to develop the procurement process for purchasing, contracting and implementing the different ITS systems supporting the demo measures are delivered.
MS25	Consolidated evaluation plan delivered	WP9	24 - ISIS	12	This milestone is achieved with the delivery of the Final Evaluation Plan – Month 12
MS26	Environmental Impact assessment framework completed	WP9	10 - TUC	6	Delivery of the Environmental Impact assessment methodology report along with guidelines and structured templates to be used by the sites during the measures development.
MS27	Project evaluation report delivered including environmental/ health comparative analysis and safety and security needs assessment	WP9	24 - ISIS	47	This milestone is achieved with the delivery of the Final Evaluation Report
MS28	Knowledge and Best-Practice-Transferring Jam	WP10	27 - II	44	Interactive and innovative format “Jam” are organised in the sites to identify and apply replicable patterns within sustainable business models.

<b>Milestone number</b> <sup>18</sup>	<b>Milestone title</b>	<b>WP number</b> <sup>9</sup>	<b>Lead beneficiary</b>	<b>Due Date (in months)</b> <sup>17</sup>	<b>Means of verification</b>
MS29	Platform of multipliers on air	WP10	29 - CPMR	6	This milestone is achieved with the delivery of the list of multipliers involved
MS30	follower cities inspired	WP10	29 - CPMR	46	This milestone is achieved with the delivery of the conclusions of replicability workshops with CPMR regions and report on mentoring activities per site
MS31	Established cooperation in research and innovation in China	WP10	26 - GV21	48	A mid-term and a final conference will be organised in China to showcase the measures developed by the project. A study visit will be grouped to the first conference. In Europe, the DESTINATIONS cities will also host a Chinese delegation that will visit each of the 6 sites during two days. The final goal of this collaboration is to establish a China-EU Forum of Sustainable Tourist Cities.
MS32	Participation at COTTM	WP10	26 - GV21	11	COTTM is the industry's most important platform and the only business to business event that focuses purely on the burgeoning China outbound market. Will contribute to understand the needs of Chinese outbound tourists and to help China outbound tourism actors and stakeholders to understand the mobility and urbanization needs of European tourists when they come to China.
MS33	Launch of Dissemination & Communication plan and tools	WP11	29 - CPMR	6	This milestone is achieved with the delivery of the communication and dissemination strategy, leaflets and communications on the Internet (webpages, newsletters, social media accounts)



<b>Milestone number</b> <sup>18</sup>	<b>Milestone title</b>	<b>WP number</b> <sup>9</sup>	<b>Lead beneficiary</b>	<b>Due Date (in months)</b> <sup>17</sup>	<b>Means of verification</b>
MS34	Final European conference	WP11	29 - CPMR	46	This milestone is achieved with the delivery of the project final conference in Brussels
MS35	Final project leaflet published, presenting key outputs and success stories	WP11	29 - CPMR	48	This milestone is achieved with the delivery of the final project leaflet in M46

1.3.5. WT5 Critical Implementation risks and mitigation actions

Risk number	Description of risk	WP Number	Proposed risk-mitigation measures
R1	A low implication of stakeholders from the local tourism sector in the demonstration measures	WP2, WP3, WP4, WP5, WP6, WP7, WP8	Actors from the tourism sector are already included as beneficiaries in the DESTINATIONS consortium. WP8 organizes capacity building activities for site manager on stakeholder involvement. Risk 1 – business models will clearly illustrate the long term economic and social benefits of the measures to the tourist sector and be championed through the DESTINATIONS tourist partners.
R2	Delays in individual measures cause a delay in WP-level deliverables that aim include the results from all measures	WP2, WP3, WP4, WP5, WP6, WP7	The WP leaders will produce and submit the deliverables to the EC according to the time plan. In the case that individual measures might be delayed, the coordinator of the project will keep a record/register and will inform in time EC (respectively the PO) about the impact on deliverables and also on time required for updating the respective deliverables. The risk register will be updated by WP Leaders on a monthly basis and reported to the CO at monthly teleconferences so that potential delays are identified early and corrective actions – such as extra resourcing or technical support – put in place.
R3	Delays in the implementation of a measure impedes a full (impact) evaluation of the measure	WP2, WP3, WP4, WP5, WP6, WP7, WP9	There is a lot to learn from delayed measures. In these cases the focus of evaluation will shift towards the process and will formulate recommendations on how to avoid similar problems in future measures. Where

Risk number	Description of risk	WP Number	Proposed risk-mitigation measures
			<p>is has not been possible to complete quantitative impact assessment in time, qualitative results will be gathered through surveys with target audience to give firm indication of the impact on attitude and behaviour of tourists and residents. Any delayed evaluation results will be incorporated into relevant case studies on CIVITAS website as soon as available.</p>
R4	<p>Insufficient capacity and knowledge at local level for the implementation and evaluation of measures</p>	<p>WP10, WP2, WP3, WP4, WP5, WP6, WP7, WP8, WP9</p>	<p>Universities and experts that are full partners in the consortium will support the DESTINATIONS sites, specifically selected for their related areas of expertise on local demonstration actions. In many cases the expert (consultant) partners are relieving the cities of the administrative burden of collating information for cross-site deliverables reports. WP8 provides specific capacity building on stakeholder involvement, service design and business modelling, system architecture and procurement of technical systems. The cross-fertilisation actions within WP10 will facilitate mutual learning between measure leaders from different cities.</p>
R5	<p>Measure are not sustained after the end of the funding from the CIVITAS project</p>	<p>WP10, WP8</p>	<p>Measure leaders are supported from day 1 in the development of business models. Evaluation results of the measures will be publicised to key stakeholders well before the end of the project to gain traction in unlocking additional investments and business model development. Liaison will be set up with</p>

Risk number	Description of risk	WP Number	Proposed risk-mitigation measures
			previous CIVITAS projects to replicate successful approaches for achieving legacy.
R6	Language barriers make mutual learning and exchange of experience impossible/difficult	WP10	Cross fertilisation actions will not be limited to plenary sessions alone. Through small group sessions and the production of written material, also those with a lower proficiency in English will be able to participate in the exchange.
R7	Measure leaders become frustrated because they have to report their progress and findings through too many different channels	WP1	The project manager will develop unified templates that collect information on measure progress that will serve all WP-leaders. Each city and measure leader will have additional support from the expert (consultant) partners to help identify and focus on delivering the key information required reducing time spend reporting on less useful issues.
R8	Local stakeholders and citizens at the demo sites do not understand what CIVITAS is and get confused by too many acronyms	WP11	For this specific target group the consortium will focus communication messages on the actions within the own city and avoid the use of the project ACRONYM. We will refer to the local actions as: CIVITAS2020_Madeira, CIVITAS2020_Las Palmas. At the KickOff Meeting partners will decide on whether to develop a tagline – translatable in each city language – which can accompany the CIVITAS logo to capture in just a few words, the implications for each site. Each city will brief local and national media to ensure the correct understanding of the project and that communications follow the required EC guidelines.

Risk number	Description of risk	WP Number	Proposed risk-mitigation measures
R9	Problems and deviations are hidden by beneficiaries and/ or communicated too late	WP1	<p>The project coordinator will promote an open communication structure, so deviations can be detected at an early stage. The risk register will be updated by WP Leaders on a monthly basis and reported to the CO at monthly teleconferences so that potential delays are identified early and corrective actions – such as extra resourcing or technical support – put in place. All partners will be made aware in the Consortium Agreement of their obligation to raise problems and deviations at an early stage and they can be reported at the all-partner General Assembly and if necessary escalated to the Management Steering Committee.</p>

### 1.3.6. WT6 Summary of project effort in person-months

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9	WP10	WP11	WP12	Total Person/Months per Participant
1 - HF	12.50	21	10	3.50	3.80	28.50	67	2.30	12	13.20	1.40		175.20
2 - AREAM	4.80	14.50	14.50	14.50	4.80	7	18.50	1.60	0	2.60	0.20		83.00
3 - CMF	1.30	24	18	3	13.50	7.50	14	7.30	0	2.70	0.70		92
4 - SRETC	1.30	12.80	3.20	3	2	15.50	9.50	1.60	0	1.90	12.20		63
5 - ARDITI	1.30	31.50	0	0	5	67	5.50	1.60	0	1.90	0.20		114
6 - LTC	5.70	0	13.20	14.40	1.80	10.80	31	4.30	0	7.10	11.70		100.00
7 - LIMA	1.50	9	16	2.50	0	0.50	4	6.20	0	2.10	0.70		42.50
8 - STRATA	2.40	15	7	0.50	18.30	6.70	0	2.20	12	1.80	0.20		66.10
9 - RETH	3.90	12.90	10.10	9	13	31.60	17.80	8.30	0	7.10	10		123.70
10 - TUC	5	17.40	12.70	10.10	13	26.20	11	6.20	19.50	2.80	3.50		127.40
11 - RM	1.30	5	6	18.50	9	6.50	10.50	2.20	0	2.70	11.30		73
12 - PF	5.20	8.50	9	26.50	11.50	7	18.50	6	0	7	0.40		99.60
13 - MEMEX	5.40	1.50	0	15	8	0	8.50	14.90	12	3.40	0.40		69.10
14 - TM	8.10	15.90	0	2.20	2.70	9.10	3.40	0.70	0	6.90	11.80		60.80
15 - VLC	1.30	2.80	0	7.90	4.40	0	4.40	4.70	0	2.80	0.70		29.00
16 - UOM	1.30	7.40	0	1.50	3	13.30	1.50	0.40	12	1.90	0.20		42.50
17 - MOT	1.30	0	0	2.50	1.40	6.10	0	0.40	0	1.90	0.20		13.80
18 - Guaguas	5.70	7.50	5.60	0	0	7	24	1.60	0	6.90	12.20		70.50
19 - CINESI	3.10	5.50	7	0	0	0	2.30	1	12	0.60	0.20		31.70
20 - LPGC	1.50	44	13.50	0	0	3	3	5	0	2.10	0.70		72.80
21 - INELCAN	1.30	0	0	0	21	0	0	1	0	1.90	0.20		25.40
22 - SAGULPA	1.30	0	4.50	9	0	2	3	1	0	1.80	0.20		22.80
23 - EPC	28.70	0	0	0	0	0	0	0	0	6.20	3		37.90

	<b>WP1</b>	<b>WP2</b>	<b>WP3</b>	<b>WP4</b>	<b>WP5</b>	<b>WP6</b>	<b>WP7</b>	<b>WP8</b>	<b>WP9</b>	<b>WP10</b>	<b>WP11</b>	<b>WP12</b>	<b>Total Person/Months per Participant</b>
24 - ISIS	5.10	6.90	0	0	0	0	0	2	18	3.80	0.20		36
25 - EIP	2.60	1.50	0	0	0	1.50	0	3	3	1.40	4		17
26 - GV21	2.70	0	0	0	0	0	0	0	1	14	0		17.70
27 - II	3.90	4	0	0	0	0	0	38.40	0	10.60	1.10		58
28 - VECTOS	5.40	1.50	1.30	1.30	1.80	1.80	0	2.10	4.30	3.50	1.90		24.90
29 - CPMR	4	0	0	0	0	0	0	0	0	5	19.50		28.50
<b>Total Person/Months</b>	128.90	270.10	151.60	144.90	138	258.60	257.40	126	105.80	127.60	109		1817.90

### 1.3.7. WT7 Tentative schedule of project reviews

<b>Review number <sup>19</sup></b>	<b>Tentative timing</b>	<b>Planned venue of review</b>	<b>Comments, if any</b>
RV1	18	Brussels	to be confirmed
RV2	36	Brussels	to be confirmed
RV3	48	Brussels	to be confirmed



### **1. Project number**

The project number has been assigned by the Commission as the unique identifier for your project. It cannot be changed. The project number **should appear on each page of the grant agreement preparation documents (part A and part B)** to prevent errors during its handling.

### **2. Project acronym**

Use the project acronym as given in the submitted proposal. It can generally not be changed. The same acronym **should appear on each page of the grant agreement preparation documents (part A and part B)** to prevent errors during its handling.

### **3. Project title**

Use the title (preferably no longer than 200 characters) as indicated in the submitted proposal. Minor corrections are possible if agreed during the preparation of the grant agreement.

### **4. Starting date**

Unless a specific (fixed) starting date is duly justified and agreed upon during the preparation of the Grant Agreement, the project will start on the first day of the month following the entry into force of the Grant Agreement (NB : entry into force = signature by the Commission). Please note that if a fixed starting date is used, you will be required to provide a written justification.

### **5. Duration**

Insert the duration of the project in full months.

### **6. Call (part) identifier**

The Call (part) identifier is the reference number given in the call or part of the call you were addressing, as indicated in the publication of the call in the Official Journal of the European Union. You have to use the identifier given by the Commission in the letter inviting to prepare the grant agreement.

### **7. Abstract**

### **8. Project Entry Month**

The month at which the participant joined the consortium, month 1 marking the start date of the project, and all other start dates being relative to this start date.

### **9. Work Package number**

Work package number: WP1, WP2, WP3, ..., WPn

### **10. Lead beneficiary**

This must be one of the beneficiaries in the grant (not a third party) - Number of the beneficiary leading the work in this work package

### **11. Person-months per work package**

The total number of person-months allocated to each work package.

### **12. Start month**

Relative start date for the work in the specific work packages, month 1 marking the start date of the project, and all other start dates being relative to this start date.

### **13. End month**

Relative end date, month 1 marking the start date of the project, and all end dates being relative to this start date.

### **14. Deliverable number**

Deliverable numbers: D1 - Dn

### **15. Type**

Please indicate the type of the deliverable using one of the following codes:

- R Document, report
- DEM Demonstrator, pilot, prototype
- DEC Websites, patent filings, videos, etc.
- OTHER
- ETHICS Ethics requirement

### **16. Dissemination level**

Please indicate the dissemination level using one of the following codes:

PU Public  
CO Confidential, only for members of the consortium (including the Commission Services)  
EU-RES Classified Information: RESTREINT UE (Commission Decision 2005/444/EC)  
EU-CON Classified Information: CONFIDENTIEL UE (Commission Decision 2005/444/EC)  
EU-SEC Classified Information: SECRET UE (Commission Decision 2005/444/EC)

**17. Delivery date for Deliverable**

Month in which the deliverables will be available, month 1 marking the start date of the project, and all delivery dates being relative to this start date.

**18. Milestone number**

Milestone number: MS1, MS2, ..., MSn

**19. Review number**

Review number: RV1, RV2, ..., RVn

**20. Installation Number**

Number progressively the installations of a same infrastructure. An installation is a part of an infrastructure that could be used independently from the rest.

**21. Installation country**

Code of the country where the installation is located or IO if the access provider (the beneficiary or linked third party) is an international organization, an ERIC or a similar legal entity.

**22. Type of access**

VA if virtual access,  
TA-uc if trans-national access with access costs declared on the basis of unit cost,  
TA-ac if trans-national access with access costs declared as actual costs, and  
TA-cb if trans-national access with access costs declared as a combination of actual costs and costs on the basis of unit cost.

**23. Access costs**

Cost of the access provided under the project. For virtual access fill only the second column. For trans-national access fill one of the two columns or both according to the way access costs are declared. Trans-national access costs on the basis of unit cost will result from the unit cost by the quantity of access to be provided.

# Annex 1 to the Grant Agreement (Description of the Action)

## History of Changes – Answers to GA comments table - hereafter named GAP

Version	Date	Changes
V0	17/03/2016	<p>Part B - stage 2 (section 1-3 and 4-5 documents merged)</p> <p>Table of content updated</p> <p>Section 3.1 - Table 3.1 a description of each work package - removed</p> <p>Section 3.1 - Table 3.1 b list of work packages - removed</p> <p>Section 3.1 - Table 3.1 c list of major deliverables – removed</p> <p>Section 3.2 – Table 3.2 a list of milestones - removed</p> <p>Section 3.2 – Table 3.2 b Critical risks for implementation – removed</p> <p>Section 3.4 - Table 3.4 a Summary of staff effort – removed</p>
V1.1	30/03/2016	<p>A text has been added in introduction of 2.2 Measures to maximise impact, according the GAP doc at point 6</p> <p>A paragraph has been added to detail the Dissemination strategy in section in section 2.2 – a; according the GAP doc at point 18</p> <p>Paragraph added in section 3.1 regarding WP8 to answer point 3 GAP doc, pg 27</p> <p>Sentence added in section 3.2 to detail Site managers roles, pg 32 to answer point 3 GAP doc</p> <p>Answer to ethics ESR prepared in section 5.1, pg138</p>
V1.2	05/04/2016	<p>Annex 1 part A and section 3.2 in part B and at section 4.1, update staff and short CV in partner 19. CINESI.</p> <p>Changes regarding Technical coordination of the project in section 3.2 part B, pg.31</p> <p>Paragraph added in section 4.2 according to the GAP doc at point 22</p> <p>Answer to Ethic Summary Report added in section 5.1 with update of WP1 description in Part A, according to the GAP doc at ETHICAL SCREEENING</p>
V1.3	18/04/2016	<p><b>Changes included in Part A – SyGMa pdf :</b></p> <p>Poly-Sump methodology in WP2 description to answer GAP doc point 2 added, p.18</p> <p>Project Data Management plan description and deliverables transferred from WP10 to WP1 to answer GAP doc Ethics requirements, p.14</p> <p>Task 1.6 Project Data and Ethics Management and D1.1 Ethics Compliance report + D1.4 Final ethic analysis report added to answer GAP doc Ethics requirements, p.15</p> <p>Improvement of Task 10.1 ”Coordination of the activities as a Transferability Team” description to answer point 4 of the GAP doc, p.59</p> <p>Improvement of the risks table answering point 11 of the GAP doc, including modification of R2 mitigation measure in A1 Part A pg. 79 to answer PO comment on point 11 in the GAP doc</p> <p>Improvement of WP 11 description and T11.3 to answer point 20 of the GAPP doc, p.66-68 and a sentence about cooperation with other project added in WP2 description to support the answer to point 20 of the GAP doc, p.18</p> <p>Paragraph about integration of the local measures planned in each sites added in A1 Part B at p.26, to complete answer of point 3 of the GAP doc</p> <p>One sentence on the representation of tourist institutions added in p.25 part B to complete answer of point 10 of the GAP doc</p> <p>Travels costs detailed in Other direct costs tables p.35 to 49 for all partners to answer point 25 of GAP doc, limiting the Budget changes to CINESI and Malta site (LCA withdraw)</p> <p>Other direct costs detailed p.35 to 49 for all partners to answer point 24 of GAP doc and PO comments</p> <p>Explanations provided by AREAM, CMF, ARDITI, RM, PF, LPGC and Guaguas to answer</p>

		PO comments on subcontracted activities p128-130;134 and 136 Paragraphs on Ethics requirements added, p138-148 (detailing answers to points 5, 6, 9, 10 and to point 12, to answer PO comments)
V1.4	09.05.2016	Explanations provided by CMF, SRETC, ARDITI, LIMA, PF, Guaguas and LPGC to answer PO comments on subcontracted activities pg. 128-136

## History of Changes – Internal changes to improve GA

Version	Date	Changes
V1.1	30/03/2016	Typology corrected over the document Improvement of the section 1.1 regarding present and future mobility demand/offer trends. Sentence added in section 1.4.1 about project contribution to consolidation of EU benchmarking of ITS impacts on the efficiency of mobility services
V1.2	05/04/2016	Add the new measure " Requalification of main taxi station area in Portoferraio" in the table of Subcontract WP3 (12 - Portoferraio) Add the new measure " EV legislation revision and charging infrastructures in Elba" in the table of Subcontract WP4 (12 - Portoferraio) Name and number of the measure in the table of 2.1 Expected impacts have been included. Correct some measures that were not mentioned in the correct WP, pages 15-20
V1.2	09/04/2016	Add X to ELBA column in the table of section 1.3.4 row "Attractive and accessible public space", p.11 Add Elba to "WP3 - Safe, attractive and accessible public spaces for all generations: Las Palmas, Madeira, Limassol, Elba..." page 27 Cut "like luggage handling" to WP05 page 27 Add "and ELBA (Portoferraio and RioMarina)" page 34 under section "3.3 Consortium as a whole.
V1.3	18/04/2016	<b>Changes included in Part A – SyGMa pdf:</b> Amendment of the date of M5.3, changed to M45, p36 Deliverables D8.7 added, in deliverable table and WP8 description p.52 Deliverables D10.5 added, in deliverable table and WP10 description p.62 Amendment of the date of D11.6 to M46, p.70 Amendment of the name of D9.5 and D10.7 Small corrections measures for MEMEX and ELBA: <ul style="list-style-type: none"> <li>- A text has been added in WP2 Objectives for "open data layer in Elba", p18.</li> <li>- MemEx removed from participants of Task 2.3, 2.4, 2.5 and 2.7, p. 19</li> <li>- Add Elba to WP3 Objectives (second and third), p.23</li> <li>- Add a small text (plan, design and) in Task 3.4.2 Increase safety of pedestrian crossings in Elba (Rio Marina) and requalification of pedestrian route from harbour to historic centre (RioMarina), p24</li> <li>- Add the new Task 3.5.4 - Requalification of main taxi station area in Portoferraio, p24</li> <li>- Add the new Task 4.6.5 - EV legislation revision and charging infrastructures in Elba, p.30</li> <li>- Cut the text "supported by MemEx" in Task 4.8, p.30</li> <li>- Removed the Task 6.5.3 - Green credit scheme in Elba, p.39</li> <li>- Cut "bike-sharing services in Elba" from the objectives of WP04 form due that is not an Objective in Elba and there is not a related task, p28</li> <li>- small wording change in <i>Task 5.3.4 Sulp Development in Elba</i>, p34</li> <li>- removed RM and PF in the indication of the participants sub task Task 6.5, p39</li> <li>- Minor change in Task 8.3.1 ; removed the sentence "Guidelines for design ITS solutions supporting project measures will be produced and presented to TW2 And in the Deliverable List for D8.2 removed "and ITS" in the title.p50/53</li> </ul> <p>Text Modifications for Malta in task 5.6.7: "be based on the implementation of logistics platform/application," removed, in Part A p.35</p> <p>Amendment of the text in VLC justification of other costs table in A1 Part B p.44</p> <p>Text Modifications in Madeira task 7.5.1 to point out the synergies between European Structural Funds and Horizon 2020. In Part A p.45</p> <p>Updates of reporting period in WP1 task 1.3 in A1 Part A pg. 13, to comply with</p>

	<p>information provided in SyGMa</p> <p>Adaptation of project meetings dates taking into consideration the start of the project in September in Milestones table, in A1 Part A pg. 73</p> <p><b><u>Withdraw of LCA :</u></b></p> <p><b>In Part B:</b>  Update of Fig2 Project Management structure pg.31,  Other direct cost table removed pg. 44 and update of partners numbering for the following partners,  LCA description pg.89 removed and update of partners numbering for the following partners,  LCA third parties table in section 4.1 removed and update of partners numbering for the partners following; small change in text pg.34 to delete references made to LCA</p> <p><b>In Part A:</b>  Update of number of partners in WP1 objectives pg.12; removed LCA in WP2 (p.18) T2.2, 2.3,2.4,2.5,2.7,2.8; in WP4 (p.28) T4.2; in WP5 (p.33) T5.2,5.9, in WP6 (p38) T6.2, 6.3; in WP7 (p.43) T7.2; in WP8 (p.49) T8.3, in WP10 (p.59) T10.3, 10.5; in WP11 (pg.66) T11.1, 11.2, 11.3, 11.4 and Update of the nb of Pers- Months for TM in WP1,2,4,5,6,7,8,10 &amp;11 as describe in budget shift table.</p> <p><b><u>Changes regarding Technical Coordination of the project/ CINESI budget reduction:</u></b></p> <p><b>In Part A:</b>  Text modifications in WP1 regarding technical project management, p12-13  Changes in Leading role of WP8 from CINESI to MEMEX, in list of work-packages and WP8 description p49  Update nb Pers- Months HF / EPC / VECTOS / MEMEX / CINESI as per in budget shift table</p> <p><b>In Part B:</b>  Update of Fig.2: Project Management Structure, in A1 Part B pg.31  Text modifications in section 3.2 pg.31  Change in description of T1.6 page 13, Part A Eternal expert reference removed</p>
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## Table of Contents

<b>1. EXCELLENCE.....</b>	<b>5</b>
1.1 OBJECTIVES .....	5
1.2 RELATION TO THE WORK PROGRAMME .....	6
1.3 CONCEPT AND APPROACH.....	6
1.3.1 Overall concept .....	6
1.3.2 The positioning of the project.....	8
1.3.3 National or international research and demonstration activities linked with the project .....	8
1.3.4 Overall approach and methodology.....	9
1.3.5 Gender analysis in the project's content .....	11
1.4 AMBITION.....	11
1.4.1 Progress beyond the state of the art .....	11
1.4.2 Innovation potential.....	12
<b>2. IMPACT.....</b>	<b>13</b>
2.1 EXPECTED IMPACTS .....	13
<i>Impacts of the project</i> .....	13
<i>Barriers and obstacles</i> .....	20
2.2 MEASURES TO MAXIMISE IMPACT .....	21
A) DISSEMINATION AND EXPLOITATION OF RESULTS .....	21
<i>Dissemination and exploitation of results</i> .....	21
<i>Data management</i> .....	24
<i>Knowledge management and protection</i> .....	24
B) COMMUNICATION ACTIVITIES .....	24
<b>3. IMPLEMENTATION .....</b>	<b>26</b>
3.1 WORK PLAN — WORK PACKAGES, DELIVERABLES AND MILESTONES.....	26
3.2 MANAGEMENT STRUCTURE AND PROCEDURES .....	31
3.3 CONSORTIUM AS A WHOLE.....	34
3.4 RESOURCES TO BE COMMITTED.....	35
<i>Other direct costs per participants</i> .....	35
<b>4. MEMBERS OF THE CONSORTIUM.....</b>	<b>49</b>
4.1. PARTICIPANTS.....	49
4.2. THIRD PARTIES INVOLVED IN THE PROJECT (INCLUDING USE OF THIRD PARTY RESOURCES).....	128
<b>5. ETHICS AND SECURITY .....</b>	<b>138</b>
5.1 ETHICS .....	138
5.2 SECURITY.....	148

## 1. Excellence

### 1.1 Objectives

Moving people and goods in European cities is a continuous challenge. Energy use, space use, road safety, air quality and noise pollution are road-transport related issues that cities have to cope with. The solutions exist but they need massive investments or smart organisation. Our decision makers are looking for solutions that do not slow down the local economy but bring local community prosperity. So far, the CIVITAS Initiative has proven to be a valuable instrument to help cities experiment with urban mobility solutions. The ambition of DESTINATIONS is now to extend and adapt as appropriate the CIVITAS initiative to the **tourist destinations** in Europe. There are important reasons to focus on mobility in tourist destinations:

- At the World Travel and Tourism Council summit, in April 2015, former European Commission President of the European Commission Jose Manuel Barroso, stressed the key role of Tourism for Europe's economic recovery, with around 10% of its GDP, 9.7 million jobs and 1.8 million businesses, mostly located in less developed regions. The world market of tourists continues to grow and Europe has unique selling points for tourist growth from within and outside the EU (including China)<sup>1</sup>.
- Sustainability of leisure trips is a major issue. DESTINATIONS will be the first project to address this topic in the CIVITAS Initiative (the World Tourism Organization (UNWTO) speaks of “LOHAS”: Lifestyle Of Health And Sustainability that tourists are putting at first priority together with safety). The competitiveness of the European tourism industry is closely linked to its sustainability, as the quality of tourist destinations is strongly influenced by their natural and cultural environment and their integration into the local community.
- Fostering a sustainable mobility approach in tourist destinations will support the development of innovative, quality tourism products and services to make destinations even more attractive. Mobility plays a crucial role ensuring the accessibility of attractions at destinations. Sustainable transport options like cycling, walking and public transport can be tourist products by themselves. Consumer patterns show that tourists demand has specific needs in terms of mobility and travel experiences: increased flexibility, improved accessibility in terms of physical measures but also in terms of info and payment modalities, integrated access and exploitation of services in a coordinated and integrated way, etc.). Tourists are also keen on experimenting new behaviours while on holidays and tend to use more and more ICT based facilities. These trends are specifically relevant for tourist demand but they are not exclusive for it as they are increasing in the larger part of the public transport customers and potential users segments. There is therefore a significant potential for the deployment of new tailored services and the enhanced integration of them with conventional Public Transport services in order to provide an integrated and seamless mobility offer that can both help the authorities to provide cost-effective mobility solutions and answer in a better way the mobility needs of all. There is a large potential for **synergies between the local mobility and tourism sectors**.

While adopting an integrated view of tourist and residents mobility, DESTINATIONS aims to change the mind-sets of all stakeholders involved in providing effective mobility and transport solutions in an integrated offer. The requirement to integrate conventional Public Transport services with flexible and tailored services (i.e. ridesharing services, cycling, etc.) is particularly evident in the smaller tourist destinations that cannot afford to provide urban transport services all over the year, and do not have enough resources to provide sufficient public transport services in the peak season. In such destinations mobility is highly car dependent, and congestion and other harmful mobility impacts bloom when and where they are less desired. This generates exceptional demands and trade-offs that are often poorly handled by local administrations, with different offices and competences for coping with tourist mobility needs and those of residents. Moving at mobility offer level, the poor collaboration between actors and the lack of a strong coordination role among them lead to the provision of a fragmented offer in terms of services, accessibility and info. The lack of well established private-public collaboration schemes and business models are other relevant impacting factors preventing the provision of a seamless offer in tourist destinations at current level. To show how to address this challenge, DESTINATIONS will implement a set of mutually reinforcing and integrated innovative mobility solutions in six urban laboratory areas (from different size and characteristics as explained in section 1.3): **Funchal**, Portugal; **Las Palmas de Gran Canaria**, Spain; **Limassol**, Cyprus; **La Valetta**, Malta; **Elba**, Italy; and **Rethymno**, Greece. Innovative transport solutions implemented in these pilot areas - which represent the variety of tourist destination typologies - will target the resident and tourist

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<sup>1</sup> Europe is the world's top tourist destination with 52% of global flows, says the World Tourism Organisation; nearly 20% of which (40% of all in the EU) are in the Mediterranean regions.

mobility demand with a holistic and integrated planning approach, delivering sustainable mobility strategies and integrated solutions at the destinations and in the countries of origin.

The DESTINATIONS project objectives address the following macro-objectives:

- reduce emissions / increase air quality;
- reduce energy consumption;
- improve overall urban accessibility;
- enhance social cohesion;
- improve cost effectiveness and integration of transport and mobility services.

Achieving these high level policy objectives will increase the attractiveness of the city for tourists residents and the private sector; and act as the stimulus for an economic growth cycle: sustainability attracts tourists – the more ‘competitive’ sustainable cities attract more tourists – this attracts more private sector investment – this economic growth multiplies across the local economy and improves citizen well-being – this growth also provides further resources for further investment in sustainable solutions’. The 6 cities partners in DESTINATIONS are fully committed to achieving the objectives set out in this section, developing innovative measures, business models, integrated planning concepts and service provision schemes that are replicable in all tourist cities in Europe. Besides the formal partners, all the project cities will strongly involve relevant stakeholders on the ground and will work on strengthening the cooperation between the government, regional and local authorities and energy, tourism and transport sectors stakeholders. Particular attention will be given to the implication of private sector (taxis, rental companies, travel agency, and airline operators) as well as port authority, ferry companies, public transport operators, citizens and local economic actors. The innovations demonstrated within the project will provide a clear guidance to tourist cities throughout Europe, as to how achieving sustainable mobility can enrich the lives of residents and local business, improve the competitive position within the tourist market and make a positive and measurable contribution to economic growth. The project will set up a working group of observer touristic cities under the coordination of the Conference of Peripheral Maritime Regions (CPMR), that represent over 160 EU Regions. Cross-fertilisation of knowledge and best practices will be undertaken both at the consortium level and beyond and the dissemination strategy will be implemented at local, national, euro-regional (thanks to CPMR’s platform) and international levels, in particular in China.

## 1.2 Relation to the work programme

DESTINATIONS is a proposal presented to the Mobility for Growth Sub- Programme of Horizon 2020, Topic MG5.5a ‘*Demonstrating and testing innovative solutions for cleaner and better urban transport and mobility*’. The project has a clear agenda that relates to the work programme. The relationships are well developed within the project’s exploitation strategy.

- **Mobility for Growth – Urban:** Directly within the ‘Mobility for Growth’ sub-programme of Horizon 2020, the project has strong relationships with all sectors. Specifically, within the ‘Urban’ sector of ‘Mobility for Growth’, the project will develop links to other projects that collectively work to inform on solutions for Europe’s cities that meet the policy goals of the 2011 Transport White Paper.
- **Other parts of the Mobility for Growth programme** also have a strong relationship to the objectives of DESTINATIONS. In the air, waterborne and rail sectors, there is a common thread to their research objectives, which directly relate to mobility in tourist cities. The key issue to meet the policy goals for ‘Flightpath 2050’, Switch to Rail and Motorways of the sea are the door to door access issues through cities to ports, airports and rail hubs. In this context the strategic needs of tourist cities in remote locations are crucial and the project will foster relationships with research in these sectors (for example with MG1.6 in the air sector).
- **Regional cohesion, enterprise and innovation programmes:** Programmes for regional development and cohesion are closely integrating with Horizon 2020 and it will be important for DESTINATIONS to develop relationships with innovation actions here (for example in the INTERREG programmes). Strategic door-to-door access for the air, waterborne and rail sectors are vital areas of research to ensure the effective operation of the Trans-European Networks. The interests of the DESTINATIONS cities in the regional support programmes will be: i) ensuring links from DESTINATIONS cities to nearby airports, ports and rail networks; ii) developing packages of sustainable mobility measures in the DESTINATIONS cities that will increase the cohesion between the city and its ‘sphere of influence’ to dispersed tourist attractions, facilities and jobs.

## 1.3 Concept and approach

### 1.3.1 Overall concept

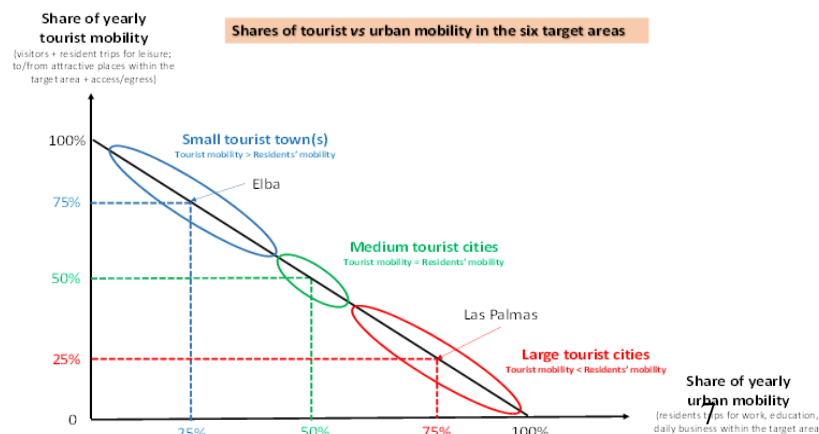


The overall DESTINATIONS concept is based on the following premises:

- Tourism plays an important role in the lifestyles and mind-sets of all Europeans. It provides a temporary change of environment, relaxation, challenge, a chance to experiment, escape, and time to reflect and plan. Accepting the important role that tourism plays in the flow of our lives, our expectations and optimism of our ‘dream destinations’ are high and our tolerance of disappointment low, leading to a fierce competition between destinations. Vacation experiences play a very influential role, as innovative ideas and experiences from holiday destinations are taken back home. The requirements of tourist demand are specifically targeted to the integration of mobility services in a seamless mobility offer, to the improved accessibility in terms of info and payment modalities, and to the flexibility of mobility offer able to answer different users’ segments varied in typologies and needs. The experiences of demonstrations in the DESTINATIONS cities will have widespread influence across Europe as a result.
- The dynamics caused by tourism can sometimes lead to negative impacts on the daily life of the residents of tourist destinations. Across Europe, small city communities become swollen for several months of the year with high volumes of tourists; expanding the city size to many times its resident population. It is essential, for the economic foundation of these cities, that urban development can be attractive and sustainable. As for mobility, these cities, often in relatively marginal locations (a fact which increases their attractiveness) rely on transport links to main or regional airports and ports. They need efficient sustainable transport to move tourists and resident workers between hotels and sites of interest across the city hinterland; and they need sustainable mobility within the city itself to preserve the pleasant environment that brings tourists to the city and provides the economic base it depends on. DESTINATIONS will address long distance and local accessibility levels, demonstrating the benefits of integrating sustainable urban mobility to national and international mobility.
- The actual present population in the tourist destinations is a composite reality, as residents and tourists have different purposes, aspirations and different mind-sets, and that new flow of tourists from emerging economies (in particular China, which the World Tourism Organization has predicted to be the largest outbound tourism market in the year 2020) may bring new needs and challenges that EU tourist destinations will have to meet in order to profit from the income these new tourists will bring. Mobility planners need therefore to implement solutions that serve both groups. DESTINATIONS will design a set of demonstrations to integrate those, and also use the ‘environment of experimentation’ for the tourist, to change their attitudes to sustainable mobility options, attitudes and behavioural changes that can be exported back to their home country.
- Most tourist locations are in the more economically depressed regions of Europe. Many member states of the EU are suffering from economic depression, exacerbated by the economic crisis after 2008. The reliance of these economies on tourism has led to economic decline and social exclusion. Many service workers in the tourist industry are part-time, seasonal workers; often from low-income families and unprotected immigrant communities. While tourism is a growing market, it is very susceptible to economic change and to events such as migration, terrorism or conflict. Economic stagnation and rising unemployment, particularly among young persons and women are acute issues that need to be addressed to ensure social inclusion and cohesion. Therefore, while a primary goal will remain to improve the sustainability of the environment, DESTINATIONS aims to achieve a deeper goal, using mobility measures also to address social inclusion, improve social cohesion; and to create local jobs and economic growth.
- A robust integrated methodology is needed for sustainable mobility planning that supports interaction and cooperation between the different decision makers and stakeholders involved in urban and tourist mobility at various scales (local, regional, national). Tourist trips often are not concentrated only within the main city, but are distributed to destination and attractions outside the main city boundary, and this requires the involvement of surrounding municipalities and/or regional authorities in the planning exercise. In this respect, tourist destinations – and the DESTINATIONS pilot areas as well – are often polycentric city regions. All of this calls for the creation of synergies from local assets through cooperation between actors at different levels and across municipalities, and DESTINATIONS will provide for this purpose and integrated approach linking sustainable mobility to economic prosperity and cohesion goals.

The intensity of peak mobility problems varies with the dimension of the tourist destinations, as the influence of visitor’s mobility is obviously greater in small destinations – where the peak population can

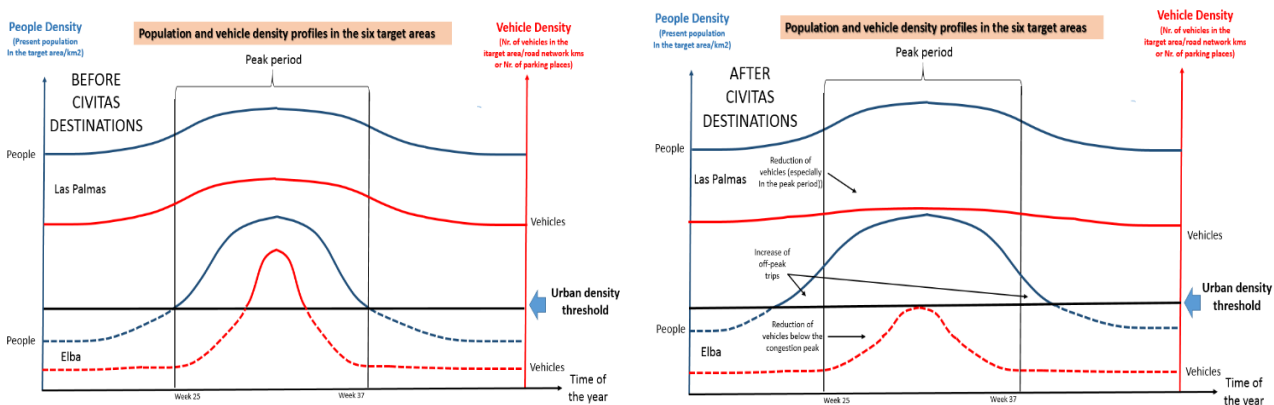
[689031][DESTINATIONS]



double or more – than in large destinations, where this proportion is smaller. Conceptually, to distinguish small, medium and large touristic sites, DESTINATIONS propose to compare the yearly volumes of residents and tourists mobility identifying three groups (see diagram):

- Small tourist towns/areas, where the yearly volume of tourist mobility is significantly higher than the volume of residents’ mobility, like the island of Elba.
- Medium tourist cities, where the share of tourist and resident mobility is more or less balanced.
- Large tourist cities, where the yearly volume of tourist mobility is significantly lower than the volume of residents’ mobility. These are contexts where the peak demand adds upon an already high regular demand of mobility from the resident population, and the urban density threshold making public transport infrastructure and services feasible is overpassed all along the year (like in Las Palmas).

The needs of tourist and resident mobility could be partially complementary instead of conflicting as they are usually considered. If two populations – residents and tourists – want to share the same space at the same time with their own vehicles, congestion is created. But if residents share – on a peer-to-peer basis – their vehicles or other assets (boats, homes) with the tourists, congestion may be avoided, overall mobility is not reduced – simply the fleet of vehicles already at the destination is used more and parked less. Both residents and tourists may enjoy increased integration of the mobility offer, improved flexibility and accessibility, some reduction of mobility costs or increased convenience that make their life more enjoyable, and free some resources to be spent in other activities, fostering the local economies. DESTINATIONS will experiment strategies and measures to better manage the peak density, in large, medium sized and small tourist destinations, with the goal to reduce car dependency among visitors and residents. Tourist destinations should attract **less vehicles, more people** in the peak periods, providing tourists with a range of sustainable transport solutions as alternative to individual car use (ownership or rental). The present population and vehicle density profiles are considered key indicators to monitor and evaluate this strategy, as illustrated in the following figure showing the expected shapes of the indicators for the two extreme cases of Las Palmas (large touristic city) and Elba (polycentric area) - before and after DESTINATIONS:



The figure shows that the relative intensity of the peak is higher in small destinations, where the off-peak density is below the urban threshold – i.e. the density threshold at which public transport services start to be viable. In large destinations the problem is somehow less dramatic because the conditions exist for providing year-round public transport services to the residents. The visitors in such destinations create additional pressures that can be however handled adapting existing services and implementing a full range of measures. In the small destinations, instead, public transport is not affordable, and some options available for larger cities are simply out of scope. A better strategy could be then for smaller tourist destinations to reduce the pressure of incoming vehicles, without reducing mobility in the peak period, for instance implementing a shared transport strategy.

### 1.3.2 The positioning of the project

The DESTINATIONS project is aiming at acting on both the large-scale implementation of smart proven solutions and the development and testing of new technologies and processes. TRL5-9.

### 1.3.3 National or international research and demonstration activities linked with the project

DESTINATIONS will incorporate all research results available at local and national level, at European and international levels; through the huge material available in the CIVITAS Initiative and other projects:

**Local studies:** All DESTINATIONS cities have conducted a detailed study of the local tourism characteristics and assessed the origin of their most relevant tourist flows (increasing numbers from Eastern member states, Russia and [689031][DESTINATIONS]

China), mobility patterns (arrival mode and mobility at destination), places and duration of stay, type of arrangements (individuals/packages), age profiles. These baselines will support not only the accurate planning of measures, but also their before and after evaluation (incl. business as usual scenario).

**CIVITAS:** CIVITAS forms the demonstration core of the urban mobility part of Horizon 2020. As such the project will fully integrate with the overall CIVITAS knowledge base that has developed over the years. It will integrate with its sister demonstration projects, build on the experience of past CIVITAS projects, work fully with the CIVITAS horizontal coordination and support project (notably volunteering to lead a thematic group on sustainable mobility in touristic cities) and the CIVITAS Forum, disseminate its findings at national level through the CIVINET networks.

**SEEMORE:** The cities of Funchal, Limassol and La Valetta will bring in experiences from the SEEMORE project in which they have set up local cooperation frameworks between stakeholders from the tourism and mobility sectors and tested mobility management measures targeted at visitors.

**POLY-SUMP:** This project makes a first step towards a methodology for developing SUMP in multi-centric regions. DESTINATIONS will use it and adapt to the tourist destinations purposes, to support integrated mobility planning in the 6 pilot areas.

**MIND-SETS:** is the major H2020 coordination and support action on mobility behaviour change (MG9.2), which will provide a new perspective on mobility and the appraisal of new mobility products and services in the future.

**Link to China:** Chinese research and innovation is developing extremely fast and dynamically and China has become a major new actor in the global system for the production of knowledge. The Commission has concluded a cooperation agreement on urbanization with China including the Mobility for Growth programme. In the full spirit of this agreement, DESTINATIONS has risen to the challenge to form a strong relationship with Chinese associates in its work programme. Three major areas for common EU China research and innovation action have been retained by Chinese and European experts during a major EU-China Joint Workshop on Urban Innovation held in Foshan in May 2013. The agreed main topics for research and innovation on sustainable urbanisation are: i) City planning, including urban governance and institutional innovation; ii) Green Urban Mobility and Transport; iii) Sustainable Energy Solutions for Cities; iv) Smart Cities. Moreover, while China follows quite closely the US in almost any field, when it comes to urbanization, urban planning and urban transportation issues the model for them to follow is Europe, considered far more advanced in this area. This can help EU specialized consultancies to develop business in China.

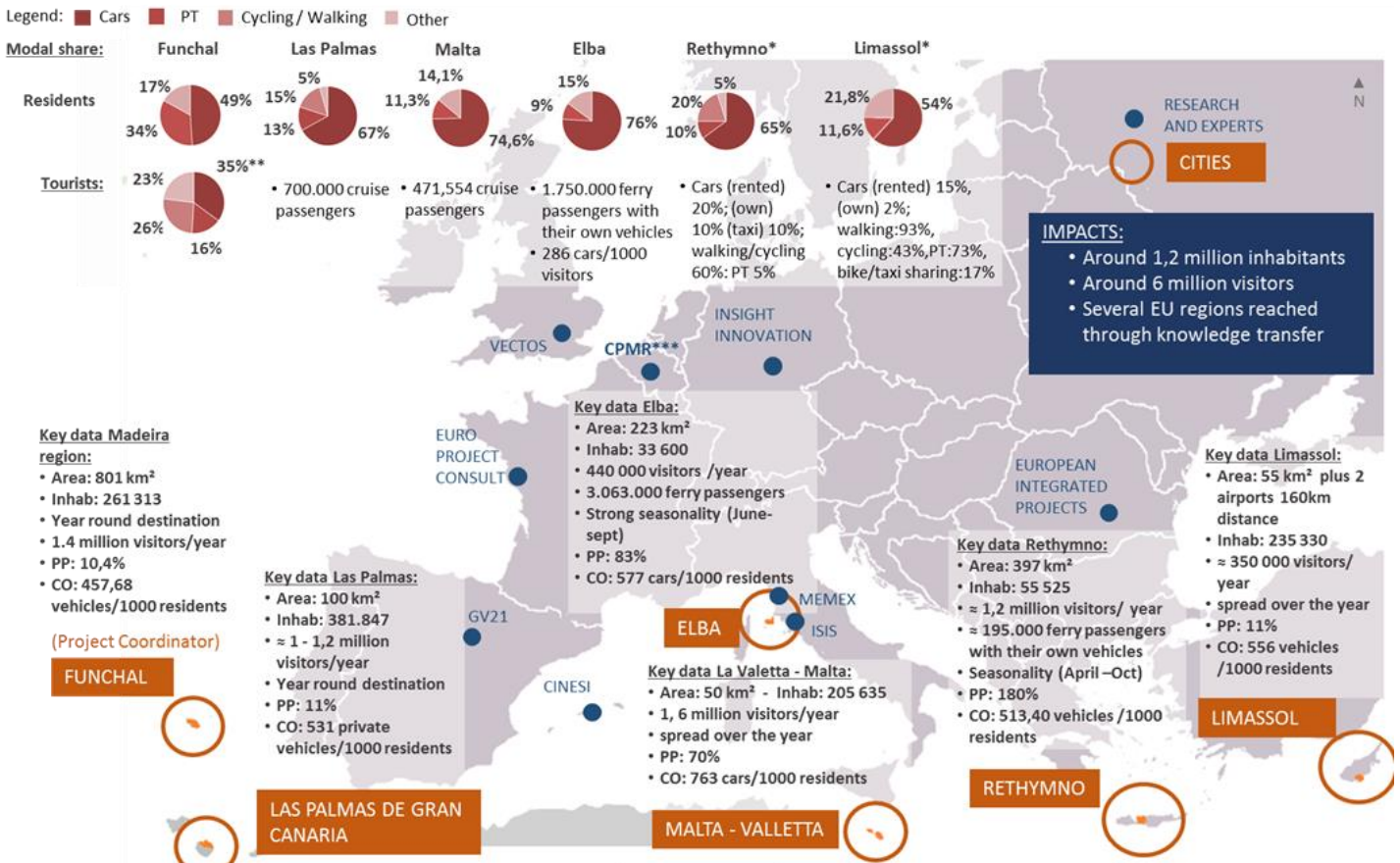
#### *1.3.4 Overall approach and methodology*

##### **DESTINATIONS demonstration sites**

Different criteria have been considered in the selection of the demonstration sites:

- a) diversity of conditions and challenges met by touristic areas (considering both residents and tourists);
- b) identification of major barriers to successfully implement innovative sustainable mobility solutions in cities (small and medium) facing a high touristic demand;
- c) engagement to address problems and opportunities for creating environmentally sustainable, safe and energy efficient transport systems.

The selected DESTINATIONS demonstration areas are facing major challenges in relation with the importance of tourism in their local economies and transport systems. They represent diverse geographical and topographical conditions as well as urban structure and functional systems. All the project cities have to manage tourists demand and habits in term of travel and mobility. Moreover, at a wider scale, mobility is part of the attracting or retaining strategies, and the tourism sector can represent up to 50% of the GDP of these territories. The map below shows key indicators<sup>2</sup>.



This map illustrates the consortium geographical repartition - CO: Car Ownership / PP: Population Peak (estimated: (present population in peak period)/resident population)  
 \*Rough estimations provided by the municipalities / \*\*Data collected in a survey conducted at Madeira Airport to a sample of 200 tourists  
 \*\*\* CPMR has a large area of influence: 150 regions, 28 countries and around 200 million people

### DESTINATIONS work-structure

The demonstration activities in the 6 pilot areas are grouped in six demonstration work packages:

- WP2 - Sustainable Urban Mobility Planning for residents and visitors;
- WP3 - Safe, attractive and accessible public spaces for all generations;
- WP4 - Shared mobility and e-infrastructures towards zero emissions transport;
- WP5 - Smart and clean urban freight logistics at tourist destinations;
- WP6 - Mobility demand management and awareness for sustainable mobility at tourist destinations;
- WP7 - Attractive, clean, accessible and efficient public transport.

To facilitate cross-fertilisation among partners from different cities within the work packages, the measures are grouped in clusters as is shown in the table below:

<sup>2</sup> Funchal is the capital of the Madeira Island. Malta is one of the smallest and most densely populated countries in the world. Rethymno is the third biggest city of Crete, member of the Covenant of Mayors, with a large well preserved old town. Las Palmas is the largest and most populous city of the Canary Islands and its metropolitan area is one of the largest in Spain with over 600 000 inhabitants. Elba is the third biggest Italian Island (divided into 8 municipalities) only 10km far from the coast of Tuscany. Limassol is the second largest city in population of Cyprus and plays a major role attracting 13% of the total arrivals. As a whole, the sites display a large number of inhabitants, receiving each year a considerable amount of visitors coming from all Europe and beyond.

WP	Measures	Elb	Lpa	Lim	Mad	Mal	Ret
2	SUMP taking tourist mobility into account	X	X	X	X	X	X
	Smart metering and crowdsourcing for SUMP	X	X		X		X
3	Increase traffic safety and improve disabled accessibility	X		X			X
	Attractive and accessible public space	X	X	X	X		X
	Safe routes to school			X	X		X
4	Shared mobility services	X		X			X
	New and extend public (e-)bike systems		X	X		X	X
	Shared e-charging infrastructures		X	X	X		X
5	Sustainable Urban Logistics Plans	X	X	X	X	X	X
	Solutions for efficient freight distribution	X	X	X	X	X	X
	Collection of used cooking oils for fuel			X			X
6	Mobility management and travel plans	X	X	X	X	X	X
	Behavioural change through competition	X	X	X	X	X	
	Low emission zones and parking management			X	X	X	X
7	Improved PT services for tourists and residents	X	X	X	X	X	X
	Demonstration of electric, hybrid and LPG buses		X	X	X	X	X
	Real-time mobility & tourist information and payment services	X	X	X	X		

The demonstration work packages are complemented by horizontal work packages to ensure a smooth implementation as well as cross fertilization, the evaluation of impacts, dissemination of results and replication of best practices.

### 1.3.5 Gender analysis in the project's content

DESTINATIONS aims to enable accessibility, mobility and active engagement of both tourists and residents; and of the men, women and children that make up the two communities. All transport accessibility dimensions for both women and men will be considered - physical barriers and ease of interchange, distance and duration, access at different times, affordable access, safe and secure access and informed access. The impact of the project will promote greater gender equality in access to employment and training in the sustainable mobility and tourism sector, leisure opportunities, safer travel environments, research and decision-making. The project will adopt gender mainstreaming approaches for all employment access measures, including measures to ensure safe and secure active travel environments: Such as through the web portal Harassmap where members of the public report the location of physical harassment. It is also to be noticed that the research and demonstration team implementing the project involves as balanced number of women and men at all levels.

## 1.4 Ambition

### 1.4.1 Progress beyond the state of the art

So far the CIVITAS Initiative has proven to be a valuable instrument to help cities experiment with urban transport solutions. In the CIVITAS Plus phase of the initiative (2008-2012), 25 cities cooperated to plan, implement and understand the impacts of some 300 innovative transport measures. The ambition of DESTINATIONS is to extend and adapt as appropriate the CIVITAS Initiative to the tourist destinations of Europe. The project is coordinated by a touristic city of the CIVITAS Plus group, Funchal in Madeira, Portugal. While tourist and leisure mobility were only addressed marginally in the previous rounds of CIVITAS through individual measures, in DESTINATIONS it becomes the main focus of an integrated package. Even so, DESTINATIONS will take up lessons from tourist cities that participated in previous rounds (promoting public transport among hotel guests in Funchal within MIMOSA, extended public bike system and multi-lingual travel planner targeted at tourists in Palma de Mallorca within DYN@MO, as well as some measures in the CIVITAS SUCCESS -La Rochelle - and CIVITAS RENAISSANCE projects). The project also addresses for the first time the issue of building more lasting business models on win-win relationships with the private sector. On the technological side, the project addresses the identification and consolidation of appropriate ITS solutions (architecture, devices and integrated platform) suitable for small urban contexts influenced by significant tourist flows. The project addresses the consolidation of EU benchmarking of ITS impacts on the efficiency of mobility services and the relevance of supporting conditions on ITS performances.

### 1.4.2 Innovation potential

DESTINATIONS' innovation potential is rooted in the following aspects that the project will foster directly at the 6 partner destinations and indirectly at European and international (Chinese<sup>3</sup>) tourist destinations targeted by the dissemination and cross-fertilization activities:

**Integration of sustainable tourism and mobility strategies:** Tourist destinations have to find a balance between good accessibility and an attractive natural environment. Many destinations aim to market themselves as sustainable destination but have not yet integrated sustainable mobility in their tourism (promotional) strategies. Local mobility planners in tourist areas are struggling with seasonality in traffic demand but, in many cases, have not included visitors as main target group in their Sustainable Urban Mobility Plans. The Intelligent Energy Europe projects SEEMORE and STARTER show that a structural co-operation between the local tourism and mobility sectors can lead to short term positive impacts on both the branding of the destination and the use of sustainable transport modes. On the longer term, the co-operation can lead to a structural integration in policy documents like Sustainable Urban Mobility Plans acting as common framework reference for the future integration of mobility measures under a common strategic view. To improve local policy making, DESTINATIONS will increase data collection about the movements of tourists during their holidays, making use of smart sensors and crowd sourcing. Through big data analysis, both public and private actors will develop new tailor-made tourist and mobility services.

**Supra-municipal approach:** In many tourist destinations a SUMP that includes tourists as a target group will need to look beyond the borders of individual municipalities. In order to plan and operate a seamless mobility offer, the SUMPs within DESTINATIONS will focus on a larger functional area and involve several (smaller) municipalities. In practice this means that in some of the demonstration sites also regional and even national authorities will be directly involved.

**Sustainable mobility can be a tool in a local economic development strategy,** for instance developing integrated tools to inform about mobility options and tourist attractions, or better integrating remote areas/attractions in the destination by means of integrated discount offers for public transport users. DESTINATIONS will implement a green credits scheme that awards tourists and residents when using sustainable transport options for their trips. The credits offer users discounts in local shops and restaurants, thus linking sustainable mobility to the local economic development.

**The economic power of the tourism sector can be levered to create viable business cases for sustainable mobility options,** for instance by means of co-financing of: i) integrated campaigns between mobility and tourism authorities to promote a sustainable and attractive destination; ii) offer of new leisure transport products for tourists, like thematic cycling and walking routes, treasure hunts using public transport and hop-on hop-off services iii) measures to improve traffic situation around hotels and mayor attractions (traffic-calming, pedestrian areas, high quality bus stops and a new Bus Rapid Transit service); iv) Travel plans and green labels for hotels and tourist attractions to support sustainable modes.

**Develop innovative mobility solutions serving both residents and visitors:** The implemented innovative services of sustainable mobility will address both target groups, and not only one. For instance, by opening up of extended public (e-)bicycle systems to tourists, the system can become more economically feasible. The income from tourists during the peak season can serve to cross-finance the service provision during the low season for citizens. Moreover, great hope is placed today in the rapid deployment of digital information and communications technologies that can help make mobility "smarter". New, smarter transportation systems based on vehicle sharing, can provide services that replace public transportation with on-demand qualities of individual mobility or taxis. The project will test different types of shared services for passengers and goods at tourist destinations, focusing specifically on electric mobility benefits.

**Reach target group of visitors before their arrival at the destination,** for instance providing for: i) clear and accessible integrated online information on sustainable mobility options at tourist destinations; ii) Open data on public transport that can feed travel planners and mobile phone apps from different providers and different countries; iii) co-operation with tour operators and long distance operators; iv) multi-lingual information; v) common "one shop" access points to seamless mobility offer.

**Sharing solutions can increase capacity in peak periods,** for instance by means of: i) vehicle sharing services; ii) collaborative schemes between residents and tourists (e.g. UBER and airbnb-like services to share apartments and vehicles; blabla-like ride sharing). Iii) taxi sharing; iv) sharing space (e.g. temporary parking).

<sup>3</sup> An additional impact is expected indeed through the cooperation with China. The project will foster the implementation of the EU China Partnership on Urbanisation through a tangible transfer of know-how and share of experimentations on Green Mobility, particularly regarding touristic situations.

**Develop freight services that make use of the opportunities and relieve the constraints of tourist destinations:**

Because of high hotel and restaurant concentration, tourist destinations can be frontrunners in collecting Used Cooking Oil and demonstrate its use as alternative fuel in local fleets. To reduce the number of distribution vehicles in low emissions zones in historic areas, smart consolidation platforms will be implemented, making use of clean vehicles for last mile delivery, a historic tunnel, reservation and enforcement of (un-)loading zones with sensors. DESTINATIONS will develop specific tourist related services like luggage transport for ferry and cruise passengers and shared transport for hotel laundry services.

**Reduce pressure of road transport on the vulnerable environment of tourist destinations through the promotion of clean vehicles:** i) clean public transport: introduction of 4 electric buses, 4 hybrid buses, 4 midi/mini hybrid buses, 2 minibuses retrofitted to LPG, 10 buses with hydrogen catalizator system, 2 dual fuel buses (Diesel/LPG) and a bus solar kit for longer lines, ii) Provide 38 new intelligent public EV charging points and information campaigns for the wider uptake of electric vehicles by car rental companies; iii) 4 electric minivans in municipal fleets; iv) 14 electric cars in new sharing systems; v) 157 e-bikes in new and extended public bicycle services: and the ii) use of Used Cooking Oil (UCO) as fuel for a waste collection truck.

**Holiday is a perfect time to experiment with alternative modes of transport,** as for instance: i) short trips on islands are ideal for electro-mobility or cycling; ii) not all tourists want to/can drive a car in a foreign country, and this creates a potential for public transport; iii) it is possible to make sustainable mobility options and public spaces easily accessible for visitors. Tourists can try out new mobility habits during their holidays and transfer these habits also to their leisure trips in their home towns.

## 2. Impact

### 2.1 Expected impacts

#### *Impacts of the project*

DESTINATIONS has a strong relationship with 4 of the 5 targets of Europe 2020 Strategy for ‘smart, sustainable and inclusive growth’, making a clear contribution to:

- *Jobs:* By providing enhanced access to employment, with new opportunities to reduce unemployment and create jobs and skills in new mobility products and services;
- *Innovation:* By developing new mobility solutions for tourist cities via research and demonstration actions;
- *Climate:* By demonstrating how DESTINATIONS measures can reduce greenhouse gas emissions, increase the use of renewable energy sources and energy efficiency; while protecting natural habitats;
- *Social:* By using mobility measures to enhance access and raise the quality of life to reduce the risks of poverty and exclusion.

It will be important to address these higher level targets in its impact assessment, in addition to the direct impacts on mobility. At the mid-term review of Europe 2020 Strategy in 2015, the achievements in climate goals overall are not being achieved in transport. The other 3 goals lack progress, particularly in the underperforming economies of the DESTINATIONS cities where success in the tourist sector is critical.

**Economic impacts:** Although strictly focusing on the mobility sector, the project will contribute directly to strengthen the competitiveness of local mobility operators and stakeholders in the provision of high quality and innovative mobility services and supporting solutions thus increasing the attractiveness of mobility services towards the tourists. In a broader sense the project will contribute to improve the whole tourist offer chain achieving a better positioning of the involved cities in the national and international tourist market which is particularly complex and competitive due to fast developing trends and increasing diversification of destinations, gathering to DESTINATIONS cities a strong attractiveness for sustainable experience. As such, the project will improve the whole economic potential of the involved cities whereby the economic and social well-being is deeply influenced by the quality and the revenues of the tourism offer. As a direct impact on transport market, the project will consolidate and increase the demand for mobility services and standardize the requirements for ITS specifications.

**Social impacts:** Mobility initiatives can work to achieve positive social change and improved health conditions. New trends in active mobility, shared mobility, on-demand personalised mobility services and smart phone applications, can be easily tailored to meet the specific needs of minority groups, mobility impaired, different generations and both men and women. The DESTINATIONS demonstrations will embrace these opportunities at the design and delivery stages. The impact will result in: more accessible mobility services, both physical (e.g. wayfinding for visually impaired) and virtual (e.g. translated mobile phone apps for tourists and minority ethnic groups), to include more sections of the community. The factors which influence an individual’s choice of transport [689031][DESTINATIONS]

are more complex today than 10 years ago. It is not just about journey time and cost. Therefore, through the evaluation work package we will measure how DESTINATIONS meets social needs in different countries: what degree of uptake of new mobility services is done due to an individual's desire for greater social interaction (eg car sharing), for greater personal autonomy (tactile paving, audio guides, cycling), for greater self-esteem (electric vehicles) or for competition purposes (smart phone applications and gamification). The impact will be a more informed set of policy makers and private sector supporters to unlock and direct future investment into a greater range of mobility services knowing that the likely demand (and shift away from single car use) will be great on the basis that the benefits felt by the individual go beyond accessibility, but a whole range of social aspects as well.

**Safety and security impacts:** New services and infrastructure will be designed with high safety standards and will ensure they offer mobility users the most secure journey experience for men and women. This will impact in a reduction in the perceived and actual safety issues of walking, cycling or taking public transport, and result in a reduction in road traffic accidents and killed and seriously injured in the six cities, enhancing the EU's road safety targets. The recent rapid increase in migration to Europe, across the Mediterranean, poses some unique challenges to island communities in particular - including DESTINATIONS countries - which have limited capacity, notably on their transport infrastructure. In a similar way, so does the influx of large numbers of tourists. A safety and security impact and needs assessment will increase our understanding of the issues that need to be addressed resulting from sudden changes to the demographic composition of island communities: from the need of improved information provision, through to increased vigilance in the urban environment to reduce risk of personal harassment and assault, crime and even potential terrorist activities.

**Environment and public health impacts:** DESTINATIONS will lead to resulting benefits to the environment and public health. Through sustainable modal shift and reduced emissions (namely NO<sub>x</sub>, CO<sub>2</sub>, PM<sub>2.5</sub> and PM<sub>10</sub>) there will be improved air quality and decreased respiratory illness in our cities. Through increased walking and cycling, there will be reduced cardiac illnesses caused by sedentary behaviour. Mental health will improve from a population with greater mobility autonomy and access to mobility needs. Using the Health Economic Assessment Tool (HEAT) the additional economic value of a healthier population will also be measured. Additionally the relevant WHO's Environmental Health Criteria will be exploited. In certain cases (i.e. ebus, used cooking oil) Life Cycle Assessment will be applied (Simapro 8.0.5).

**Innovation impacts:** Innovation can be seen as the development of better solutions that meet unarticulated needs, as well as the creation of new or changed markets using recent technologies. Innovations in mobility relate to changes of mind-sets, behaviour, management strategies and collaboration mechanisms. Innovation related to the mobility of tourists requires a versatile approach throughout the value chain to make the most of available resources from both the mobility and tourism sectors. DESTINATIONS will incorporate business modelling from the very start of the project using a research based, data- and hypothesis-driven, customer experience oriented and iterative approach. The local measures will introduce different types of innovation depending on the kind of actors and stakeholders involved. Capacity-building actions for public servants, for example, will foster a change towards a more service-oriented mind-set. A shift of their self-image from curators to trailblazers is needed, as some of the measures require new partnerships between the public and private sectors. In meeting the challenges through technical and organisational cooperation, the DESTINATIONS cities and islands will enrich their methodologies and processes for sustainable planning and delivery of clean urban mobility in touristic areas. All this will boost innovation in the 6 sites and beyond, through the dissemination emulation of DESTINATIONS practices in other tourist destinations in Europe and beyond – particularly in China.

**Impact for China:** DESTINATIONS will contribute indirectly to the improvement of the China's urbanization process and environmental problems - in particular, the ones related to traffic pollution and noise - as well as to attract Chinese tourists to EU islands destinations. Health, wellbeing and terrorism are all three very relevant topics for China.

• **Health and wellbeing:** Cities are polluted, and the most developed ones are so polluted today because of mobile sources, since the industry has already for many years relocated outside. Because of this reality, the government is making a great effort in bringing greenery and environmental management to the cities and to the economy. The green economy concept has been used in China since around 2008 in order to improve the environment for both local residents and domestic and foreign visitors. Moreover, Chinese younger generations are more aware of the importance of health and wellbeing, in particular when raising their children and taking their children outdoors. The outdoors is already a big part of Chinese travel aspirations. As more Chinese tourists shun package trips in favour of independent travel, they show an even higher interest in various outdoor activities on their overseas trips. DESTINATIONS expects to contribute to bring them to unpolluted and beautiful EU destinations quite



soon. In the US, Chinese tourists who are eager to embrace unpolluted natural scenery also look for one-day outdoor adventure in surrounding areas, such as horseback riding, skiing and ice fishing. Such featured outdoor activities that combine fresh air and authentic culture experience are especially sought after by high-spending Chinese travellers, bringing profitable business opportunities in the travel and retail industry for EU tourists destinations.

- **Terrorism:** China has a permanent challenge in fighting with terrorism notably in the Xingjiang province which aims to be independent from China and is said to have connections to the Taliban. Europe, on the other hand, has also come across with several terrorist threats during recent years. Tourists risk perception towards DESTINATIONS demonstration sites is so far still positive, as they feel that attacks are unlikely to happen. Nevertheless, one has to be aware that several extremists have undertaken terrific attacks at well-known tourism places. If they are replicated in Europe, the impact on the travel and tourism industry can be enormous and lead to major societal conflicts.

**Local impacts in the six demonstration sites**

DESTINATIONS measures will lead to a range of specific impacts in the demonstration areas. The expected impacts are assessed on the basis of the information provided by the 6 sites for the measures described in detail in the demonstration WPs 2 to 7. For some sites and measures first quantitative estimates of expected impacts have been provided, based on prudential assumptions (not reported here) that will be revised during the ex-ante evaluation tasks. Each measure demonstration is going to consider either a small size deployment or a reduced test area. However, to get full benefits from the impacts evaluation of the demonstrations, developed in each site, it is essential to consider the effect of scaling up each service development, tested and evaluated, to the whole destination level, the overall impacts on transport and the consequence for the local economy, environment and society. For this purpose, it is essential to extrapolate to the “full size” the results obtained in the impact evaluation of the measures’ demonstrations. The outcomes of this operation will also allow to support the ex post checks of the SUMP performances in terms of expected results versus policies. Of course the results of one - or in any case few of the implementations foreseen in the SUMP – without considering the potential interactions/synergies among all of them, are not enough for a definitive judgment, but surely the scaling up exercise can deliver an indication of the soundness of the policies planned in the SUMP.

The expected impacts per site and per measure are summarized in the table below:

Site	WPs	Expected impacts
Elba	WP2	<p><u>(ELB 2.1) - Common ELBA SUMP for residents and tourists:</u> Increase of overall Elba accessibility for the tourists and residents; reduction of car trips and increase collective/shared mobility and green services; reduction of congestion and emissions.</p> <p><u>(ELB 2.2) - ELBA open data layer:</u> To increase the overall accessibility to the ELBA information, useful both for day-to-day management of the transport system and for providing other (sharing) services and specific apps.</p>
	WP3	<p><u>(ELB 3.1) - Increased level of safety for pedestrian crossings:</u> Reduce road accident risks for pedestrians, with particular benefit for vulnerable road users (disabled and elderly people, children, etc.). Incentivise tourists and citizens to walk in the urban area. Requalification of the pedestrian route from the harbour to the historic centre in RioMarina.</p> <p><u>(ELB 3.2) - Sustainable and safe accessible bike and pedestrian route design:</u> Reduce road accident risks for cyclists and other road users. Foster the use of sustainable and healthy mobility modes.</p> <p><u>(ELB 3.3) - Requalification of the main taxi station area in Portoferraio:</u> Improvement of the urban environment and of its accessibility, with positive impacts on quality of life for citizens and on tourist experience.</p>
	WP4	<p><u>(ELB 4.1) - Shared ELBA Mobility Agency, (ELB 4.2) - Car/scooter/bike/boat (CSBB) sharing, (ELB 4.3) - Ride Sharing Platform, (ELB 4.4) - Increasing feeling of security among Elba sharing users tracking for ELBA-sharing service users:</u> Increase of the social cohesion, equity and service accessibility in low season periods; reduction of car trips; increase security and safety; reduction of congestion and emissions, greater economic vitality (more tourists with more budget to spend for leisure on the island).</p> <p><u>(ELB 4.5) - EV legislation revision and charging infrastructures in Elba:</u> Foster sustainable mobility behaviours; improve and facilitate EV use by residents and tourists.</p>
	WP5	<p><u>(ELB 5.1) - Island freight logistics for tourist services:</u> reduction of emissions and of energy consumption of freight vehicles and to improve the overall island mobility and accessibility. Enhance the quality of the tourist services offered to Elba visitors.</p>

		(ELB 5.2) - <u>Sustainable ELBA Logistics Plan</u> : create strong synergies among the involved actors; improves the strategic and planning tools on short/medium/and long term period; enhances the effectiveness and positive impacts of Elba SUMP (SULP as part of SUMP).
	WP6	(ELB 6.1) - <u>Combined products for tourism and mobility: the accommodation and mobility package</u> : To increase the overall accessibility to the ELBA PT services by the integrated offer and to push the use of green services (form taxi to sharing services and bike) in order to reduce the private car use by residents and tourists.
	WP7	(ELB 7.1) - <u>Improve PT services for tourists</u> : Improved Elba accessibility for tourists; reduction of car trips; reduction of congestion and emissions; improvement of security and safety; enhancement of cost effectiveness of transport services. (ELB 7.2) - <u>Integrated payment</u> : Better accessibility and convenience to use integrated PT, bike sharing, car sharing and parking services in the island. (ELB 7.3) - <u>APP for user real time information</u> : improvement of the PT services quality fostering the use of PT by residents and tourists.
Las Palmas	WP2	(LPA 2.1) - <u>SUMP observatory and participation</u> : Investment in sustainable urban mobility projects; increase the use of public transport, cycling and walking. (LPA 2.2) - <u>SMART destination</u> : Increased satisfaction among tourists about the quality of (mobility services at the) tourist destination; more efficient policy-making; decrease in the costs of data collection; increased use of sustainable mobility options for leisure trips.
	WP3	(LPA 3.1) - <u>Attractive, safe and accessible public space at major attractions</u> : Increased satisfaction among tourists about the quality of (mobility services at the) tourist destination; increased accessibility for the physically impaired; less injured/deaths from road accidents in the area; decrease in feeling of insecurity; modal split among the 500.000 visitors of the Aquarium; more passengers using bus stops in the area (compared to other bus stops); more pedestrians in the area; more users of public bike stations in the area (compared to other Public bike stations)
	WP4	(LPA 4.1) - <u>Public e-bike system</u> : Expected number of users: 100.000 each year with an average time of rent-a bike of 35 minutes and daily kilometres route of 8.5 kms; less emissions/ increased air quality; less energy consumption; improved urban accessibility; enhancement of social cohesion; increased cost-effectiveness of transport services (LPA 4.2) - <u>Fast charging EV</u> : increase of about 10% in electric vehicles after installing fast charging points in 6 public parkings. Less emission/increased air quality and less energy consumption.
	WP5	(LPA 5.1) - <u>D4 Service: The Smart Distribution System</u> , (LPA 5.2) - <u>Urban Freight Solutions into SUMP</u> : Reduction of kilometres in freight vehicle (5%); Reduction of noise and emissions (7%); Reduction in use of fossil fuels (5%); Decrease number of freight vehicles in the inner city (5%); Increased satisfaction among customers about the quality of service (10%).
	WP6	(LPA 6.1) - <u>Green credits scheme</u> : Less CO2 emissions: 2%; less energy consumption: 3%; increase the total share of citizens that use PT by 2%; improve satisfaction of the users by 3%.
	WP7	(LPA 7.1) - <u>Communication for the introduction of the Bus Rapid Transit (BRT)</u> : The campaign will increase BRT system acceptance. The system is expected to increase by 20% the number of PT users in the period 2014-2020. (LPA 7.2) - <u>Electric/ Hybrid buses in the urban bus fleet</u> : Reduction in energy use and emissions. (LPA 7.3) - <u>Real time mobility and tourism information services</u> : currently 4.800 users, to be increased to 7000 after the improvement. (LPA 7.4) - <u>Integrated payment solutions for mobility and tourism</u> : Increased number of public transport trips among tourists; increased number of public bike users (through 24-hour tickets); increased satisfaction among tourists about the quality of (mobility services at the) tourist destination
	Limassol	WP2
WP3		(LIM 3.1) - <u>Increase cycling and walking in combination with special interest tourist activities as an integrated product</u> : less CO2 emissions: 558.26 t CO2; less traffic noise in the city centre: 30 dB; less energy consumption: 463.5MWh; save fuel/ money: 51500L/ €63860; public health and safety; change habits of local people and tourists. (LIM 3.2) - <u>Accessibility for disabled and visually, hearing impaired</u> : Improved Urban accessibility

	<p>for disabled people; enhancement of social cohesion; more attractive tourist destination; further safety and security for disabled people: 4 less accidents; attract disabled tourists to visit the beach: 200 disabled people.</p> <p><u>(LIM 3.3) - Safe routes to school:</u> Less CO2 emissions: 118.698t CO2; less traffic noise in front of schools: 10 dB; less energy consumption: 197.1MWh; save fuel/ money: 21900lt /27156€; increase the total share of citizens that use sustainable mobility modes; more attractive and safer roads.</p> <p><u>(LIM 3.4) - Attractive and accessible public spaces to promote intermodal leisure trips:</u> Less CO2 emissions:1234 tCO2; less energy consumption: 2049.89MWh; save fuel/ money: 227760L/ 282422€; less traffic noise: 30 dB; improved urban accessibility; enhancement of social cohesion; more attractive tourist destination.</p>
WP4	<p><u>(LIM 4.1) - Electric car sharing connecting Limassol-airports-ports:</u> Less CO2 emissions: 49.46t CO2; less traffic noise in the city centre: 15dB; less energy consumption: 82.125Mwh; save fuel/ money: 9125L/€11315; public health and safety; increase the total share of citizens that use sustainable mobility modes; reduction of long term car rental: 250 rental cars in the long term.</p> <p><u>(LIM 4.2) - Expansion of public bike sharing system, include e-bikes:</u> Less CO2 emissions: 148.4 t CO2; less traffic noise in the city centre: 30dB; less energy consumption: 246.4MWh; save fuel/money: 27375L/€ 33945; increase the total share of citizens that use sustainable mobility modes (4800 new cyclists for two years).</p> <p><u>(LIM 4.3) - Promote the uptake of electric vehicles:</u> Expected number of people reached by the campaign is 40.000. Less CO2 emissions: 75.16 t CO2; less traffic noise in the city centre: 18 dB; less energy consumption: 206.96MWh; save fuel/money: 13870L/ €17199.</p>
WP5	<p><u>(LIM 5.1) - Limassol city centre Urban Freight Logistic Action Plan:</u> Less CO2 emissions: 6.5 tCO2; less traffic noise in the city centre: 25 dB; less energy consumption: 25920 kwh; free sidewalks: 2%; more safety and security of pedestrians; greater urban freight logistic awareness.</p> <p><u>(LIM 5.2) - Promotion and creation of network for collecting of used cooking oil:</u> Reduction of environmental pollution; achieving a large number of stakeholders who recycle cooking oils; decrease the price of fuels; greater awareness of options for recycling cooking oil; increase of the total share of citizens that use smarter and more fuel-efficient mobility modes; change habits of local people and tourists.</p>
WP6	<p><u>(LIM 6.1) - Awareness on the use of sustainable mobility modes for leisure trips:</u> Less CO2 emissions: 48.78t CO2; less traffic noise in the city centre: 25dB; less energy consumption: 81MWh; save fuel/ money: 9000L/€11160; increase the total share of citizens that use sustainable mobility modes; more attractive tourist destination; change habits of local people and tourists; contribute to train urban planners of Municipalities at regional and national level for sustainability.</p> <p><u>(LIM 6.2) - Business cases for combined tourist and mobility products:</u> Less CO2 emissions: 271tCO2; less traffic noise in the city centre: 15dB; less energy consumption: 450MWh; increase the total share of citizens that use smarter and more fuel-efficient mobility modes; save fuel/ money: 50000L/€62000; public health and safety; change habits of local people and tourists; more attractive tourist destination.</p> <p><u>(LIM 6.3) - Bicycle challenge: competition between employees of companies:</u> For 200 people reached we estimate less 46.83t CO2 emissions; less traffic noise in the city centre: 15%; less energy consumption: 77,76Mwh; save fuel/ money: 8640L/10714€; public health and safety; change residents and tourists habits; more attractiveness.</p> <p><u>(LIM 6.4) - Smart parking guidance system:</u> Less CO2 emissions: 42.11 t CO2; less traffic noise in the city centre: 20 dB; less energy consumption: 69.93 MWh; save fuel/money: 7770 L/€ 9635; more attractiveness.</p>
WP7	<p><u>(LIM 7.1) - Improvement of PT routes, time tables, ticket procedure and bike transportation on buses to make the service more attractive:</u> Less CO2 emissions: 65.04 t CO2; less traffic noise in the city centre: 25dB; less energy consumption: 108MWh; save fuel/ money: 12000L/14880€; public health and safety; increase the total share of citizens that use sustainable mobility modes.</p> <p><u>(LIM 7.2) - Creation of an electric bus hop on hop off service in the old town:</u> Less CO2 emissions: 296,745 t CO2; less traffic noise in the city centre: 30 dB; less energy consumption: 492,75 kWh; increase the total share of citizens that use sustainable mobility modes; more attractive tourist destination; change habits of local people and tourists; save fuel/ money: 54750L/ 67890€; public health and safety</p> <p><u>(LIM 7.3) - PT traveller information system:</u> Less CO2 emissions: 1756t CO2; less traffic noise in the city centre: 30dB; less energy consumption: 2916 MWh; increase the total share of citizens that</p>

	<p>use smarter and more fuel-efficient mobility modes; save fuel/ money: 324000 L/453600€; public health and safety; change habits of local people and tourists; more attractive tourist destination; reduced private/rental car usage or taxi hiring : 18000 people/ 6480000km</p> <p><u>(LIM 7.4) - Mobility application and travel planner for smart phones to provide real time information:</u> Assuming that 15.000 citizens will use smarter and more fuel-efficient mobility modes, the expected impacts are: less CO2 emissions: 121,95 t CO2; less traffic noise in the city centre: 12dB; less energy consumption: 202,5MWh; save fuel/ money: 22500L/ 27900€; public health and safety; change habits of local people and tourists; more attractive tourist destination.</p>
Madeira	<p>WP2 <u>(MAD 2.1) - Sustainable Regional Mobility Plan (SRMP) in touristic regions:</u> Less emissions 2%; less energy consumption 2%; more attractive tourist destinations 5%; better cost-effectiveness of transport services 2%; at least 100 residents and 50 tourists making suggestions in the web platform for city living; satisfaction increase with transport system/options 20%; better balance between yearly total operational cost and revenues among all the PT operators (100.000 €); increase the number of tourists and residents travelling to events by PT of at least 10%.</p> <p><u>(MAD 2.2) - Smart metering and user generated content to improve urban mobility planning and services:</u> improvement of at least 5% of the PT occupation rate and of urban accessibility by 3%; improve satisfaction of the users by 3%; less emissions / increased air quality by 2%; less energy consumption by 2%.</p>
	<p>WP3 <u>(MAD 3.1) - Innovative solutions for safe and secure public spaces:</u> Increase of 10% citizens and tourists circulating daily in the target street; at least 80% improvement of satisfaction among citizens and tourists; decrease security problems in at least 20% in the target area; decrease of 5% of traffic accidents in the target area.</p> <p><u>(MAD 3.2) - School and foreign students awareness campaign package:</u> Less CO2 emissions -23,5 t CO2; less energy consumption -9675,0 litres; improve pedestrian safety and urban landscape quality; reduce private transport use -10% and increase public transport use (250 users).</p>
	<p>WP4 <u>(MAD 4.1) - Promote the uptake of clean vehicles by fleet operators:</u> With an expected uptake of 100 electric vehicles, we get: Less emissions / increased air quality -197 tCO<sub>2</sub> , 87%; less fuel consumption - 653 MWh, 75%; less noise; increased use of RES - 175 MWh, with 80% - renewable energy during night time; more Attractive tourist destination</p>
	<p>WP5 <u>(MAD 5.1) - Urban Freight solutions:</u> Less congestion in the inner city by 5%; decrease of noise and emissions by 5%; at least 60% adhesion to the urban logistic working group; decreased number of commercial vehicles circulating in the inner city by 5%; at least 80% of the participants stating that their mobility information and their satisfaction with the mobility services have improved; decrease of 5% in the total energy consumption of logistic fleet circulating yearly in the inner city.</p>
	<p>WP6 <u>(MAD 6.1) - Gamification as a way to induce behavioural change in Mobility:</u> Increase of soft modes usage among target public in at least 10%; PT perceived quality of service will increase by at least 10%.</p> <p><u>(MAD 6.2) - Green credits: A Business Model for Mobility, Sustainability and Tourism:</u> At least 100 residents and 100 tourists actively participating in the green credit scheme; At least 80% of the participants stating that their mobility information and their satisfaction with the mobility services have improved; local business transactions improved in at least 10% among the targeted people; rebalance transport modal share by increasing sustainable modes in at least 5% (more 4.870 tourists using PT per year).</p> <p><u>(MAD 6.3) - Mobility planning for tourism related companies:</u> At least 200 hotel staff will receive training; at least 20 trainees will change their mobility habits towards more sustainable modes; at least 300 drivers and operational staff of PT companies receiving foreign language courses; increase the satisfaction of tourists with regard to politeness and ease of communication.</p> <p><u>(MAD 6.4) - Low emission zones and smart parking management:</u> Decrease number of vehicles in the target area by 5%; increase bus commercial speed of at least 10%; decrease noise and emission pollution in the target area of at least 5%; decrease irregular parking in the target area of at least 10%; local business transactions improved in at least 5% among the targeted people.</p>
	<p>WP7 <u>(MAD 7.1) - Electrical vehicles and clean fuels for public transport and urban fleet:</u> For a 360 days trial, we estimate Less CO2 emissions - 105 tCO<sub>2</sub> , 89%; less energy consumption - 348 MWh, 79%; less noise; use of cleaner and alternative fuels - 76,6 MWh ,80% - Renewable energy during night time.</p> <p><u>(MAD 7.2) - Attractive public transport:</u> Better bus stop accessibility for at least 40.000 passengers/year; public transport passengers increase of at least 600 tourists per day (10% increase);</p>

		<p>rebalance transport modal share by increasing sustainable modes of at least 5% (more 4.870 tourists using PT per year); increase road safety for pedestrians and accessibility to bus stops.</p> <p><u>(MAD 7.3) - Smart PT traveller information service:</u> Increased number of visitors to HF website - at least 10% (more 215 per day); increased number of PT tickets sold to tourists - at least 5% (more 22.681 tickets sold per year); increased number of tourists that are aware of sustainable modes of transport before travelling; increased total PT operational revenues - at least 2% (increase of 278,871€ in the PT operational revenues thanks to this single action); rebalancing of transport modal share by increasing sustainable modes of at least 5% (more 4.870 tourists using PT per year).</p> <p><u>(MAD 7.4) - Public Transport open and smart ticketing system:</u> Increased cost effectiveness of transport services; more attractive tourist destinations; increase of PT tickets sold to tourists of at least 5% (more 22.681 tickets sold per year); increase total PT operational revenues of at least 2% (increase of 278,871€ in the PT operational revenues thanks to this single action); rebalance transport modal share by increasing sustainable modes of at least 5% (more 4.870 tourists using PT per year). Number of tourists using Internet on their mobile phone for tourist reasons expected to raise by 10% (increase of 53.571 tourists a year)</p>
Malta	WP2	<p><u>(MAL 2.1) - Sustainable Urban Mobility Plan:</u> Less CO<sub>2</sub> emissions: 1.615 tonnesCO<sub>2</sub>e/a; reduce annual average in NOx emissions by 16.15 tonnes and in Particulate Matter emissions by 0.069 tonnes; one pedestrian zone; increased modal shift: 1% more PT travellers; increased satisfaction: 1% commuters.</p> <p><u>(MAL 2.2) - Sustainable Urban Mobility Plan Award:</u> Less CO<sub>2</sub> emissions: 1,615 kgCO<sub>2</sub>e/a; improved satisfaction of the users (110 commuters affected)</p>
	WP4	<p><u>(MAL 4.1) - E-bike sharing pilot project:</u> Less CO<sub>2</sub> emissions: 587.86kgCO<sub>2</sub>e/akgCO<sub>2</sub>e/a; improved air quality levels, with an annual average reduction of PM emissions by 0.0025 tonnes and NOx emissions by 0.58 tonnes; improved satisfaction of the users (520 travellers)</p>
	WP5	<p><u>(MAL 5.1) - Last Mile Delivery of Goods:</u> Less CO<sub>2</sub> emissions per trip: 532.95 kgCO<sub>2</sub>e/a; improved air quality levels, with annual average reduction of PM emissions by 0.023 tonnes and NO<sub>2</sub> emissions by 5.38 tonnes; improved satisfaction of users (1,149 residents); number of trips transferred to energy-efficient mobility: 156 trips; volume of goods delivered: 156 tonnes</p>
	WP6	<p><u>(MAL 6.1) - Green Mobility Hotel Award:</u> Less CO<sub>2</sub> emissions: 1,615 kgCO<sub>2</sub>e/a; improved air quality levels, with annual average reduction of NOx emissions by 16.15 tonnes and PM emissions by 0.069 tonnes; improved infrastructure for green transport (at least one intervention); modal shift from conventional car to other modes of transport (110 travellers).</p> <p><u>(MAL 6.2) - Introducing Low Emission Zones:</u> Less CO<sub>2</sub> emissions: 88,825 kgCO<sub>2</sub>e/a; improved air quality levels: average annual total reduction of 3.795 tonnes in PM emissions; average annual total reduction of 888 tonnes in NOx emissions.</p> <p><u>(MAL 6.3) - Promoting sustainable mobility among tourists:</u> Modal shift: 600 tourists make use of sustainable transport instead of car hire/ taxi; less CO<sub>2</sub> emissions: 1,776 kgCO<sub>2</sub>e/a.</p>
	WP7	<p><u>(MAL 7.1) - Integration of ferries into the Public Transport:</u> Realization of a real time journey information system, causing: a modal shift to PT (116 commuters); less CO<sub>2</sub> emissions: 18,734 kgCO<sub>2</sub>e/a.; improved air quality levels, with annual average reduction of 187 tonnes in NOx and 0.8 tonnes in PM.</p>
Rethymno	WP2	<p><u>(RET 2.1) - Sump Integrating Tourist Mobility-SUMP WATCH:</u> Reduction of GHG emissions (CO<sub>2</sub>eq):3.010.531 kg CO<sub>2</sub>eq/year; energy savings:6.220.022 kWh/year; improve air quality, reducing PM<sub>2.5</sub> at least by 10%; noise reduction: 10 dB; increase of the PT average urban speed by 5%; reduction of the cars in the target area by minimum -5%; reduction of the illegal/irregular parking by minimum -10%; increased capacity at regional urban planners and PT operator; citizens endorsement achieved.</p> <p><u>(RET 2.2) - Smart systems for urban planners, PT operators and users:</u> Energy saving due to avoided congestion:1.476.429 kWh/y; reduction of GHG emissions (CO<sub>2</sub>eq) due to avoided congestion:=-714.602 kWh/y; noise reduction at the congestion area: at least -10 dB; reduction of the illegal/irregular parking by minimum -10%; increase of the PT use at minimum +10% due to the info input and to the promotion of the combined mobility; reduction by 10% of the congestion events; improvement of mobility management in the municipality</p>
	WP3	<p><u>(RET 3.1) - Active healthy and inclusive mobility for all:</u> +20% increase of the users of the pedestrian area; +20% increase in the children visitors and families; +5% increase of users of cycling network; improved information signs; increase satisfaction of visitors / citizens circulating in the city centre by 50%; Improved accessibility and Increase of the satisfaction of the physically</p>

	<p>impaired by 20%; 5% increase of the disabled tourists; 20% reduction of accidents of disabled persons in the area.</p> <p><u>(RET 3.2) - Mobility plan for schools/university's communities:</u> 10% reduction of accidents close to schools and the University; Increase of users of public bike stations in the area (compared to other public bike stations) (10%); Reduce private car use by 25% concerning the routes involving schools communities; increase sharing mobility by 40%; At least 200 students/pupils active involved in competition; Increase the University bus line use by 15%.</p>
WP4	<p><u>(RET 4.1) - Uptake of electric vehicles by fleet operators:</u> solar electricity generation: 51.000 kWh/year; consumption avoided due to solar electricity: 50.439 kg CO<sub>2</sub>eq/year; increase the use of hybrid and e-vehicles by +20%; 20.000 citizens reached; 8 more municipalities learn from results.</p> <p><u>(RET 4.2) - Building a sharing mobility culture:</u> 10% of the permanent citizens and 25% of the visitors will use the platform; energy saving: 61.815.019 kWh/year; reduction of GHG emissions (CO<sub>2</sub>eq):878.481 kg CO<sub>2</sub>eq/year; increase by 25% of the citizens using sustainable mobility modes; expected users of the web-platform: 2000+; people reached by the campaigns: 80.000; increased number of users of public bikes (+15%); 20% of hotel employees shift to sharing mobility modes.</p>
WP5	<p><u>(RET 5.1) - Sustainable freight logistics plan:</u> Emissions avoided: 34.909 kg CO<sub>2</sub>eq; SMEs in the old town of Rethymno contacted: 1.000, of which 50 hotels; decrease of noise by 10%; increase of satisfaction of the visitors staying in the old city: +30%; volume of goods to be transferred in the old town: 100 tonnes/day; reduction of traffic congestion in the old city by 8%; decrease of logistics fleet circulating in the city centre by 20%; 60 freight drivers trained.</p> <p><u>(RET 5.2) - Cooperative mobility - Business case on UCO to biodiesel chain-demonstration on an urban waste collection truck:</u> Domestic UCO collection points: 50; restaurants participating: 50+; Hotels 40; UCO to be collected: 54000 L/year; avoided CO<sub>2</sub>eq from produced equivalent biodiesel: 527.85 kg CO<sub>2</sub>eq/pkm/year; saving of 54.000 L diesel/year; 5% less accidental cases in the municipal water supply and sewage company; citizens to be contacted: 60.000; behaviour change as concerns the improper disposal of UCO: 25% of citizens; best practice case disseminated to 30 municipalities.</p>
WP6	<p><u>(RET 6.1) - Sustainable mobility agency for tourists/visitors:</u> Increase of at least 15% of eco-visitors in the town; increase of the visitor's satisfaction (+20%); 100.000 people reached; increase by 35% of sustainable mobility modes use in the specific designed new routes; increase by 12% the share of visitors that use sustainable modes of transport during their vacations, instead of car hire; at least 500 drivers receiving eco driving training; 30 hotel/tour operators agreements promoting sustainable modes of transport.</p>
WP7	<p><u>(RET 7.1) - Introducing electric vehicle for PT:</u> Noise reduction by 15% in the operating area; reduction of GHG emissions (CO<sub>2</sub>eq): 10.036 kg CO<sub>2</sub>eq/year; energy savings:20.736 kWh/year; number of tourists route using the e-buses: 20.000; noise reduction in the mini-bus route area – 15 dB.</p> <p><u>(RET 7.2) - Improved PT for tourists and citizens:</u> Increase the number of the PT users by minimum +10%; improved satisfaction of the PT users +20%; energy saving: 2.052.963 kWh/year; reduction of GHG emissions (CO<sub>2</sub>eq): 993.648 kg CO<sub>2</sub>eq/year; decrease noise and GHG emissions by minimum 5%; 15% of visitors routes to change from rent car/taxi to PT; 3% citizens to change mode of transport from car/taxi to PT; increased capacity of PT operators; improved skills of PT drivers; 50+ trained PT and municipal drivers.</p>

*Barriers and obstacles*

It is important to consider the existence of specific barriers and obstacles that could hamper the achievement of the expected impacts. These barriers and obstacles are related to external factors, difficult to be controlled by the project partners. Nevertheless, taking them into account they will help to plan better possible contingency actions:

**Economic context:** Although the economic situation seems to be slowly improving, there are still factors that could become a risk in the short and medium term. A change in this economic context could reduce the available budget that local authorities dedicate to sustainable mobility;

**Local political situation:** Changes in local elections could result in changes in local priorities and personnel involved with town councils;

**The lack of standards:** for clean vehicles, the differences between member states can negatively influence the market availability of the electric and hybrid vehicles to be implemented at the DESTINATIONS sites;

The national **legislative frameworks** could become a barrier for certain types of shared vehicle solutions. Even if the benefits of sharing vehicles is recognized, necessary changes in the legislative frameworks take time and might become a delaying factor for the implementation of innovative solutions;

**Migration of refugees and threat of terrorism** are that can destabilize both tourism and mobility patterns in the Mediterranean where 5 of the 6 DESTINATIONS sites are located.

## 2.2 Measures to maximise impact

### a) Dissemination and exploitation of results

The CIVITAS-DESTINATIONS project pursues an overall goal to make best practices of sustainable urban mobility available to tourism based economies. As such, the project will look – as part of the overall CIVITAS programme dissemination strategies targeting cities in Europe and beyond – at tourism oriented cities who face high leisure mobility demand with scattered revenues and stakeholders. It will aim at producing operational models (technical and business) reproducible by other urban areas and, as such, will put in place limited focused tools, all encompassed in a transferability package.

In the CIVITAS-DESTINATIONS project four basic types of organisations are involved. They have different target markets in Europe (including local and national):

- Public authorities (in scheme strategy, design, implementation and funding);
- Education and research (in providing skill levels and knowledge);
- Commercial companies (provision of products, systems and services within schemes);
- Commercial consultants (policy advice, assessment and management of schemes).

Exploitation planning will involve all of these groups working within the framework of the project. They will be reached using the professional and political networks of the partners and the wider structured knowledge community of Sustainable Urban Transport at European level (CIVITAS, Smart Cities and Communities, ELTIS and the SUMP EU Platform...). The DESTINATIONS project will produce progress and final reports on the implementation of the innovative measures for exploitation at the European policy level, within the smart green and integrated transport policy framework in European cities, for the sustainable growth of the integrated transport sector, and for further research and development on the collaboration of mobility and tourism sectors. The work will emphasise both the exploitation potential for the cities facing high tourism activities for tourist and residents.

### *Dissemination and exploitation of results*

This far-reaching dissemination plan lists the measures that will take place both during and after the lifetime of the project to ensure the results reach the widest core audience of all stakeholders for maximum exploitation and benefit. Each measure is designed to help meet the local, regional, national, European and global expected impacts of the project as listed in Section 2.1, listed by user category.

The dissemination plan will be based on the dissemination and communication strategy that will be fully developed and approved by all DESTINATIONS partners within the first 3 months of the project. The dissemination/communication strategy has two main components: an internal dissemination & communication component (that will spell out all the dissemination & communication plans and actions between the project partners) and an external dissemination and communication component.

- The local/regional/national component will develop and implement a set of plans and actions that will enable each demonstration site and each one of the project partners to reach as many local regional and national stakeholders from the four types of institutions and organisations mentioned above in order to establish:
  - An open communication channel is to be maintained with all level of authorities from the local to the national with the view to influence sustainable transport and tourism strategies, accelerate the design and implementation of new actions and help attract funding for these new schemes.
  - Strong links with educators and researchers with the view to help improve skill levels and expertise
  - Liaisons and interactions with commercial stakeholders, SMEs, transport companies, tourism operators and providers to support services to sustainable tourism and transport with the view to

the efficient and speedy uptake of new products and services that will be produced during the life of the project

- Networking schemes with the experts and consulting world of specialists that are expected to have a positive impact in providing advice and support to cities and communities outside the family of project followers in the years to come.
- Contacts with local press and media in order to reach the widest spectrum of local and national audiences
- The European/Global component will develop plans and actions to reach a wider set of European and global stakeholders including the European institutions with particular emphasis in
  - the European Parliament,
  - the Committee of the Regions
  - the Social & Economic Committee),
  - travel and tourism associations such as UNWTO, ETC ECTAA and ENAT
  - NGOs, with sustainable transport and tourism interests such as the European Federation of Transport & the Environment,
  - European level city, region and agency associations such as the Covenant of Mayors Office (COMO), FEDARENE, EUROCITIES, UITP
  - CIVITAS 2020 sister projects and other organisations or on-going projects sharing the same sustainable mobility goals and objectives as the DESTINATIONS project.
  - The European press and media, such as the Euractiv network, European Voice, European Parliament Magazine

To achieve this, DESTINATIONS will develop tools, and actions that include events at the local and European levels, social media, press, training sessions, the creation of knowledge platforms, formation of and participating in clusters of similar projects. New tools and methods used in project trainings will ensure that stakeholders can make evidence-driven decisions instead of usual opinion-based decision making. Furthermore, business models provide a holistic overview of all relevant elements to create successful and sustainable mobility solutions. With hypothesis- and data-driven business model design and service innovation we support cross-fertilization to other European cities.

In particular Destinations will contribute to the development of EU base knowledge identifying, developing and validating the most suitable strategies for the engagement of stakeholders and the boosting of investment from the private sectors, guidelines for mobility service design and business models, recommendations for ITS design, contracting, implementation/integration and operation. In particular related to the last issue, the project will contribute to the consolidation of EU benchmarking of ITS impacts on the efficiency of mobility services providing a specific focus on tourist destinations and small islands/urban context. The impacts and the relevance of supporting conditions (operational context, organizational structure, etc.) will be highlighted in order to properly arise at EU level the awareness on the influence of such conditions on the performances of ITS and definitively on the success or failure of similar initiatives in different cities.



User / uses category	Measure	Target audience and groups
Commercial	Synergies between land transport institutions and air lines	International airline companies; IATA (International Air Transport Association)
	Exhibitions and presentations at 10 key transport and tourism conferences of economic growth potential of DESTINATIONS Pilots	Developers, tourist operators, fleet operators, hotel industry, public transport operators, car sharing companies, NGOs
Political	Policy lobbying with PAC and CIVINET network and Final Conference	European Commission, PAC, and European Parliament Committee on Transport and Tourism (TRAN)
	Policy lobbying with Chinese regions	China regions tourism and mobility bureau
	30 local and EU-level media announcements mainstreaming DESTINATIONS in the global agenda as a pilot demonstration project	World Tourism Organization, Int and EU Tourism networks
	12 Cross-fertilisation workshops with other cities and regions	Councillors, political advisors and technicians from at least 20 other European tourist towns, Decision makers, Cities, Regions, NGOs, Transport operators, Tourism operators
	Identification of 10 replicable policies and actions from measures implemented in the 6 demo sites	
	Platform of Follower cities and technical online group for long lasting impact	Consultants, Horizon 2020 project partners, CIVITAS Network
Research	Synergies with the Worldwide Universities Network to take up from the innovation program DESTINATIONS has to offer	Thousands of researchers, scholars and urban planners in DESTINATIONS cities and universities worldwide
	Publishing of scientific papers on new insight into tourism and transport mobility. Advertise via project website and newsletters	
Technological	Showcasing new mobile apps via, parking sensors etc via project newsletters (5000) and website news and 160 regions of the CPMR Network	Apple and Play Store will provide DESTINATIONS mobile apps to tourists and residents.
Environmental	Research on environmental and health indicators about the impact of transport on urban environment	National environment and health agencies
	Involvement of Environmental NGOs in the discussion of DESTINATIONS findings	National and international NGOs. AVERE (European Association for Battery, Hybrid and Fuel Cell Electric Vehicles) and other similar associations
Investment	DESTINATIONS news business opportunities will be on display at COTTM China	COTTM <a href="#">China Outbound Travel &amp; Tourism Market</a>
	Knowledge exchange seminars on business models and job creation potential by investing in measures such as Used Cooking Oil for waste collection	Hotels, Restaurants, Fleet operators, transport authorities, municipalities, private sector investors, developers.
Social	Awareness-raising activities at tourist sites to provide rationale for behaviour change during the holidays such as car-sharing, walking or cycling. More accessible tourist sites for visually impaired.	Tourists and residents
Capacity building/ Standards	2-Day Knowledge and Best-Practice-Transferring Jam in the 6 cities & training sessions	DESTINATIONS Project staff technicians
	Staff Exchanges to mentor 100 employees for long term capacity building in the 6 cities	
	Project technical workshops and training	Transport and tourism staff at pilot sites

### *Data management*

The development of a strategy and related tools for the validation of the project methodologies is critical in order 1) to create a bridge between the project achievements and the future local consolidation/scalability of the mobility measures in the DESTINATIONS sites after the end of the project, 2) to guarantee the transferability of project outcomes to EU comparable tourist destinations.

Related to 1) WP1, in particular, will identify the level of responsibilities and commitments for each local consortium partner required to guarantee at local level the availability of analysis/survey data and the results of the demonstration. Responsibilities and commitments among local partners and stakeholders will be based, among other issues, on the identification of the ownership of research data, intellectual property of sw tools and confidentiality rules. Work includes the development of a local DMP (Data Management Plan) on how each project partner intend to make use of the research and demo results to guarantee knowledge sharing and sustainability after the completion of the project; Related to 2) DESTINATIONS will define a project Data Management Plan (DMP) providing an analysis of the main elements of the data management policy that will be used by the applicants with regard to the external exploitation of all the datasets that will be generated by the projects. The project will collect: traffic and mobility data (former surveys, data collection campaigns, data collected through smart metering and crowd sourcing devices, etc.), data for planning of local mobility measures (data collected in users needs' and stakeholders expectations' surveys, etc.) and data related to the deployment of piloting services and supporting ITS solutions. The project will generate data during the demonstration phase for monitoring of performances and the measure of evaluation indicators. This kind of information will be collected manually and through the operation of ITS.

The Grant Agreement will identify the level of ownership for each data set, the identification of rights and possible barriers (i.e. confidentiality of personal data) for guaranteeing their sharing and the different level of responsibility to make them available. In each product appropriate reference will be provided to the available data source and data set (see in the following, for details) allowing the validation of the results and outcomes described. Personal data will be aggregated and filtered according to current privacy policies.

For data on traffic and mobility processes a specific data-source (data layer) for each local site will be produced adopting international standards (i.e. DATEXII). Standards as SIRI, IFOPT, TransXChange, DATEXII, will be used for the integration of data to provide mobility services. WMS and WFS for geocoding and SOAP architecture will be used to make available these data and share them for validation and re-use. Similar model architecture for cluster measures will be adopted the in the design phase of ITS system: the possibility to use common format for data recording will be exploited in ITS design phase. ITS systems will be designed to guarantee the required details an accessibility of on-line data and the preservation of off-line data. In case of data collected manually (i.e. surveys, questionnaires) the horizontal WPs will provide suitable guidelines in order to guarantee a comparable high level quality of data and common standards for recording and archiving.

### *Knowledge management and protection*

The consortium is interested in publishing the project's research results; in principle it supports open access of scientific publications as it collectively believes that open access can provide greater visibility to their work, thereby potentially leading to more citations and greater research impact, but can also reduce the likelihood of wasting time and public resources on duplicative research. In this respect, the consortium will take all necessary actions to ensure free access to peer-reviewed articles resulting from the project. Such actions will include:

- a. Green open access: The beneficiaries will make their best efforts to ensure that the electronic copy of the published version or the final manuscript accepted for publication becomes freely and electronically available to anyone through this repository within 6 months of publication. The exact selection of the repository, the terms under which access will be granted, and all other relevant details will be decided when the publication is available.
- b. Gold open access: Immediately provide the article in open access mode, with the payment of publication costs is shifted away from readers. The costs will be paid by the partners supporting the research.

#### **b) Communication activities**

The mix of research, pilot projects and dissemination actions of DESTINATIONS has the ambition to accelerate the wide take-up of innovative mobility measures in European tourist regions. The established communication channels of the partners involved in replication and dissemination activities will be used to support this objective. They bring strong multiplier effects for long-term dissemination of cost-effective strategies, policies and measures applicable in tourist regions (maritime and other) enlarging the take-up and roll-out of the project results (e.g business model methodology, marketing of sustainable mobility options for the tourists and adaptation of SUMP for touristic regions) beyond the immediate consortium. Indeed, the dissemination manager (CPMR) being a Think [689031][DESTINATIONS]

Tank organisation, will organise during the project life time the follow-up of the uptake of the project innovative actions and tools by the CPMR regions prepared to implement them. In addition, long-term dissemination effects and close cooperation will be structured with the CIVINET networks (EPC being the manager for the 10 existing ones within the CIVITAS CAPITAL project) in order to distribute the projects outputs (e.g newsletters and more in-depth documentation about measures implemented) and additional dissemination impacts beyond Europe are expected from the collaboration with China, coordinated by GV21. Already more than 20 cities have committed to take part on the activities planned on the follower and multiplier platform of the project where knowledge gained on implementing sustainable mobility measures will be shared with interested and potential replicable cities. The Network of European Region for a Sustainable and Competitive Tourism (NECSTOUR<sup>4</sup>), and the association of Chambers of Commerce and Industry with insular regions in EU (INSULEUR) have already committed to participate in the same platform and to disseminate to their members the best practices enabling them to independently develop similar activities. The UNWTO has already shown interest to the project and expressed intention to collaborate spreading out methods from the project , participate in exchanges, discussion groups and to support dissemination activities and spread best practices and also to make links and bridges with relevant initiatives they run (i.e. 10YFP Sustainable Tourism Programme (STP)). As UNWTO has declared 2017 as the International Year of Sustainable Tourism, more concrete synergies and links will be searched. The Chinese Regional Office of the Cities Development initiative for Asia (CDIA), which is an international partnership initiative co-financed by EU countries and Shanghai Municipal government, is our stakeholder in China and will collaborate in the dissemination of the project to their associated Chinese cities.

The project dissemination and communication strategy aims to open to as much as possible the project conclusions. This includes different levels of communication and target groups. Physical events and continuous communication with different channels will be used, and will be coordinated with the CIVITAS Support Action (notably through corporate identity, website, project news and the CIVITAS Forum; but also in contributing to thematic oriented workshops). All dissemination and communication activities will be organised in close relation with the technical achievement of the project. At site level, the DESTINATIONS partners will organise specific dissemination activities related to technical measures implemented and will promote locally the DESTINATIONS project through press articles, press conferences and other media actions. The plans will also take account of the Support Action guidance on dissemination: display of the programme logo, disclaimer and project graphics which will have to be followed for any communication material produced within the project. The international cooperation activities operated in WP10 will allow extending the communication activities beyond the European borders. The presentation of the project at the COTTM in China will emphasis this. One of the most important instruments for the project local dissemination is the relationship with the media, as newspapers, website, radio and television are channels for bringing the project's message to the public, increasing awareness, enhancing image and promoting new measures. During the project lifetime, each time a significant measure will be launched or for any specific event, press articles (and releases, when relevant) and web news will be published. Use of the Social Media will be encouraged in order to get directly in touch with the citizens and stakeholders impacted by the local measures implemented. The news uploaded by the sites, and project newsletters will allow having continuous promotion of the project.

We, the consortium members acknowledge and share the CIVITAS objectives and, through playing an active role in the CIVITAS 2020 family, hope to contribute towards them. In order to promote the CIVITAS initiative, the project will share the project's lessons and conclusions with cities both inside and outside of the consortium. We will implement the CIVITAS corporate design. This latter measure includes using CIVITAS as first part in the acronym and applying the corporate design rules for communication. We will closely cooperate with the CIVITAS secretariat and participate in CIVITAS-lead activities, including thematic groups, CIVITAS Forums, and the CIVITAS exchange hub. The project will maintain its official website as part of the CIVITAS web domain. Further details will be specified in a Memorandum of Understanding that will be agreed between us and the CSA project that supports the CIVITAS initiative.

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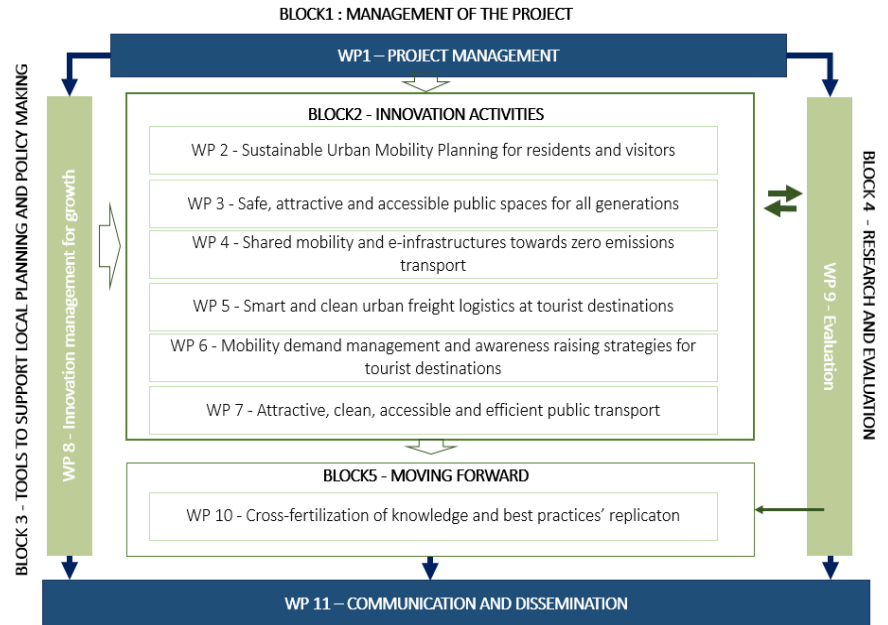
<sup>4</sup> NECSTOUR gathers 28 Tourism Regional Authorities associated to 30 representatives of research/academic institutes on tourism and related business sectors and INSULEUR involves 45 island Chambers of Commerce and Industry

### 3. Implementation

#### 3.1 Work plan — Work packages, deliverables and milestones

The project is structured into in 5 main blocks and 11 work packages:

- **Block 1** with Project Management (WP1)
- **Block 2** includes the innovative measures grouped into 6 thematic demonstration work packages (WP2 to WP7)
- **Block 3** includes tools and methodologies applied to support the local planning and implementation of demonstration activities in the 6 cities (WP8)
- **Block 4** includes the evaluation activities within and across the 6 demonstration areas (WP9)
- **Block 5** includes “moving forward” activities, to exploit the results from the demonstration activities, and to organize cross-fertilization and uptake of best practices by other cities, (WP10).
- All along the project duration, WP11 will take care of communication and dissemination activities.



#### Demo WPs (WP2-7): DESTINATIONS innovative mobility solutions

The integration of the local measures planned in each site will be guaranteed by the project at two different levels:

- (in the medium-term) for the deployment of demo measures;
- (in the long-term) for the design and the provision of an integrated and seamless mobility offer able to increase co-modality and sustainability, and allow improved mobility governance in the sites (peak demand periods).

The WPs in this block have a task structure that reflects the typical stages of a demonstration project and allows for thematic exchange between the partner cities:

- Cross-site coordination;
- User needs analysis and stakeholder involvement;
- Site preparation and deployment of the solutions;
- Demonstration of innovative solutions;
- Data collection for evaluation;
- Local dissemination and communication.

A common methodological approach is applied to all demonstration WPs, and a set of deliverables with common objectives will be drafted to allow cross-site comparisons and conclusions on comparable measures: User-needs report (around M12), Implementation report (around M24), and Demonstration Reports (around M44).

Each demo WP will serve the dual purpose of: a) coordinating the implementation of all local site-related activities on the basis of the methodology and guidelines defined in WP8 properly tailored to WP measures; and b) enabling cross-site project-level coordination of the involved demonstration sites so as to ensure inputs according to methodology and quality standard defined in WP9 and WP10.

Cross-coordination task (WPx.1) will span all over the duration of WP activities and will take care of the overall coordination and monitoring of all site-related activities concerning the design, implementation and piloting of the targeted measures in the participating sites. Coordination will address all key phases of the entire piloting life-cycle, from user-needs analysis, to systems and service specifications, implementation, operation and data collection for evaluation. WP coordination will allow the interactions between the Horizontal Task leaders and the Sites Manager and it will animate the process of mutual learning and knowledge exchange among them. The coordination activities will be carried out by clusters. The conclusions of the mutual learning process and knowledge exchange will foster WP10. Users’ needs analysis, stakeholders’ consultation and ITS design will be carried out on the basis of the methodology developed in WP8. WP8 horizontal tasks will enable Sites Manager to better achieve the required integration of services and supporting ITS as guidelines will be properly developed

taking into account the integration of the mobility offer in the involved sites. In order to guarantee this achievement in the deployment of demo measures, Task X.2 will guarantee, for each site and for each measure typology, that the users' needs analysis and services and systems design will be carried out taking into account not only the local operational context and service requirements but also the parallel outcomes produced by the other vertical WPs at local sites. The integration will be guaranteed firstly during the design phase both for mobility services (in order to achieve an integrated mobility offer in each site) and for the ITS support measures and systems (in order to guarantee as soon as possible the integration of technological solutions in a common city/urban platform, the optimization of costs, the compatibility of technical solutions).

In each site, the key stakeholders will be engaged in local consultation activities and the main user segments will be identified. Available data (former surveys, results of previous feasibility studies, data collected in T2.2) will be used as data sources for the analysis. Available data will be integrated with outcomes from specific focus group and measures targeted surveys. Traceability matrices will be produced linking specifications and solution designs to the user needs and requirements elicited in the user needs analysis. The proven technical assistance provided by WP8 will assist Site Managers in the deployment and operation of piloting measures and in assuring comparable high standards from demo results and performances.

**WP2 - Sustainable Urban Mobility Planning for residents and visitors:** provides a specific focus on the integrated planning process that forms the basis of a successful urban mobility policy. The local authorities of the six demonstration sites will lead a participative planning process for sustainable urban mobility planning (SUMP) that takes the importance of leisure trips by residents and visitors fully into account. New technologies for smart metering, open data, user-generated content and big data will be used to set up efficient monitoring and evaluation of the SUMP process and to bridge the existing data gap on leisure trips.

**WP3 - Safe, attractive and accessible public spaces for all generations:** Las Palmas, Madeira, Limassol, Elba and Rethymno have selected a laboratory area with tourism and leisure functions to work on an integrated set of actions. The goal is to develop attractive and accessible public spaces with preference for active modes and accessible to all residents and visitors. Specific technological and design solutions for the visually and hearing impaired will be implemented. Rethymno, Madeira and Limassol plan awareness programmes for pupils and students to increase traffic safety around schools and universities.

**WP4 - Shared mobility and e-infrastructures towards zero emissions transport:** Elba and Rethymno will use new technologies to set up a regional agency for shared mobility of all modes. Malta, Las Palmas, Rethymno and Limassol will introduce or expand their bicycle sharing system and introduce electric bicycles. Specific sharing solutions with electric cars for tourist trips will be introduced in Limassol (e-cars to connect to airport and cruise port) and Rethymno (to airport and for events). Four destinations (Madeira, Las Palmas, Rethymno and Limassol) support the uptake of electro mobility through the installation and promotion of public fast charging points for cars and two-wheelers. Considering the fact that building a sharing mobility culture is also very important in China these days and given the success of Didi and Kuaidi sharing mobility applications used there, further exchanges might be foreseen in this work package.

**WP5 - Smart and clean urban freight logistics at tourist destinations:** All sites will work on freight consolidation solutions based on a close cooperation with local stakeholders and will develop Sustainable Urban Logistics Plans as part of their SUMP. The solutions will make use of data platforms and of clean vehicles for the last mile delivery. Concrete proposals include: making use of an underground tunnel (La Valetta), rationalizing e-commerce distribution (Las Palmas), delivery by bus and fixed pick-up points (Funchal), an access control system (Limassol) and dedicated services for tourists (Elba). Rethymno and Limassol will work on a specific opportunity based on the high amount of hotels and restaurants in tourist areas; collection of used cooking oils for the production of biofuel for local vehicle fleets such as refuse collection.

**WP6 - Mobility demand management and awareness for sustainable mobility at tourist destinations:** All sites will organize campaigns directed at leisure trips with new actors and through new channels. One of the main challenges is to reach tourists before they arrive at the destination. Therefore, the Elba partners will cooperate with tour operators to develop specific hotel & mobility packages that make it unnecessary for tourists to bring their own car. The demonstration sites will develop travel plans for hotels, cruise ports and large tourist attractions and implement soft measures to increase the use of active modes and public transport among both guests and employees. A green credit scheme to boost the local economy will be developed in cooperation with local commerce at four DESTINATIONS. Gamification of mobility will make sustainable mobility options more fun and attractive. Funchal will implement games at bus stops and develop geo-caching challenges (treasure hunts) making use of public buses. Rethymno will launch a sustainable mobility agency to coordinate all transport activities (public/private), mobility services and involved stakeholders towards sustainable modes. Limassol will organize a bicycle challenge among the employees of local (tourist) companies. Madeira, Rethymno and Malta will introduce

low emission zones in touristic areas. Madeira and Limassol will implement smart solutions for parking and flexible use of streets.

**WP7 - Attractive, clean, accessible and efficient public transport:** An attractive, clean, accessible and efficient public transport forms the backbone for a sustainable tourist destination. Both visitors and residents should be able to reach the main points of attraction through public transport without worrying too much about timetables and ticketing. The demo sites will implement improved public transport services that connect to main tourist attractions, airports and cruise terminals. This includes the promotions of a BRT system in Las Palmas and new PT routes in Elba, Rethymno and Limassol. In La Valetta a local ferry service will be fully integrated in the public transport network. Electric and hybrid buses will be introduced in Funchal, Las Palmas, Rethymno and Limassol. Limassol, Las Palmas, Elba, Rethymno and Madeira will upgrade traveller information through the realisation of integrated traveller apps and information at bus stops. The Smartphone application will integrate public transport information with other local mobility options and promote inter-modality. Public transport smart card systems will be further developed in Elba, Funchal and Las Palmas, to facilitate payment for integrated mobility and tourism products. Electric powered vehicles are of a lot of interest to the Chinese. China has also many initiatives linked to electric cars from which our EU destinations could learn and benefit, in particular because China and Chinese cities today are kind of laboratories where any new idea, concept, product, strategy or measure can be tested.

**DESTINATIONS horizontal work packages**

As it shown in the work-structure flow-chart above, DESTINATIONS includes WP1 Project Management (see section 3.2) and a further 4 horizontal work packages:

**WP8 Innovation management:** A specific work package is included in the work structure to build capacity among the local actors working on the measures and support them in three critical success factors: i) Stakeholder engagement and cooperation for integrated tourist and urban mobility planning; ii) Service design, business modelling and innovation management; iii) Implementation of Smart technologies and ITS.

**WP9 Evaluation:** Evaluation in CIVITAS is a learning process, whereby it is necessary to test and improve the understanding of the frameworks, processes and packaging of measures required to successfully introduce integrated and innovative strategies for clean and sustainable urban transport. DESTINATIONS will ensure the continuity with the CIVITAS approach, evaluating the activities in the 6 sites both covering impact evaluation (including CBA for those measures having relevant economic importance and where necessary data are available) and with a comprehensive process evaluation approach.. While addressing the single measures, the evaluation methodology takes into account the ultimate goals of the CIVITAS initiative, which is transport sustainability, defining objectives and targets at different levels: A) Whole destination: Site Objectives and targets, set out by the 6 sites. B) Measure(s) level: Objectives of single site measures, set out for individual measures and/or for packages clustered according to the 6 thematic fields or measure demonstration WPs (2 to 7). C) Operational Objectives, i.e. aspects related to the concrete implementation of the measures. The approach to evaluation is illustrated in the diagram.

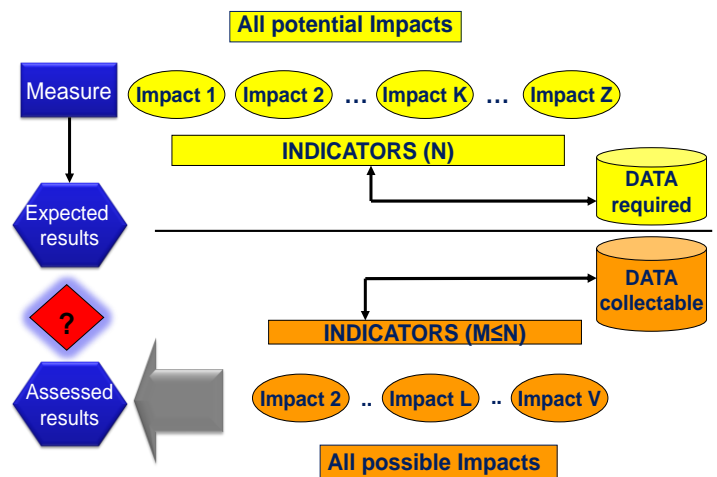


Fig. 1: Evaluation scheme

The evaluation methodology takes into account the ultimate goals of the CIVITAS initiative, which is transport sustainability, defining objectives and targets at different levels: A) Whole destination: Site Objectives and targets, set out by the 6 sites. B) Measure(s) level: Objectives of single site measures, set out for individual measures and/or for packages clustered according to the 6 thematic fields or measure demonstration WPs (2 to 7). C) Operational Objectives, i.e. aspects related to the concrete implementation of the measures. The approach to evaluation is illustrated in the diagram.

A common set of qualitative and quantitative indicators will be used to measure the objectives achievement at different levels, to ensure the cross-site comparability of evaluation results<sup>5</sup>. Local evaluators will be appointed for each site, and they will be in charge of collecting indicators for ex-ante and ex-post evaluations in compliance with the general methodology, guaranteeing robustness and quality of data. In addition to the traditional technical evaluation based on a static assessment of two states of things (the ex-ant and the ex-post), the DESTINATIONS evaluation will include also an assessment of the whole process of planning and implementation, in order to let

<sup>5</sup> The indicators will typically fall within the following categories (based on MAESTRO): i) Transport (quality of service, safety, transport system); ii) Economy (benefits, costs); iii) Environment (pollution/nuisance, resources consumption); iv) Energy (energy consumption); v) Society (acceptance, accessibility employment equity, health, security).

emerge those factors which may affect the outcome of a policy related to the political, cultural, institutional, legal and financial background.

**WP10 - Cross-fertilization of knowledge and best practice replication:** This WP will include a number of activities aiming to cross-fertilization between the 6 cities and beyond. This will support cross fertilization among consortium member and beyond, through the establishment of technical workshops, training sessions, mentoring, staff exchange, site visits and an online exchange platform with wide number of following cities sharing common challenges than DESTINATIONS demonstration sites. Uptake of lessons and policy recommendation will be ensured and replicable patterns of business cases will be identified. This work package will also integrate the activities designed to foster international cooperation with China in targeted research and innovation, organizing 2 conferences in China - at mid-term present results and get inputs from Chinese cities, and a final one to disseminate the results in China. Other activities will include: i) study visits for EU partners and Chinese delegations; ii) manual of how Chinese cities can develop a better quality urban environment to attract more European tourists iii) develop new mobility and integrated urban planning products and services that make the DESTINATIONS cities more accessible and attractive for Chinese tourists; iv) finally, establishing a China-EU Forum of Sustainable Tourist Cities. Beside the associates identified in China<sup>6</sup>, other Chinese organizations have shown their willingness to support the project dissemination. We notably mention Jiaotong Bao, an organization which is linked to the Ministry of Transport and manages China Transport & Communications News.

**WP11 - Communication and dissemination.** The dissemination & communication strategy will be developed in coordination with the CIVITAS Support Action; and implemented at local, national (using the CIVINETs), euro-regional and international levels. Besides the sites' local dissemination activities, wider outreach elements of this strategy will include: i) Development of a platform of follower cities including other maritime regions and European touristic cities; ii) Organisation of technical committees on specific topics (e.g sharing system, freight management in tourist cities, etc.); iii) Proposition of the coordination of a thematic group in the CIVITAS family about touristic cities; iv) structured collaboration with tourism networks and other multipliers (i.e UNWTO, the NECSTouR (Network of European Region for a Sustainable and Competitive Tourism), the Network of cities for sustainable tourism (EU+MED), the European Network for Accessible Tourism, Sustainable Travel International). This WP will implement a range of dissemination tools including, web-site, social network presence, newsletters, brochures and video-clips.

## Time plan of the project

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<sup>6</sup> The research Institute of Cultural and Creative Industries of Beijing University of Technology and two other private companies' associates –Huiyan and YXST- have signed letters of support committing to take part on the project activities that, in China, will be coordinated by our consortium member GV21.





### 3.2 Management structure and procedures

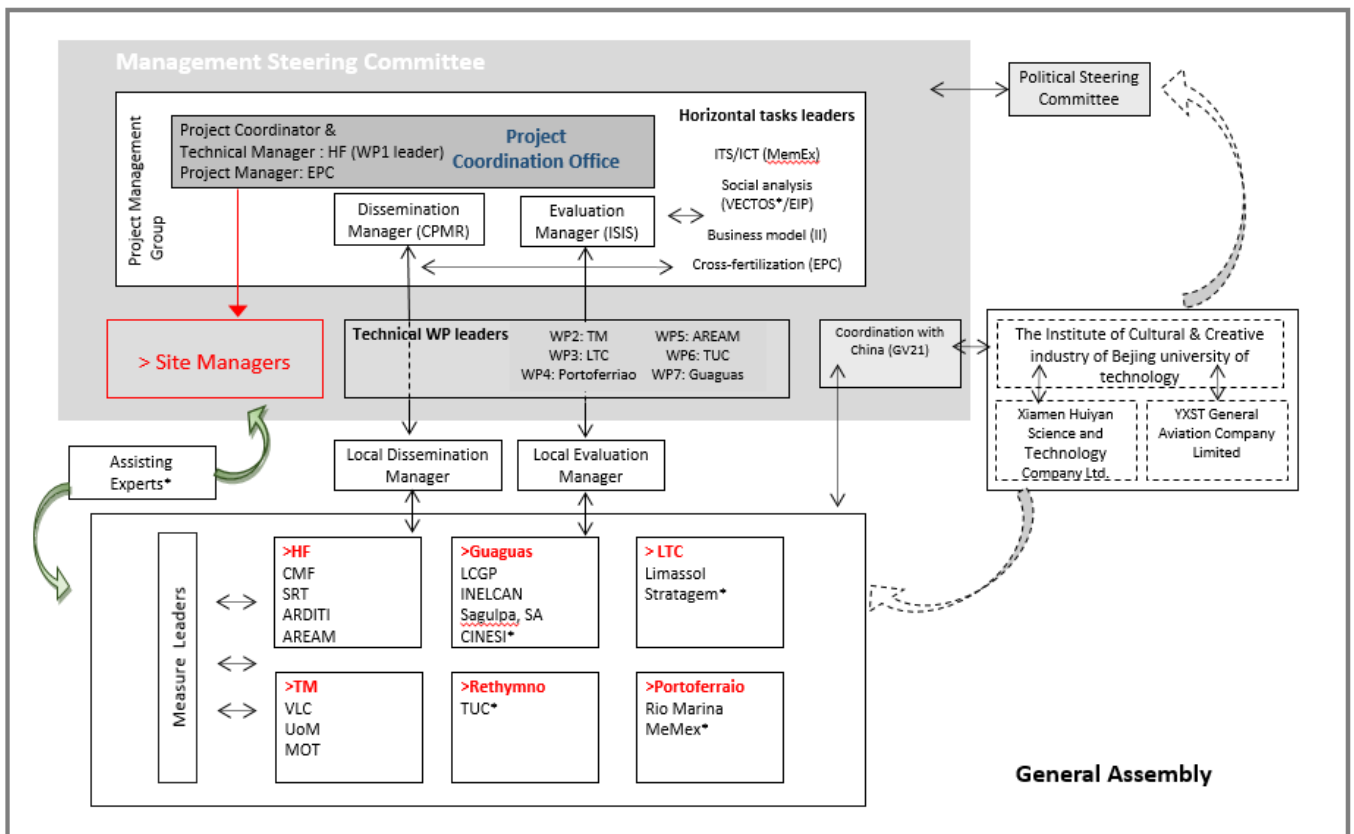


Fig.2: Project Management Structure

Successful implementation of the ambitious plan of the DESTINATIONS project requires a combination of high technical knowledge, sound project management and adequate evaluation, dissemination and replication mechanisms to ensure excellent collaboration across the consortium. The objective is also to guarantee ultimate take-up of innovative actions in project follower cities and other European destinations.

The DESTINATIONS proposal offers a significantly-sized integrated project, with well-planned management structures, sufficient deliverables for monitoring progress, ensuring quality of work and providing results.

The project partners offer a wide range of complementary skills and experience in mobility and urban development, tourism, research and development, and ICT innovation. They are fully committed to bring high level results, delivering innovative solutions. A description of the consortium and explanations on how it matches the project objective is provided in section 3.3. Nonetheless, it worth to point out that the consortium offers exceptional managerial skills and decades of experience of managing complex multi-year, multi-partner EU projects.

#### DESTINATIONS management structure and procedures

Within the structure of the project, the following level of partners' involvement has been designed:

- **Project Coordinator (PC):** Horários do Funchal (Portugal) with extensive experience of European cooperation and having previously participated in CIVITAS MIMOSA, will coordinate the consortium and ensure high quality management of the project. They are the Technical Project Manager and are assisted in their functions by the Project Manager (EPC).
- **Work Package leaders (WP):** HF (WP1), TM (WP2), LTC (WP3), PF (WP4), AREAM (WP5), RETH (WP6), Guaguas (WP7), MEMEX (WP8), ISIS (WP9), EPC (WP10), CPMR (WP11). All of these organizations have long lasting experience in leading activities in European projects and in their technical area. These partners will be in charge of coordinating an individual Work Packages, including all tasks, deliverables and milestones. To ensure efficient management mechanisms, technical assistance is provided within the consortium for the coordination of some work packages. In the cases of the WP2,

WP4, WP6 and WP7, respectively ISIS, MEMEX, VECTOS and CINESI will support WP leaders for cross-site coordination and the preparation of implementation and demonstration reports for all the clusters of measures. However, each of the sites keeps a leading role on demonstration work-package. They will be involved in piloting the overall project via their participation in the Management Steering Committee (MSC) as detailed below.

- **Task Leaders:** These partners also share the organisation of individual horizontal tasks in the project. The selection of task leadership has been made with the clear aim to use the specific experience of the partners to the most of their potential and to the benefit of the project.
- **Local Partners (LP):** The above mentioned partners plus sites local partners. Their role will be to fully implement the project goals, to interact with national and regional stakeholders and to ensure that measures achievements and project outputs are properly implemented locally and regionally.
- **Site Managers (SM):** HF (Funchal), TM (Malta), LTC (Limassol), PF (Elba), RETH (Rethymno), Guaguas (Las Palmas). Working in close cooperation with both the task leaders on the ground and at project level (Project Coordinator, but also Evaluation and Dissemination Managers or other horizontal WP leaders), the Site Managers have overall responsibility for the demonstration measures applied in their respective cities, including follow-up of local partners' technical deliveries, reporting activities and progress. Site Managers coordinates all the involved different actors in the development of each task at local site (from the design to the implementation) guaranteeing all the measures will be deployed as complementary elements of the same mobility offer.
- **Project Evaluation Manager (PEM) and Project Dissemination Manager (PDM):** ISIS and CPMR have been selected on the basis of their long-lasting experience to take the respective role of Project Evaluation Manager (PEM) and Project Dissemination Manager (PDM). They will be responsible for planning and managing all activities at the project level, and provide project level tools, products and plans in their respective fields. The PEM and PDM will support activities at the site level in liaison with the site coordinators. They will monitor conformity with the dedicated plans, making when necessary consensus revisions and control the quality of the outcomes. Beside, their functions include organising on a regular basis Project Dissemination and Project Evaluation Groups, ensuring efficient management of the actions in the 6 sites and liaising with the European Commission and the CIVITAS Support Action. Local Evaluation Managers (LEM) and Local Dissemination Managers (LDM) have been appointed in each of the 6 sites.
- **Local Evaluation Manager (LEM) and Local Dissemination Manager (LDM):** Those roles are taken by two different local partners in each of the 6 DESTINATIONS sites. They will assess the project needs at site level carrying out evaluation and dissemination tasks as described in WP9 and WP11. They have the general role of guaranteeing a good vertical communication and interaction between what is decided at project level and the local partners involved in the various DESTINATIONS actions, reporting when necessary delay or changes to the PDM of ELM. They most globally are in charge of ensuring that Evaluation and Dissemination activities are taking place properly on the ground, coordinating all the actors and local evaluation strategy for the LEM and local dissemination strategy for the LDM.
- **Measures leaders (ML):** For all individual measures within the project a measure leader is appointed. The ML works at the demonstration site level, to support the SM in delivering the demonstrations.

The project development and implementation process is detailed and clearly articulated in dedicated work packages, with clear objectives, tasks, deliverables, schedule and dedicated resources. The management structure of the project has been designed to foster integration between demonstration sites and project activities. Therefore, DESTINATIONS management structure includes 8 main components:

#### **Project Coordination Office (PCO)**

The Project Coordination Office (PCO) is composed by the Project Coordinator (Horários do Funchal), also Technical Project Manager (TPM) and the Project Manager (PM). Experienced in coordinating a variety of EU-projects, Horários do Funchal will supervise the work carried out by all other project partners and ensure a transparent communication between the European Commission and the consortium. HF is assisted in his functions by EPC (PM), which has long lasting experience in CIVITAS projects.

HF will coordinate and monitor project progress according to the work plan. Their functions include guaranteeing pro-active synergies between partners and the work packages, the delivery of the demonstrations and the high technical quality of the project results on the ground. In more details, HF will manage the technical aspects of the demonstrations to ensure compliance with CIVITAS goals and will

maintain a central overview of the demonstration work in the DESTINATIONS cities on behalf of the Project Coordination Office. When necessary it will advise on the choice of technologies and approach to the demonstration activities in the six project cities, in support of the Site Managers.

EPC will assist HF on a day-to-day basis management functions. As Project Manager, its role consists in supporting the project coordinator and beneficiary and ensure that outputs and outcomes of the project are timely and high quality achieved. Contractual obligations to be met and administrative management, including reporting conditions, will be handled by the PM in close collaboration with the coordinator.

### **Management Steering Committee (MSC)**

The Management Steering Committee (MSC) will be the main decision-making body of the project. It includes the PCO members, all eleven WP leaders, Horizontal task leaders, and Evaluation, Dissemination and Site Managers. All decisions of common concern will be made jointly by MSC members. The MSC will consult with the other project partners and the European Commission on an “as needed” basis.

The main tasks of the Management Steering Committee are:

- Organisational and operational subjects along with responding to unexpected events by applying contingencies actions;
- Facilitate a smooth internal workflow;
- Provide decisions on contractual issues, changes of work, particularly the termination, creation or reallocation of tasks;
- Provide decisions on budget issues, including the allocation of budget by WPs and Sites in accordance with the work plan, as well as agreements on possible budget transfers.

The MSC will be chaired by the project coordinator, Horários do Funchal. Each MSC member will have one vote and all decisions shall be taken by a simple majority of votes. The MSC will meet at least every six months. Additionally, regular phone conferences will be set-up at least once every three months. The chair of the MSC will prepare the meetings benefiting of the assistance of EPC (PM), who will also provide minutes. A sub-division of the MSC has been created with the Project Management Group (PMG) gathering all cross-WP activity leaders.

### **Project General Assembly (GA)**

The DESTINATIONS General Assemblies will be organised at five occasions during the project lifetime. The GA will gather all project partners and actors in a plenary session to review the progress of the project activities and to discuss the next steps for coming project phases. During the sessions of GA, administrative issues and other issues of interest for the whole Consortium will be addressed. Concerns expressed within the GA will be taken seriously as input for the discussion in the MSC and for any related decisions.

### **Political Steering Committees (PSC)**

In order to ensure a strong political support and enable discussions at political level on all issues explored by the project, DESTINATIONS will organise at the occasion of General Assemblies meetings, once a year, a Political Steering Committee meeting. In addition, telephone conferences will be provided yearly to offer more flexibility and ensure the follow-up of activities by politicians facing strong agenda constraints.

### **Internal Ethics Review Board (ERB)**

Chaired by Mr. Pickup from VECTOS, DESTINATIONS Internal Ethics Review Board (ERB) will gather one representative from each of the DESTINATIONS cities (one of whom is the project coordinator), and the Data controller (MEMEX) to address project ethical compliance. It will be organised periodically at consortium meetings on a six monthly basis and, where necessary, through ad hoc conference calls to handle specific issues on a one to one basis.

### **Platform of followers and multiplier cities**

DESTINATIONS aims to structure an active platform of followers and multipliers cities. Networks in which cities are involved will be used to widely spread the results. As further described in WP10 activities, the platform will gather follower cities and multipliers networks having identified areas of cooperation with the project. Mentoring activities, study visits and knowledge transfer will be organised in order to foster their take-up of project results.

### **European Commission**

[689031][DESTINATIONS]

All partners are conscious of taking part in the ambitious initiative that represents CIVITAS. The whole concept of DESTINATIONS is to test innovative solutions replicable in other touristic cities in Europe. Therefore, it is important that the project contribute to any coordinating action put in place by the Commission and its visibility.

### ***Smooth communication and cross-fertilization among the consortium***

To offer proper management system adapted to the complexity of a project such as DESTINATIONS, a seamless communication strategy between partners is needed. As part of its functions within the consortium, the Project Manager will support the Project Coordinator in this task. The PM will regularly organise online meetings and informal communication via telephone and emails in order to ensure consistent exchange between partners and guarantee the advancement in work plan.

Particular attention will be given to cross-fertilization process between cities and tasks of the project. The PCO will closely cooperate with Site Managers and WP leaders to guarantee that key synergies between project activities are fully identified and exploited. Face-to-face meetings with each of the Site Managers will be organised together with the Project coordinator, Project Manager and Technical Project Manager at the occasion of MSC. In between, the PCO will ensure a constant communication with the sites in order to ensure timely exchanges between relevant partners enabling to deliver high quality outputs and deliverables and full project work.

An online exchange platform will support cross-site communication and allow documents to be shared within the consortium but also with follower cities. As internal management tool, this platform will provide access to key resources for all partners in complements to usual emails exchanges. In using this platform, coordinators will be enabled to organise meetings and tasks among partners. Furthermore, a GoTo Meeting facility used along the project preparation, will be made available for all the partners by the PM.

### **3.3 Consortium as a whole**

The successful implementation of DESTINATIONS will be assured through the excellence of the consortium members with demonstration sites (five of six did not yet participate in CIVITAS while the coordinator, Funchal, has been a demonstration city in CIVITAS, chairing the Political Advisory Committee from 2011 to 2013) and the expert partners that are highly experienced in the horizontal tasks required for such a project at the crossroads of research and demonstration. The complementary and experiences of each partners will enforce the success of the collaboration set-up and guarantee to create an influential group of leader on the DESTINATIONS thematic. The consortium is composed by the diverse authorities from 6 medium-sized cities that have the responsibility for making and implementing plans to achieve sustainable urban transport in their urban and peri-urban areas and that are willing to improve interaction between mobility and tourism sectors. They aim to solve unsustainable situation, aggravated during high season, in term of severe congestion, poor air quality, noise emissions and high levels of CO<sub>2</sub> emissions in order to improve quality of life, energy and environment qualification of the demonstration sites.

In DESTINATIONS, three more advanced cities, Funchal, Las Palmas and Limassol will work together with the cities of Rethymno, La Valletta and Elba (Portoferraio and Rio Marina) to test and demonstrate innovative solutions, business models and integrated planning concepts replicable in all tourist cities in Europe. The DESTINATIONS cities are joined in their local projects by a small number of key partners that show a high level of commitment to the project objectives of integrated approach for sustainable urban mobility and tourism. All cities partners have the full support of the relevant political representatives for the project, and are well able to implement the innovative range of demonstration activities proposed. In all case, the local partnership gathers key authorities to foster the implementation of measures and project goals. It includes in all cases the municipality and local or regional authorities for coordinating, implementing regional or local policies in the areas of tourism and/or transport, the public transport operator when not directly involved as a partner, a specialist SME (Limassol, Elba, Las Palmas), Research Institute or Academic Institutes (Madeira, Malta, Rethymno). In the case of Limassol specific public authorities having a supra-regional influence and easy access to wide range of stakeholders - from national government to private tourism actors - (LTC) are involved. The strength of the consortium is enforced by the wide range and quality of local stakeholders involved. Strong links with local tourism stakeholders, private stakeholders and

local organisations have been established in all the sites<sup>7</sup> in order to cover value chain related to measures demonstration.

Beside the cities local partnerships DESTINATIONS project gathers a strong research and expert team that is devoted to enhance high quality of the project’s outputs and impacts. In accordance with the project targets, the project’s experts gather an extensive and multidimensional proficiency in (a) the analysis, implementation and evaluation of sustainable policies in the fields of transport and mobility, energy, environment and knowledge society (ISIS); (b) transport planning and mobility management, including regional strategies and integrated mobility plans (CINESI) and energy plans (Stratagem) or environmental assessment (TUC); (c) Intelligent Transport System, including Flexible Transport Services (MEMEX); (d) social awareness and changes in mid-set structure, including analysis of the social, safety and security dimension and economy in tourist areas (VECTOS/EIP); (d) service design and business model development (Insight Innovation Ltd); (e) stimulation of take-up and replication of reference policy and measure in Europe (CMPR/ EPC) and beyond with China (GV21).

**Other countries: organisation of the cooperation with China**

Permanent interaction with Chinese associates and stakeholders will be established to guarantee the exchange of information, the performance of the related tasks and the overall cross-fertilization of results. This will be ensured by GV21 partner which is an European company having offices in China, specialised in providing tailored made solutions to clients on market entry strategy, and executions of cross-border investments.

The coordination activities proposed by GV21 are especially important regarding the working culture in China. GV21’s local presence in China will considerably help to support this task. Coordination will be more intensive in the execution of the China related tasks and the organization of the consortium’s cities visit to China and the Chinese cities visit to the EU, the organization of the two conferences in China and the participation in the COTTM trade fair. Through project China associates, GV21 will also ensure China’s participation in the Steering Political Committee and will work towards the establishment of a China-EU Forum on Sustainable Transport Tourist Cities.

**3.4 Resources to be committed**

*Other direct costs per participants*

The sum of ‘travel’, ‘equipment’, and ‘other goods and services’ (OGS) exceeds 15% of the personnel costs for participants n° 1,3,4,6,7,9,10,14,15, 17,18,20,21,22,26,27,28 and 29. Detailed justification of costs is as follows:

1/HF	Cost (€)	Justification
<b>Travel</b>	51.280	WP1: (1.2.1) - GA & MSC project meetings: 1 person travelling to 8MSC and 2 persons travelling to 4GA, to be organised in the demonstration sites (Rethymno, Las Palmas, Malta, Elba, Limassol), Brussels with 2 MSC to be organised during the CIVITAS forum in year 2 and year 3 (12.000€)/ WP9: (9.1) - Evaluation coordination: 2 persons to travel to Rome at 1 occasion (3.000€)./ WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 2 persons to attend TW following GA meetings at 4 occasions during the project (2.000€); (10.4.3) - Up-take of innovative actions and CPMR Workshops: 1 person to attend 12 CPMR workshops during the project (16.800€); (10.5.2) - Travels to china & study visit: participation to the 2 conferences in China and study visit to be associated to the first conference: 2 person travelling to conference 1 + study visit (6.900€) with 1 politician (2.500€) and 2 persons for conference 2 (4.480€)./ WP11: (11.3.3) - CIVITAS forum: 1 person travelling to 2 CIVITAS forum during the project (in addition to those attended in WP1) (3.600€).

<sup>7</sup> Detailed list of letters of support received is provided in annex with a selection of letters

<b>Equipment</b>	444.000	Equipment costs have been based on the cost of depreciation. All equipment is essential for the operation of the pilot/demonstration: WP2: MAD2.2 - Bus equipment to count passengers, entries and exits (50.000€)/ WP3: MAD3.1 - Equipment for at least 40 bus stops, to disseminate better and complete information (40.000€)/ WP5: MAD5.1 - Equipment system to transport luggage in the busses (10.000€)/ WP6: MAD6.1 - Onboard equipment to extend the game to more buses (20.000€); MAD6.2 - Servers, pc, informatics material (15.000€); MAD6.4 - Bus equipment to synchronize traffic light to bus service (40.000€)/ WP7: MAD7.1 - 2 dual fuel kit Diesel/LPG in PT vehicles (24.000€), 20 onboard equipment to monitor the drivers behaviour (30.000€); MAD7.2 - Equipment for the front office (37.000€); MAD7.3 - 10 new on-street information panels (80.000€), 3 PT selling kiosk (18.000€); MAD7.4 - Onboard bus equipment to test in 40 bus the new ticketing system (40.000€), Server (15.000€), control system (15.000€), other equipment (10.000€).
<b>OGS</b>	137.485	WP1: Audit cost (3.000€); hosted project meeting and MSC to be organised during CIVITAS forum (10.905€)/ WP2: MAD2.1 - Promotion materials to promote the use of PT during big events (10.000€)/ WP3: MAD3.1 - Communication and information materials for bus stops (10.000€)/ WP5: MAD5.1 - Promotion materials to promote the transport of goods in PT service (2.000€)/ WP6: MAD6.1 - Promotion materials to promote the PT game deployment (10.000€); MAD6.2 - Promotion materials to promote the Green Credit Scheme to business and to PT users (15.000€); MAD6.3 - Information materials to disseminate in tourism related companies (5.000€)/ WP7: MAD7.1 - Decoration of the new hybrid bus, communication materials (5.000€); MAD7.2 - Materials to promote the use of PT service, on bus stops, buses, front offices, and others points of interest (30.000€); MAD7.3 - Template for a new website (2,000€), Communication materials (12.000€); MAD7.4 - Promotion materials to promote the new PT ticketing system (12.000€)/ ; WP10 : costs for hosting technical workshops associated to project meetings (3.980€); cost to organise site visits (6.600€)
<b>Total</b>	632.765	

2/AREA M	Cost (€)	Justification
<b>Travel</b>	9.000	WP1: (1.2.1) - GA & MSC project meetings: 1 person travelling to 8MSC and to 4GA, to be organised in the demonstration sites (Rethymno, Las Palmas, Malta, Elba, Limassol), Brussels with 2 MSC to be organised during the CIVITAS forum in year 2 and year 3 (8.000€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 4 occasions during the project (1.000€).
<b>Equipment</b>	11.000	Equipment costs have been based on the cost of depreciation. All equipment is essential for the operation of the pilot/demonstration: WP4: MAD 4.1 - Electricity meters (1.000€)/ WP7: MAD 7.1 - Equipment for the solar kit prototype to test in one bus (10.000€).
<b>OGS</b>	21.000	WP1: Audit costs (3000€)/ WP3: MAD 3.2 - Software license fees for survey development (3.000€), Promotion materials (11.000€)/ WP4: MAD 4.1 - Communication to promote the use of electric vehicles and disseminate the charging points (4.000€).
<b>Total</b>	41.000	

3/CMF	Cost (€)	Justification
<b>Travel</b>	18.300	WP1: (1.2.1) - GA & MSC project meetings: 1 person travelling to 4GA, to be organised in the demonstration sites (Las Palmas, Malta, Elba) and Brussels, and 1 politician to travel to 2 PSC (8.200€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 4 occasions during

		the project (500€); (10.4.5) - Staff empowerment and exchanges between sites: 1 staff person travelling at 1 occasion to another site (3 days exchanges) (1.600€). WP11: (11.3.3) - CIVITAS forum: 2 persons travelling to 4 CIVITAS forum over the project, including 1 politician (8.000€).
<b>Equipment</b>	221.000	Equipment costs have been based on the cost of depreciation. All equipment is essential for the operation of the pilot/demonstration : WP2: MAD2.1 - Computers to support the data collection and planning for the Regional Mobility Plan( 6.000€); MAD2.2 - Equipment to extend the sensor network according the test and prototype developed by ARDITI (35.000€)/ WP3: MAD3.1 - Equipment for urban renovation according the security and safety new plan (70.000€); MAD3.2 - Material to improve safe routes to school and accessibility in black spots (5.000€)/ WP5: MAD5.1: Lockers to store purchases and other personal belongings near bus stops (45.000€)/ WP6: MAD6.4 - New traffic light equipment and system to manage and control the equipment and the new platform (60.000€).
<b>OGS</b>	91.700	WP1: Audit cost (3.000€)/ WP2: MAD2.1 - Communication campaign to promote the info mobility point (6.000€); WP3: MAD3.1 - Communication campaign to promote the fiscal municipal brigade to improve quality of life in city (8.000€)/ WP5: MAD5.1- Communication materials (6.000€)/ WP6: MAD6.4 - Communication material to promote the new policy and to rise participation (8.000€)/ WP7: MAD7.1 - Communication materials (15.000€); MAD7.2 - Awareness campaigns to promote public transport (38.000€); MAD7.4 - Promotion of sustainable mobility in public transport stations (6.000€)/ WP10: Costs for hosting China delegation (1.700€).
<b>Total</b>	331.000	

4/SRETC	Cost (€)	Justification
<b>Travel</b>	17.100	WP1: (1.2.1) - GA & MSC project meetings: 1 person travelling to 4GA, to be organised in the demonstration sites (Las Palmas, Malta, Elba) and Brussels (4.000€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 4 occasions during the project (500€); (10.4.5) - Staff empowerment and exchanges between sites: 1 staff person travelling at 1 occasion to another site (3 days exchanges) (1.600€); WP11: (11.3.1) - Presentation at relevant Workshops/conferences: As LDM, 1 person travelling to conferences or workshops during the project lifetime (4500€); (11.3.3) - CIVITAS forum: 1 politician travelling with HF expert to 4 CIVITAS forum during the project (4.000€); (11.4.1) - National dissemination activities: travels at site level to disseminate project results and achievements (2.500€).
<b>Equipment</b>	79.000	Equipment costs have been based on the cost of depreciation. All equipment is essential for the operation of the pilot/demonstration : WP2: MAD2.1 - Informatics' materials to support the development of SUMP (38.000€); MAD2.2 - Terminal to access to the smart metering and sensors system (6.000€); WP6: MAD6.3 - 10PC and servers and software licence for control and planning activities (30.000€); MAD6.4 - Terminal to access to traffic management system of municipality (5.000€).
<b>OGS</b>	104.000	WP1: Audit (3.000€)/WP2: MAD 2.1 - Communication material to promote the regional plan, participation of stakeholders, citizens and tourists (15.000€); MAD2.2 - Communication material (4.000€)/ WP6: MAD6.3 - Communication campaigns and materials to address tourist actors and promote sustainable modes in tourism companies (80.000€)/ WP11: Local project dissemination activities (2.000€).
<b>Total</b>	200.100	

5/ARDITI	Cost (€)	Justification
<b>Travel</b>	6.100	WP1: (1.2.1) - GA & MSC project meetings: 1 person travelling to 4GA, to be organised in the demonstration sites (Las Palmas, Malta, Elba) and Brussels (4.000€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional

		nights needed for 1 person to attend TW following GA meetings at 4 occasions during the project (500€); (10.4.5) - Staff empowerment and exchanges between sites: 1 staff person travelling at 1 occasion to another site (3 days exchanges) (1.600€);
<b>Equipment</b>	24.500	Equipment costs have been based on the cost of depreciation. All equipment is essential for the operation of the pilot/demonstration : WP2: MAD 2.2 - Equipment to prototype preparation: cameras, sensors, antennas, communication (6.500€)./ WP6: MAD 6.1 - Hardware, interactive board, audio, sensors, cables and tools, software, special equipment for bus stop prototype (10.000€); MAD 6.2 - laptop, prototype board, mobile phones (5.000€)./ WP7: MAD 7.3 - Real time information panel prototype, materials to test Information kiosk and app real time for busses (3.000€).
<b>OGS</b>	8.000	WP1: Audit (3.000€)/ WP2: MAD 2.2 – Promotion materials (2.000€)./ WP6: MAD 6.1 - Promotion materials (3.000€).
<b>Total</b>	38.600	

6/LTC	Cost (€)	Justification
<b>Travel</b>	30.890	WP1: 1 person travelling to 8 project meetings (9MSC/5GA, amongst which 1 is hosted), to be organised in the demonstration sites (Funchal, Rethymno, Malta, Elba, Las Palmas), Brussels and 2 MSC to be organised during the CIVITAS forum in year 2 and year 3 (8.000€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 5 occasions during the project (1.250€); (10.4.3) - Up-take of innovative actions and CPMR Workshops: 1 person to attend 3 CPMR workshops during the project (3.000€); (10.4.5) - Staff empowerment and exchanges between sites: 1 staff person travelling at 1 occasion to another site (3 days exchanges) (1.600€); (10.5.2) - Travels to china & study visit: participation to the 2 conferences in China and study visit to be associated to the first conference : 1 person travelling to conference 1 + study visit (3.600€) with 1 politician travelling to conference 1 (2.200€); and 1 person to travel for the conference 2 (2.240€). WP11: (11.3.1) - Presentation at relevant Workshops/conferences: As LDM, 1 person travelling to conferences or workshops over the project lifetime (4.500€); WP11: (11.3.3) - CIVITAS forum: 1 expert travelling to 2 CIVITAS forum over the project (in addition to those attended in WP1) (2.000€); (11.4.1) - National dissemination activities: travels at site level to disseminate project results and achievements (2.500€).
<b>Equipment</b>	425.000	Equipment costs have been based on the cost of depreciation. All equipment is essential for the operation of the pilot/demonstration : WP4: LIM4.1 - Creating 6 stations for electric car sharing, shelters for the parking spaces with EV chargers (15.000€); LIM 4.3 - 6 EV chargers to serve the two airports of Cyprus, port of Limassol and Limassol tourist area, will also serve the needs of the electric car sharing project (40.000€). WP7: LIM7.2 - Depreciation for two electric buses (30 seats) to establish a hop on hop off service in the old town of Limassol (120.000€); LIM 7.3: 25 electric signs for an equal number of bus stations on the sea side avenue, gps sensors for buses serving these bus stops, central system to control and monitor information to be featured on the electronic signs, regarding public transport times and problems; 25 electronic strolling signs for buses to advise about next stops and other useful info, 25 conventional signs for bus stops, with a consistent easily identified design to identify the name of the stop (250.000€).
<b>OGS</b>	61.290	WP1: meetings and communication (2.690€); Audit (3.000€)/ WP3: LIM 3.4 - communication and information material related to measures (2.000€)/ WP4: LIM4.3 - Organisation of two national seminars (3.000 €)/ WP7: LIM7.2 - Tickets and bus decoration for two buses, operational cost of the two buses, charging costs (7.000€); Communication and information material, operational costs, electricity bills (10.000€); Interactive application including travel planner with real time information available on i-



		phone and android, two laptops necessary to update the information and respond to users (25.000€)/ WP10: LIM10.4: Hosting cross fertilization workshops (6.600€)/ WP11: Dissemination and exploitation activities at site level (2.000€).
<b>Total</b>	517.180	

7/LIMA	Cost (€)	Justification
<b>Travel</b>	20.475	WP1: (1.2.1) - GA & MSC project meetings: 1 person travelling to 5GA, to be organised in the demonstration sites (Funchal, Malta, Elba, Las Palmas) and Brussels, and 1 politician to travel to 5 PSC (10.250€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 5 occasions during the project (625€); (10.4.5) - Staff empowerment and exchanges between sites: 1 staff person travelling at 1 occasion to another site (3 days exchanges) (1.600€). WP11: (11.3.3) - CIVITAS forum: 2 persons travelling to 4 CIVITAS forum over the project, including 1 politician (8.000€).
<b>Equipment</b>	44.525	Equipment costs have been based on the cost of depreciation. All equipment is essential for the operation of the pilot/demonstration : WP3: LIM 3.2 guiding signs for disabled users (3.525€); LIM 3.4 PC, server and other equipment and software, special sensors which will indicate the availability at collection points, digital displays, signs to the collection points (25.000€). WP6: LIM6.4 - PC, servers and other equipment and software including special sensors to measure the number of cars, etc. (16.000€)
<b>OGS</b>	40.500	WP1: Audit (3.000€); WP3: LIM 3.2 Consumables for the study, materials for the implementation, information and promotion material (3.800€); LIM 3.4 - Consumables for the study, materials for the implementation, information and promotional material and events (17.500€). WP6: LIM 6.4 Consumables concerning the study and materials for the implementation of the measure, communication and information material, promotion of the measure (14.500€). WP10: Hosting China delegation in Limassol (1.700€).
<b>Total</b>	105.500	

8/STRAT A	Cost (€)	Justification
<b>Travel</b>	13.850	WP1: 1 person travelling to 8 project meetings (9MSC/5GA, amongst which 1 is hosted), to be organised in the demonstration sites (Funchal, Rethymno, Malta, Elba, Las Palmas), Brussels and 2 MSC to be organised during the CIVITAS forum in year 2 and year 3 (8.000€). WP9: (9.1) - Evaluation coordination: As LEM, 2 persons to travel to Rome at 1 occasion (3.000€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 5 occasions during the project (1.250€); (10.4.5) - Staff empowerment and exchanges between sites: 1 staff person travelling at 1 occasion to another site (3 days exchanges) (1.600€).
<b>Equipment</b>	5.000	Equipment costs have been based on the cost of depreciation. All equipment is essential for the operation of the pilot/demonstration : WP5: LIM 5.2 – The cost of special equipment (10 specialized containers) that will be bought for the network (hotels/restaurants) in Limassol in order to recycle the used cooking oil (3.000€)./ WP6: LIM 6.3 – Bicycle equipment for each of the 100 participants on this measure (2000€).
<b>OGS</b>	10.500	WP1: Audit cost (3.000€)./ WP2: LIM 2.1 – Consumables required to implement the measure, communication and information material (2.500€)./ WP3: LIM 3.3 – Organization of the training sessions in schools (2.000€)./ WP5: LIM 5.1 – Consumables for the study of the activities, services and tourism sectors within the city centre, and materials for the implementation of this measure (1.000€)./ WP6: LIM 6.3 – Consumables require to implement the measure, communication and information

		material (2.000€).
<b>Total</b>	29.350	

9/RETH	Cost (€)	Justification
<b>Travel</b>	42.490	<p>WP1: 1 person travelling to 8 project meetings (9MSC/5GA, amongst which 1 is hosted), to be organised in the demonstration sites (Funchal, Malta, Elba, Limassol, Las Palmas), Brussels and 2 MSC to be organised during the CIVITAS forum in year 2 and year 3; and 1 politician to travel to 5 PSC (16.500€).</p> <p>WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 persons to attend TW following GA meetings at 5 occasions during the project (1.250€); (10.4.3) - Up-take of innovative actions and CPMR Workshops: 1 person to attend 3 CPMR workshops during the project (3.000€);(10.4.5) - Staff empowerment and exchanges between sites: 1 staff person travelling at 2 occasions to another site (3 days exchanges each time) (3.200€); (10.5.2) - Travels to china &amp; study visit: participation to the 2 conferences in China and study visit to be associated to the first conference : 1 person travelling to conference 1 + study visit (3.600€) and 1 politician travelling to conference 1 (2.200€); and 1 person to travel for the conference 2 (2.240€).</p> <p>WP11: (11.3.1) - Presentation at relevant Workshops/conferences: As LDM, 1 person travelling to conferences or workshops over the project lifetime (2.500€); (11.3.3) - CIVITAS forum: 1 expert travelling to 2 CIVITAS forum during the project (in addition to those attended in WP1), and 1 politician travelling 4 times (6.000€); (11.4.1) - National dissemination activities: travels at site level to disseminate project results and achievements (2.000€).</p>
<b>Equipment</b>	374.000	<p>Equipment costs have been based on the cost of depreciation. All equipment is essential for the operation of the pilot/demonstration :</p> <p>WP2: RET 2.2 - Computing system to launch/operate an IT platform for data collection and monitoring mobility related indicators; 10 smart sensors and 3 surveillance cameras; Equipment to operate the new ticketing system for combined mobility (PT, bike rental, parking, entrance to attractions) and to equip 3 ticket kiosks (26.000€)/ WP3: RET 3.1 - Blind and deaf people systems at 3 traffic light crossings; equipment for beaches accessibility to disabled (24.000€); RET3.2 - Equipment to improve attractiveness of the bus stop serving the University (2.000€)/ WP4: RET 4.1 - 4 EV- charging stations supported by renewable energy sources; PV panels installation; Free Parking card for electric cars in all parking sites in the city (35.000€); RET4.2 - 2 new public bike sharing station; depreciation of 15 e-bikes; 4 e-bikes for disabled people; required software to operate a web based sharing platform integrating all sharing modes (16.000€)/ WP5: RET 5.1 - Computing system for operating new freight logistic system online application (5.000€); RET 5.2 - Infrastructure for the network of 60 collection points and system operation; sensors to monitor level of fullness and to prevent theft incidents (12.000€)./ WP6: RET 6.1. setting up and operation of the sustainable mobility agency office and operating the web based platform; Digital displays, signage and other equipment for the operation of 2 sustainable mobility information hubs at main airports (24.000€)/ WP7: : RET7.1 - Depreciation of 2 electrical mini bus to operate a pilot “hop on hop off” service; Bus stop pillars; 50 audio guides headsets (189.000€); RET7.2: Bike racks; Electronic signs to inform waiting time at bus stops; Electronic signs on-board to advise about next stops, end of route and other useful info; central system to control and monitor information; Equipment for driving simulator for testing PT drivers (41.000€).</p>
<b>OGS</b>	195.490	<p>WP1: hosting expenses for project meetings (2.690€); audit (3.000€)/WP2: RET2.1 - Operation and hosting of Local Working Group (1.500€); RET 2.2 Production of signs and information material for new ticketing system and ticket kiosks (5.000€)./ WP3: RET 3.1 - Map panels in bike stations; 10.000 leaflets of cycling/walking routes maps including links to PT; New/improved signage in walking/cycling routes; Organisation of the Ambassadors yearly awarding ceremonies; Organisation of semester “car free” life</p>

		<p>best story competition; Dedicated maps including accessible points for disabled (33.000€); RET3.2: Printing of promotional material for schools; info panels and signs for schools bus stops; Attractive promotional panel for the bus stop serving the University; Organisation/implementation of workshops with parents associations (10.000€)/ WP4: RET 4.1 - Informational campaign to promote electric vehicles (6.000€); RET 5.2 - Promotional campaign; Production of panels at the airports/ports/ most visited places; printing of 20.000 postcards, posters and 10.000 brochures to be distributed in hotels; social media campaign (18.000€)/WP5: RET 5.1 - Organisation of working sessions (3.000€); Promotional campaign to increase UCO collection rate; promotional materials (8.000€)/ WP6: RET 6.1 - Promotional campaign, street events, printing of 10.000 maps of walking and cycling routes combining attractions; video/web applications, info panels and materials at key locations; hotel / tour operators agreements (36.000€); RET 6.2 - Residents engagement campaign, road show and stakeholders' design sessions (9.000€)/ WP7: RET 7.1 - Decoration panel of the electric mini busses; Signage of e-buses stops; Promotional material; Photo shooting; Content development for the "hop on-hop off" audio guide (20.000€); RET 7.2: Info package for cruise visitors, promotional panels at cruise ships and port; promotional materials; Upgraded of old bus stops into attractive / informational one; Attractive PT timetable panels to hotels and main touristic points; Organisation of PT drivers eco and safe driving sessions (30.000€)/ WP10: Hosting technical workshops and site visits (6.600€)/Hosting China delegation (1.700€)/ WP11: - Dissemination activities at site level, materials printing (2.000€).</p>
<b>Total</b>	611.980	

10/TUC	Cost (€)	Justification
<b>Travel</b>	26.150	<p>WP1: 1 person travelling to 8 project meetings (9MSC/5GA, amongst which 1 is hosted), to be organised in the demonstration sites (Funchal, Malta, Elba, Limassol, Las Palmas), Brussels and 2 MSC to be organised during the CIVITAS forum in year 2 and year 3 (10.000€).</p> <p>WP2 (1.200€)/WP4(1.600€)/WP5(800€)/WP6(1.500€): TUC is based 60km away from the demonstration site Rethymno, those travel expenses covers compensation for the 120km per visit/workshop/measurement/ need to be done on the site and daily allowance for people travelling.</p> <p>WP9: (9.1) - Evaluation coordination: As LEM, 2 persons to travel to Rome at 1 occasion (3.000€).</p> <p>WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 5 occasions during the project (1.250€); (10.4.5) - Staff empowerment and exchanges between sites: 1 staff person travelling at 1 occasion to another site (3 days exchanges each time) (1.600€).</p> <p>WP11: (11.3.1) - Presentation at relevant Workshops/conferences: 1 person travelling to conferences or workshops during the project lifetime (2.000€); (11.3.3) - CIVITAS forum: 1 expert travelling to 2 CIVITAS forum during the project (in addition to those attended in WP1) (2.000€); (11.4.1) - National dissemination activities: travels at site level to disseminate project results and achievements (1.200€).</p>
<b>Equipment</b>	56.500	<p>Equipment costs have been based on the cost of depreciation. All equipment is essential for the operation of the pilot/demonstration :</p> <p>WP2: RET 2.1 Computing system and server to support the monitoring and analysis of the mobility indicators; Equipment to measure air quality (6.500€)/ WP4: RET 4.1 - Equipment for measuring and evaluation of the PV operation and performance at the charging points (5.000€)/ WP5: RET 5.2 - Small scale reactor and complementary analysis equipment for full supply chain from UCO-to-biodiesel (42.000€)/ WP6: RET 6.1 - Computing system and software licenses to support the operation and content management of the sustainable mobility management platform (3.000€).</p>
<b>OGS</b>	57.100	<p>WP1: audit (2.100€)</p> <p>WP2: RET 2.1 - Training materials and hosting expenses for capacity building workshop</p>

		for public authorities, urban planners and transport operators, organization of public consultation event (2.000€); RET 2.2 - Graphic design of new ticketing system materials and kiosks signage (3.000€)/ WP3: RET 3.1 - Design of 2 new routes information materials, signage, and inspirational leaflets, promotional materials; Organisation/hosting of stakeholders meetings and behavioural change design sessions (11.000€); RET 3.2 - Informational campaign and design of promotional materials, organization of safe driving training sessions (3.000€)./ WP4: RET4.1 - Graphic design of promotional materials; organization of an informational event (2.500€); RET 4.2 - Design of signage of public kiosks for sharing platform, materials and brochures design, sharing miles campaign and competition for hotels' employees (11.500€)/ WP5 : RET 5.1 - Organisation of capacity building workshop at regional level; printing of materials (2.000€); RET 5.2 - Schools campaign to foster behaviour change; training materials for schools (7.000€)/ WP6: RET 6.1 Organisation of 2 sessions to train hotels staff; Organisation of training sessions for eco-drivers (6.000€); RET 6.2 - Organisation of consultation sessions with residents, shop owners and other related actors (2.000€)/ WP7: RET 7.1 - Graphic design of electric buses signage (2.000€); RET 7.2: Design and printing of eco and safe driving guidebooks (3.000€).
<b>Total</b>	139.750	

11/RM	Cost (€)	Justification
<b>Travel</b>	22.900	WP1: (1.2.1) - GA & MSC project meetings : 1 expert and 1 politician travelling to 4 project meetings (4GA/PSC), to be organised in demonstration sites (Funchal, Las Palmas, Malta) and Brussels (8.200€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 4 occasion during the project (500€); (10.4.5) - Staff empowerment and exchanges between sites: 1 staff person travelling at 2 occasions to another site (3 days exchanges each time) (3.200€). WP11: (11.3.1) - Presentation at relevant Workshops/conferences: As LDM, 1 person travelling to conferences or workshops during the project lifetime (4.500€); (11.3.3) - CIVITAS forum: 1 politician travelling with site manager to 4 CIVITAS forum during the project (4.000€); (11.4.1) - National dissemination activities: travels at site level to disseminate project results and achievements (2.500€).
<b>Equipment</b>	8.000	Equipment costs have been based on the cost of depreciation. All equipment is essential for the operation of the pilot/demonstration: WP4: ELB4.2 – ICT devices to support operations of the shared ELBA Mobility Agency (4.000€) / WP5: ELB5.1 - Logistics devices for the handling of the tourist luggages/goods (2.000€)/ WP7: ELB7.2 - ICT devices for testing the ticketing system (2.000€).
<b>OGS</b>	5.000	WP1: Audit cost (3.000€)/ WP11: Local project dissemination activities (2.000€).
<b>Total</b>	35.900	

12/PF	Cost (€)	Justification
<b>Travel</b>	27.880€	WP1: (1.2.1) - GA & MSC project meetings: 1 person travelling to 8 project meetings (9MSC/5GA, amongst which 1 is hosted), to be organised in the demonstration sites (Funchal, Rethymno, Las Palmas, Malta, Limassol), Brussels with 2 MSC to be organised during the CIVITAS forum in year 2 and year 3, budget included for 1 politician to attend 4 PSC (12.200€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 4 occasion during the project (1.000€); (10.4.3) - Up-take of innovative actions and CPMR Workshops: 1 person to attend 3 CPMR workshops during the project (3.000€); (10.4.5) - Staff empowerment and exchanges between sites: 1 staff person travelling at 1 occasion to another site (3 days exchanges) (1.600€); (10.5.2) - Travels to china & study visit: participation to the 2 conferences in China and study visit to be associated to the first conference : 1 person to attend conference 1 + study visit (3.600€) and two persons to attend conference 2 (including a politician) (4.480€).

		WP11: (11.3.3) - CIVITAS forum: 1 person travelling to 2 CIVITAS forum during the project (in addition to those attended in WP1) (2.000€).
<b>Equipment</b>	9.000	Equipment costs have been based on the cost of depreciation. All equipment is essential for the operation of the pilot/demonstration : WP3: ELB3.1 – Devices for the safety of walking and bikers routes (3.000€) / WP4: ELB4.1 –ICT devices to support operations of the shared ELBA Mobility Agency (3.000€); ELB4.3 – Hardware related to the development of the Ride Sharing Platform (3.000€).
<b>OGS</b>	20.210	WP1: Audit cost (3.000€), Hosting GA and MSC meeting in ELBA (4.930€)/ WP10: Cost for hosting Technical Workshops (3.980€), Cost for hosting site visits (6.600€)/ WP11: Host a Chinese delegation (1.700€).
<b>Total</b>	57.090	

<b>13/MEM EX</b>	<b>Cost (€)</b>	<b>Justification</b>
<b>Travel</b>	20.490	WP1: (1.2.1) - GA & MSC project meetings: 1 person travelling to 9 project meetings (9MSC/5GA), to be organised in the demonstration sites (Funchal, Rethymno, Las Palmas, Malta, Limassol, Elba), Brussels and 2 MSC to be organised during the CIVITAS forum in year 2 and year 3 (7.200€). WP9: (9.1) - Evaluation coordination: As LEM, 2 persons to travel to Rome at 1 occasion (3.000€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 5 occasions during the project (1.250€); (10.4.3) - Up-take of innovative actions and CPMR Workshops: 1 person to attend 3 CPMR workshops during the project (1.600€); (10.5.2) - Travels to china & study visit: 1 person to participate to the 2 conferences in China and study visit to be associated to the first conference : conference 1 + study visit (3.600€) and for the second conference (2.240€). WP11: (11.3.3) - CIVITAS forum: 1 person travelling to 2 CIVITAS forum during the project (in addition to those attended in WP1) (1.600€).
<b>OGS</b>	3.000	WP1: Audit cost (3.000€).
<b>Total</b>	23.490	

<b>14/TM</b>	<b>Cost (€)</b>	<b>Justification</b>
<b>Travel</b>	43.654	WP1: 1 person travelling to 8 project meetings (9MSC/5GA, among which 1 is hosted), to be organised in the demonstration sites (Funchal, Rethymno, Elba, Limassol, Las Palmas), Brussels and 2 MSC to be organised during the CIVITAS forum in year 2 and year 3 (19.872€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 4 occasions during the project (3.584€); (10.4.3) - Up-take of innovative actions and CPMR Workshops: 1 person to attend 3 CPMR workshops during the project (3.726€); (10.5.2) - Travels to china & study visit: participation to the 2 conferences in China and study visit to be associated to the first conference : 1 person to attend conference 1 + study visit (3.600€) and two persons travelling (including a politician) to conference 2 (4.480€). WP11: (11.3.1) – Presentation at relevant Workshop (3.000€); (11.3.3) - CIVITAS forum: 1 expert travelling to 2 CIVITAS forum over the project (in addition to those attended in WP1) (5.392€).
<b>Equipment</b>	70.720	Equipment cost has been based on the cost of depreciation of the innovation element; all equipment is essential for the operation of the pilot/demonstration: WP 5: : MAL 5.1 - 1 green vehicle to operate the Last mile delivery of goods (27.880€)/ WP6: MAL 6.2 - 2 ANPR Camera to operate the low emission zone (13.600€)/WP7: Conversion of 2 mini-vans to integrate the ferry service into the public transport system; 1 variable message sign to provide real time information on ferry and bus schedules (29.240€).

<b>OGS</b>	144.110	WP1: Hosting meetings (4.930€), auditor costs (2.200€)/WP2: MAL 2.1 – hosting of stakeholder Consultations incl. Renting of venue, Cash grants to be given to Local Councils with the winning proposal as part of the SUMP award to implement one/more measure/s indicated in the proposal (59.500€). WP6: MAL 6.2 – Production of promotional material (20.000€); trenching and electrical connections of ANPR cameras to sub-stations (10.000€)/WP6: MAL 6.3 – Promotional materials (46.400€)/WP7: MAL 7.1 - Infrastructural works (trenching and connections to electricity sub-station) for Variable Message Signs (18.000€)/WP10: Hosting technical workshops and site visits (10.580€)/ WP11: Local project dissemination activities (2.500€).
<b>Total</b>	258.484	

15/VLC	Cost (€)	Justification
<b>Travel</b>	17.424	WP1: (1.2.1) - GA & MSC project meetings: 1 person travelling to 4GA, to be organised in the demonstration sites (Funchal, Las Palmas, Elba) and Brussels, and 1 politician to travel to 4 PSC (9.936€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 4 occasions during the project (896€); (10.4.5) - Staff empowerment and exchanges between sites: 1 staff person travelling at 1 occasion to another site (3 days exchanges) (1.600€); WP11: (11.3.3) - CIVITAS forum: 1 politician travelling with Site manager to 4 CIVITAS forum over the project (4.992€)
<b>Equipment</b>	35.360	Equipment cost has been based on the cost of Depreciation of the Innovation Element. Equipment includes: WP 4: MAL 4.1 Purchase and installation of equipment to operate Valetta e-bike sharing pilot, 2 e bike stations and 16 e bikes (35.360€).
<b>OGS</b>	100.700	WP1: Auditor costs (2.000€)/WP 4: MAL 4.1 - Infrastructural works (trenching and connections to electricity sub-station) for e-bike stations (15.000€), Promotional materials (10.000€)/WP5: MAL 5.1 – Hosting and organisation of stakeholder consultations (3.000€); works in preparation for implementation of Last Mile Delivery of goods pilot (60.000€), Promotional materials (3.000€)/WP7: : MAL 7.1 – Promotional materials (6.000€)/WP10: Hosting China delegation in Malta (1.700€).
<b>Total</b>	153.484	

16/ UoM	Cost (€)	Justification
<b>Travel</b>	10.464	WP1: 1 person travelling to 8 project meetings (9MSC/5GA, among which 1 is hosted), to be organised in the demonstration sites (Funchal, Rethymno, Elba, Limassol, Las Palmas), Brussels and 2 MSC to be organised during the CIVITAS forum in year 2 and year 3 (4.968€). WP9: (9.1) - Evaluation coordination: 2 persons to travel to Rome at 1 occasion (3.000€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 4 occasions during the project (1.496€); (10.4.5) - Staff empowerment and exchanges between sites: 1 staff person travelling at 1 occasion to another site (3 days exchanges) (1.000€).
<b>OGS</b>	2.000	WP1: audit cost (2.000€).
<b>Total</b>	12.464€	

17/MOT	Cost (€)	Justification
<b>Travel</b>	7.464	WP1: (1.2.1) - GA & MSC project meetings: 1 person travelling to 4GA, to be organised in the demonstration sites (Funchal, Las Palmas, Elba) and Brussels (4.968€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 4 occasion during the project (896€); (10.4.5) - Staff empowerment and exchanges between sites: 1 staff person travelling at 1 occasion to another site (3 days exchanges) (1.600€);

<b>OGS</b>	134.600	WP1: Audit cost (2.200€)/ WP4: MAL 4.1 - Production of promotional material (10.000€)/ WP 5: MAL 5.1 - stakeholder consultations meetings (3.000€)/WP 6: MAL 6.1- stakeholder consultations meetings (6.400€), grant to be awarded as part of Green Mobility Award (WP6) to the hotel/restaurant with the winning proposal to implement one/more measure/s indicated in the proposal (70.000€), Promotion materials (17.000€); MAL 6.3 – Organisation and hiring of venues to hold different phases of stakeholder consultations with key actors within the Tourism Sector including printing and distribution of APP scope, guidelines and designs as well as printing and distribution of stakeholder consultation reports; (15.000€), Promotional materials (11.000€).
<b>Total</b>	142.064	

<b>18/Guaguas</b>	<b>Cost (€)</b>	<b>Justification</b>
<b>Travel</b>	29.080	WP1: 1 person travelling to 8 project meetings (9MSC/5GA, amongst which 1 is hosted), to be organised in the demonstration sites (Funchal, Rethymno, Malta, Elba, Limassol), Brussels and 2 MSC to be organised during the CIVITAS forum in year 2 and year 3 (8.000€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 4 occasions during the project (1.000€); (10.4.3) - Up-take of innovative actions and CPMR Workshops: 1 person to attend 3 CPMR workshops during the project (3.000€);(10.5.2) - Travels to china & study visit: participation to the 2 conferences in China and study visit to be associated to the first conference : 1 person travelling to conference 1 + study visit (3.600€) and 2 persons for the conference 2, including a politician (4.480€). WP11: (11.3.1) - Presentation at relevant Workshops/conferences: As LDM, 1 person travelling to conferences or workshops during the project lifetime (4.500€); (11.3.3) - CIVITAS forum: 1 expert travelling to 2 CIVITAS forum over the project (in addition to those attended in WP1) (2.000€); (11.4.1) - National dissemination activities: travels at site level to disseminate project results and achievements (2.500€).
<b>Equipment</b>	570.700	Equipment costs have been based on the cost of depreciation. All equipment is essential for the operation of the pilot/demonstration : WP3 : LPA 3.1 Adaptation of two bus stop models (10 000€)/WP7: LPA 7.2 Electric or hybrid buses (180.000 € ) ; LAP 7.3 - 20 monitors with touristic and transport information installed in bus stops (209 000€) ; LAP 7.4 - 102 On board payment equipment (VIX) and 17 On board equipment (Optima) (171.700 €)
<b>OGS</b>	85.510	WP1: hosting MSC & GA (4.930 €); audit (3000€)/WP7: LPA 7.1 Communication BRT (50.000 €); LAP 7.2 Promotion campaign of electric/hybrid buses (5000€) ; LPA 7.3 20 Tft screens at BRT stops (5000€); LPA 7.4 information about new 24 hours tickets (5000€)/WP 10: hosted technical workshops and site visits 10.580 €/ WP11: Local project dissemination activities (2.000€).
<b>Total</b>	685.290	

<b>19/CINESI</b>	<b>Cost (€)</b>	<b>Justification</b>
<b>Travel</b>	11.450€	WP1: 1 person travelling to 9 project meetings (9MSC/5GA), to be organised in the demonstration sites (Funchal, Rethymno, Malta, Elba, Limassol, Las Palmaq), Brussels and 2 MSC to be organised during the CIVITAS forum in year 2 and year 3 (7.200€). WP9: (9.1) - Evaluation coordination: As LEM, 2 persons to travel to Rome at 1 occasion (3.000€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 5 occasions during the project (1.250€).
<b>Total</b>	11.450 €	

20/LPGC	Cost (€)	Justification
<b>Travel</b>	18.300	WP1: (1.2.1) - GA & MSC project meetings: 1 person travelling to 4GA, to be organised in the demonstration sites (Funchal, Malta, Elba) and Brussels, and 1 politician to travel to 4 PSC (8.200€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 4 occasions during the project (500€); (10.4.5) - Staff empowerment and exchanges between sites: 1 staff person travelling at 1 occasion to another site (3 days exchanges) (1.600€). WP11: (11.3.3) - CIVITAS forum: 2 persons travelling to 4 CIVITAS forum over the project, including 1 politician (8.000€).
<b>Equipment</b>	20.000	Equipment costs have been based on the cost of depreciation. All equipment is essential for the operation of the pilot/demonstration : WP3: : LPA 3.1 - servers, pc, informatics material for mobility supply & demand analysis (20.000 €)
<b>OGS</b>	44.700	WP 1: audit (3000€)/ WP2: : LPA 2.1 - Material for surveys and mobility handbook (20.000 €)/ WP3: LPA 3.1 - Definition and deployment of information and awareness campaigns oriented to tourists, integration of public transport information in tourist information materials (10.000€)/WP7: LPA 7.3 - communication material for the improvement of LPAvisit (tourist App) (10.000 €)/ WP10: hosting China delegation (1.700 €)
<b>Total</b>	83.000	

21/INELCAN	Cost (€)	Justification
<b>Travel</b>	6.100	WP1: (1.2.1) - GA & MSC project meetings: 1 person travelling to 4GA, to be organised in the demonstration sites (Funchal, Malta, Elba) and Brussels (4.000€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 4 occasions during the project (500€); (10.4.5) - Staff empowerment and exchanges between sites: 1 staff person travelling at 1 occasion to another site (3 days exchanges) (1.600€).
<b>OGS</b>	10.000	WP5 LAP 5.1 -: communication material to form a group of delivery companies that optimizes their delivery routes (10.000 €)
<b>Total</b>	16.100	

22/Sagulpa	Cost (€)	Justification
<b>Travel</b>	6.100	WP1: (1.2.1) - GA & MSC project meetings: 1 person travelling to 4GA, to be organised in the demonstration sites (Funchal, Malta, Elba) and Brussels (4.000€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 4 occasions during the project (500€); (10.4.5) - Staff empowerment and exchanges between sites: 1 staff person travelling at 1 occasion to another site (3 days exchanges) (1.600€).
<b>Equipment</b>	561.192	Equipment costs have been based on the cost of depreciation. All equipment is essential for the operation of the pilot/demonstration : WP4: LAP 4.1 - 33 stations-kiosks, 11 electric stations-kiosks, 315 conventional bikes, 105 electric bikes, 20 accessible bikes, videocam real time (487.192€); LAP 4.2 - 3 electric mini vans and 6 fast charging points (74.000€)
<b>OGS</b>	18.000	WP1: auditor costs (3000€)/ WP4 : LAP 4.2 - Material for communication campaign about electric vehicles and fast charging possibilities (10.000€)/ WP7: LAP 7.3 - communication material for the improvement of LPA_Movilidad (Mobility App) (5.000€)
<b>Total</b>	585.292	

23/EPC	Cost (€)	Justification
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<b>Travel</b>	29.940	<p>WP1: (1.2.1) - GA &amp; MSC project meetings: 2 persons travelling to 9 project meetings (9MSC and 5GA), to be organised in the 6 demonstration sites, Brussels and 2 MSC to be organised during the CIVITAS forum in year 2 and year 3 (14.400€).</p> <p>WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 2 persons to attend TW following GA meetings at 5 occasions during the project (2.500€); (10.4.3) - Up-take of innovative actions and CPMR Workshops: 1 person to attend 5 CPMR workshops during the project (4.000€); (10.5.2) - Travels to china &amp; study visit: 1 person to participate to the 2 conferences in China and study visit to be associated to the first conference : conference 1 + study visit (3.600€) and for the second conference (2.240€).</p> <p>WP11: (11.3.3) - CIVITAS forum: 2 persons travelling to 2 CIVITAS forum over the project (3.200€).</p>
<b>Total</b>	29.940€	

24/ISIS	Cost (€)	Justification
<b>Travel</b>	27.690	<p>WP1: (1.2.1) - GA &amp; MSC project meetings : 1 persons travelling to 9 project meetings (9MSC and 5GA), to be organised in the 6 demonstration sites, Brussels and 2 MSC will be organised during the CIVITAS forum in year 2 and year 3 (6.000€)</p> <p>WP2: (2.2) - WP2 SUMP monitoring: one visit to each site (6 travels) by 1 expert (5.000€).</p> <p>WP9: (9.4) - Ex-post evaluation and process evaluation : two visits to each site (6 travels) by 1 expert (10.000€)</p> <p>WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 5 occasions during the project (1.250€).</p> <p>(10.4.3) - Up-take of innovative actions and CPMR Workshops: 1 person to attend 2 CPMR workshops during the project (1.600€).</p> <p>(10.5.2) - Travels to china &amp; study visit: 1 person to participate to the second conference (2.240€).</p> <p>WP11: (11.3.3) - CIVITAS forum: 1 person travelling to 2 CIVITAS forum over the project (1.600€).</p>
<b>Total</b>	27.690€	

25/EIP	Cost (€)	Justification
<b>Travel</b>	8.550€	<p>WP1: (1.2.1) - GA &amp; MSC project meetings: 1 person travelling to 5 project meetings (5 GA), to be organised in 4 of the demonstration sites and Brussels (4.000€).</p> <p>WP9: (9.7) - Health assessment: one visit to each site (6 travels) by 1 expert (3.500€).</p> <p>WP10: (10.4.2) - Technical workshops (TW) associated to project meetings: additional nights needed for 1 person to attend TW following GA meetings at 2 occasion during the project (250€); (10.4.6) - Up-take of innovative actions and CPMR Workshops: 1 person to attend 1 CPMR workshops during the project (800€).</p>
<b>Total</b>	8.550€	

26/GV21	Cost (€)	Justification
<b>Travel</b>	36.380	<p>WP1: (1.2.1) - GA &amp; MSC project meetings: 1 persons travelling to 9 project meetings (9MSC and 5GA), to be organised in the 6 demonstration sites, Brussels and 2 MSC will be organised during the CIVITAS forum in year 2 and year 3 (7.200€).</p> <p>WP10: (10.4.2) - Technical workshops (TW) associated to project meetings : additional nights needed for 1 person to attend TW following GA meetings at 2 occasions during the project (500€); (10.4.3) - Up-take of innovative actions and CPMR Workshops: 1 person to attend 2 CPMR workshops during the project (1.600€); (10.5.2) - Travels to china &amp; study visit: 2 persons to participate and organise the 2 conferences in China and study visits to be associated to the first conference : conference 1 + study visit (4800€+2800€) and for the second conference (4.480€); (10.4.4) Accompaniment of the</p>

		Chinese delegation in Europe (11.400€); ( 10.5.9) – 1 person to travel to attend 2 fair trade COTTM in BEIJING to present DESTINATIONS project (3.600€).
<b>OGS</b>	82.112	WP10: (10.5) - costs for the organisation of conferences and collaboration between China and EU and preparation of the study visit (translations, brochures, transport renting) (73.842€); Manual for Chinese partners and guidelines for EU cities (2.200€); participation at 2 fair trade COTTM in BEIJING to present DESTINATIONS project (fees/stand, cities material translation, material shipping costs) (6.070€).
<b>Total</b>	118.492	

<b>27/II</b>	<b>Cost (€)</b>	<b>Justification</b>
<b>Travel</b>	36.275	WP1: (1.2.1) - GA & MSC project meetings: 1 person travelling to 9 project meetings (9MSC/5GA), to be organised in the 6 demonstration sites, Brussels and 2 MSC will be organised during the CIVITAS forum in year 2 and year 3 (7.200€). WP8: (8.1) - Stakeholder engagement and cooperation: 1 person to travel to 6 sites (3.000€); (8.2.1) - Kick off Training on methods for service design and business modelling: 1 expert to travel to each site (4.800€); (8.2.2) - Specific guidance to design services and business models at site: 2 experts to travels to 6 sites during the project at 12 occasions (6 sites and 2 times per site, 500€ per visit for one person) (12.000€). WP10: (10.3) - Business cases replication 1 expert to travel to each site (4.800€) ; (10.4.2) - Technical workshops (TW) associated to project meetings : additional nights needed for 1 person to attend TW following GA meetings at 5 occasions during the project (1.875€); (10.4.3) - Up-take of innovative actions and CPMR Workshops: 1 person to attend 2 CPMR workshops during the project (1.600€); WP11: (11.3.1) - Presentation at relevant Workshops/conferences: 1 person travelling to 2 conferences over the project (1.000€).
<b>O.G.S</b>	5.300	WP10: costs for ethnological research and the trainings : software, workshop material, monitors, tablets, etc (5.300€)
<b>Total</b>	41.575	

<b>28/VECTOS</b>	<b>Cost (€)</b>	<b>Justification</b>
<b>Travel</b>	19.450	WP1: (1.2.1) - GA & MSC project meetings: 1 person travelling to 9 project meetings (9MSC/5GA), to be organised in the 6 demonstration sites, Brussels and 2 MSC will be organised during the CIVITAS forum in year 2 and year 3 (7.200€). WP10: (10.4.1) - Platform of multipliers : 1 expert to participate to conferences to boost interaction of DESTINATIONS with EU tourism networks (7.500€); (10.4.2) - Technical workshops (TW) associated to project meetings : additional nights needed for 1 person to attend TW following GA meetings at 2 occasions during the project (750€); (10.4.3) - Up-take of innovative actions and CPMR Workshops: 1 person to attend 1 CPMR workshops during the project (800€); WP11: (11.3.1) - Presentation at relevant Workshops/conferences: 1 person travelling to 3 conferences over the project (1.600€); (11.3.3) - CIVITAS forum: 1 person travelling to 2 CIVITAS forum over the project (1.600€)
<b>O.G.S</b>	17.000	WP8: stakeholders engagement and cooperation (2000€)/WP10: Costs to ensure cross-fertilisation activities with tourism networks (15000€)
<b>Total</b>	36.450	

<b>29/CPMR</b>	<b>Cost (€)</b>	<b>Justification</b>
<b>Travel</b>	39.710	WP1: (1.2.1) - GA & MSC project meetings: 1 person travelling to 8 project meetings (9MSC and 4GA, one conference is organised in Brussels), to be organised in the 6 demonstration sites and 2 MSC will be organised during the CIVITAS forum in year 2 and year 3 (6.400€). WP10: (10.4.2) - Technical workshops (TW) associated to project meetings : additional nights needed for 1 person to attend TW following GA meetings at 3 occasions during the project (750€); (10.4.3) - Up-take of innovative actions and CPMR Workshops: 1 person to attend 12 CPMR 3 years X 4 annual meetings of 4

		Geographical Commissions of the CPMR to select the 3 pilot regions) during the project (9.600€) and invite 3 experts to attend the 3 final meetings with the pilot regions that will be selected in year 2 (2.400€); travels to foster replication in CPMR regions (6000€) ; (10.5.2) - Travels to china & study visit: participation to the 2 conferences in China and study visit to be associated to the first conference : conference 1 + study visit, 1 person to travel (3.600€) and for the second conference, 1 person to travel and 3 persons invited from the tourism networks following the project (8.960€). WP11: (11.3.3) - CIVITAS forum and conferences: 1 person travelling over the project (2.000€).
<b>O.G.S</b>	23.910	WP1: Costs for organising a GA and final conference project meeting (4.930) ; audit costs (3000€) WP10: cost for hosting the technical workshops associated to GA (3.980€) ; costs to organise CPMR workshops (12.000€)
<b>Total</b>	63.620	

#### 4. Members of the consortium

##### 4.1. Participants

##### 1- Horários de Funchal, Transportes Públicos, S.A. (HF)

##### Description of the legal entity and its main tasks:

Horários de Funchal (HF) is the public transport operator in the city of Funchal and interurban operator in the east part of the Madeira Island. The urban service transports about 18 millions of travellers/year through 61 routes with a fleet of 179 buses specifically designed to the topographic conditions of Funchal, which have to face problematic access and high slopes. The interurban service, on the other hand, transports about 1,2 millions of travellers/year with a fleet of 43 buses, through 15 routes linking the city of Funchal with the East and North East part of the Island. To meet the particular needs of population, HF also operates in specific areas with dedicated services like: disabled people transport, clean urban centre line, tourist rental service and night service.

HF is responsible for the exploitation service and the maintenance of a contact less ticketing scheme and a real time fleet monitoring and control system. HF is the main PT operator in the Autonomous Region of Madeira and is the third biggest transport company in Portugal after Lisbon and Porto.

Currently, HF has been involved in a wide range of regional, national and European projects and seeks to keep networking about state of the art projects in the mobility frame.

The main strategic project areas are:

- Increase access;
- Improve location, safety and accessibility of bus stops network;
- Increase quality and reliability of service;
- Integrate PT in the urban mobility scenario;
- Inform citizens about PT and improve its use.

##### Short CV of the persons primarily responsible for carrying out the proposed activities:

<b>Organisation:</b>	Horários do Funchal, Transportes Públicos, S. A				
<b>Name :</b>	Mantero	<b>First Name:</b>	Claudio	<b>Nationality:</b>	Italian
<b>Qualifications:</b>	Expert in project management			<b>Gender:</b>	Male
<b>Staff category:</b>	Senior expert				
<b>Short description of work</b>	He worked in Rome as special consultant for ISFORT (Istituto Superiore per la Ricerca nei Trasporti Terrestri) in the field of public transport European and				

<b>experience, relevant to the proposal:</b>	national market. From 2002 to 2006 worked in Genoa in the local Municipality as University researcher (Transport Economics) in the Urban Transport Mobility plan department. As an urban transport specialist he is responsible for research and planning department at Horários do Funchal, a local public transport operator, and works, among many other projects, as site leader of SEEMORE in Funchal.
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<b>Organisation:</b>	Horários do Funchal, Transportes Públicos, S. A				
<b>Name :</b>	Sousa	<b>First Name:</b>	Duarte	<b>Nationality:</b>	Portuguese
<b>Qualifications:</b>	Head of the Engineering and Planning Department of the PT Operator		<b>Gender:</b>	Male	
<b>Staff category:</b>	Senior expert				
<b>Short description of work experience, relevant to the proposal:</b>	He has a degree in mechanical engineering and an Executive Master in Business Management. He is responsible for selecting the best engineer technologies for buses, taking into account the specific conditions of Madeira Island. He supported the development of the Electronic ticketing system, Fleet monitoring and on time information, projects funded by ERDF (2006).				

<b>Organisation:</b>	Horários do Funchal, Transportes Públicos, S. A				
<b>Name :</b>	Freitas	<b>First Name:</b>	André	<b>Nationality:</b>	Portuguese
<b>Qualifications:</b>	Degree in Sociology at ISCTE, the Lisbon University Institute and also post-graduate studies in the field of Sociology and Planning		<b>Gender:</b>	Male	
<b>Staff category:</b>	Junior expert				
<b>Short description of work experience, relevant to the proposal:</b>	From 2006 to 2008 he worked in planning centres of both the Lisbon University Institute and the Institute of Social Sciences of Lisbon, studying environment related projects in the public realm. Since 2008, he works as project assistant in Horários do Funchal, the Public Transport Operator of the city of Funchal, handling several projects in the frame of DGTREN (namely, CIVITAS-MIMOSA), INTERREG, Intelligent Energy Europe and ERDF.				

<b>Organisation:</b>	Horários do Funchal, Transportes Públicos, S. A				
<b>Name :</b>	Quintal	<b>First Name:</b>	Andreia	<b>Nationality:</b>	Portuguese
<b>Qualifications:</b>	Degree in Mathematics (University of Madeira)		<b>Gender:</b>	Female	
<b>Staff category:</b>	Junior expert				
<b>Short description of work experience, relevant to the proposal:</b>	Since 2007, she works as planning technician at Horários do Funchal. She has experience in the management, implementation and evaluation of European projects, AD PERSONAM (IEE), CIVITAS MIMOSA (FP7), INTERVIR+ (ERDF) and SEEMORE (IEE).				

**List of relevant publications, and/or products, services:**

- Public transport service available in 4 route planners: HF Journey Planner, Google Transit, TransportesPublicos.pt, Rome2Rio (2013-2015);
- Third place in Best International Policy Transfer Award (EPPOM 2013);
- Public transport service information available in an offline app “HF BUS” (2014);
- Publication of a tourist mobility guide “Around Madeira by bus” (2014);
- Case study “Encouraging tourists to travel sustainably in Funchal” in ELTIS (2014).

**List of 5 relevant previous projects or activities:**

[689031][DESTINATIONS]

Project	National or local/regional or European	Year of start and finalisation	Partnership composition	Theme/results covered
Linha ECO	European Regional Development Fund	2006	HF	4 electrical busses in the city centre improving the access of elderly and mobility disabled people.
Electronic ticketing system, fleet monitoring and on-time information	European Regional Development Fund	2006	HF	Real time Information for public transport users and more information to monitor the public transport service.
Ad Personam	Intelligent Energy Europe	2012-2015	Regions: Albacete (ES), Baia Mare (RO), Besançon (FR), Heraklion (GR), Lancaster (UK) and Modena (IT)	HF invited 32.000 families to participate, 224 persons were selected to participate in a promotional week, 62 participate and 60 persons become users of public transport.
CIVITAS-MIMO SA	CIVITAS Initiative	2008-2013	Cities: Bologna (IT), Gdansk (PL), Tallin (EE), Utrecht (NL)	New services: Park&Ride, Dial&Ride, Bus&Bike. Better quality service and better information for regional PT users and tourists– Green Line.
SEEMORE	Intelligent Energy Europe	2012-2015	Regions: Balearic Islands (ES), Forli-Cesena (IT), Malta (MT), Limassol (CY), Dobrich (BG), Pomerania (PL) Bohulan (SE)	New information/promotion tools for tourists and residents, namely in papers, in mobile, in hotels and in the Port of Funchal. Training for tourism professionals about public transport.

## 2- AREAM - Agência Regional da Energia e Ambiente da Região Autónoma da Madeira

### Description of the legal entity and its main tasks:

AREAM is a private non-profit making association, recognised as a public utility, its main purpose being the promotion of energy efficiency, use of renewable energy resources and protection of the environment, namely by supporting local and regional authorities, energy suppliers and end-users, as well as developing research activities, studies and projects in these areas.

AREAM's activities comprise mainly the following fields:

- Regional and local planning on energy, environment, water resources and tourism.
- Implementation of the Energy Performance of Buildings Directive in Madeira.
- Energy efficiency in buildings, industries and transports.
- Renewable energy resources, namely, wind, solar, biomass, mini-hydro and waves.
- Waste management, concerning energy recovery, energy efficiency and environmental impact.
- Awareness raising campaigns on sustainable energy to tertiary, residential sectors and mobility and transports.
- Support to the Regional Government, Municipalities and other public and private entities on sustainable energy and environmental management.

- Inter-regional cooperation, by participating in European projects and networks.
- Promotion of professional training on energy and environment.

**Short CV of the persons primarily responsible for carrying out the proposed activities:**

<b>Organisation:</b>	AREAM – Agência Regional da Energia e Ambiente da Região Autónoma da Madeira				
<b>Name :</b>	Nunes de Oliveira	<b>First Name:</b>	José Filipe	<b>Nationality:</b>	Portuguese
<b>Qualifications:</b>	Mechanical engineer - thermodynamics			<b>Gender:</b>	Male
<b>Staff category:</b>	Senior expert				
<b>Short description of work experience, relevant to the proposal:</b>	Experience in the promotion, studies and projects of renewable energy resources, energy audits and energy efficiency, including biomass and urban waste. Experience in energy, environment, water and tourism planning and regulation. Experience in energy and environmental planning at Regional and Local levels in the scope of European initiatives Pact of Islands and Covenant of Mayors. Expertise in energy efficiency in buildings. Experience in project management and coordination.				

<b>Organisation:</b>	AREAM – Agência Regional da Energia e Ambiente da Região Autónoma da Madeira				
<b>Name :</b>	Henriques	<b>First Name:</b>	Cláudia	<b>Nationality:</b>	Portuguese
<b>Qualifications:</b>	Physics engineer			<b>Gender:</b>	Female
<b>Staff category:</b>	Senior Expert				
<b>Short description of work experience, relevant to the proposal:</b>	Experience in the promotion and studies of renewable energy resources, energy efficiency and transports. Experience in energy planning at Regional and Local levels in the scope of European initiatives Pact of Islands and Covenant of Mayors. Experience in project management and coordination.				

<b>Organisation:</b>	AREAM – Agência Regional da Energia e Ambiente da Região Autónoma da Madeira				
<b>Name :</b>	Olival	<b>First Name:</b>	Elizabeth	<b>Nationality:</b>	Portuguese
<b>Qualifications:</b>	Environmental engineer			<b>Gender:</b>	Female
<b>Staff category:</b>	Senior expert				
<b>Short description of work experience, relevant to the proposal:</b>	Experience in the promotion, studies and projects of renewable energy resources, energy audits and energy efficiency, including biomass and urban waste. Experience in energy, environment, water and tourism planning and regulation. Expertise on energy in islands. Experience in project management and coordination.				

<b>Organisation:</b>	AREAM – Agência Regional da Energia e Ambiente da Região Autónoma da Madeira				
<b>Name :</b>	Pereira	<b>First Name:</b>	Fábio	<b>Nationality:</b>	Portuguese
<b>Qualifications:</b>	Mechanical engineer			<b>Gender:</b>	Male
<b>Staff category:</b>	Junior expert				
<b>Short description of work experience, relevant to the proposal:</b>	Experience in the promotion and studies of energy efficiency and transports. Experience in energy planning at Regional and Local levels in the scope of European initiatives Pact of Islands and Covenant of Mayors.				

**proposal:**

**List of 5 relevant previous projects or activities:**

Project	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
“Covenant of Mayors” – Sustainable energy in municipalities	Regional	2013-2015	AREAM and 10 municipalities of the Autonomous Region of Madeira	Municipalities joining Covenant of Mayors initiative and development of a sustainable energy action plan for each municipality
Smilegov multilevel governance	European	2013-2015	DAFNI; CPMR; Region Gotland; The Öland Municipal Federation; Hiiumaa - Kärđla Town Government; SAAREMAA; ESIN; SEA; ITC; Cyprus Energy Agency; Local Councils’ Association (Malta).	Cooperation between different levels of governance in islands to reach the 20-20-20 EU goals in the area of energy and climate change.
Study on the perspectives of evolution of public transport with reference to new energy resources, technologies for renewal of the fleet of <i>Horários do Funchal</i>	European	2010	AREAM, Horários do Funchal (public transport bus company)	Sustainable energy and environmental action plan for <i>Horários do Funchal</i> ; Demand of public transport services for <i>Horários do Funchal</i> - Projections for 2015
Pact of Islands - ISLEPACT	European	2010-2012	Madeira (Vice-Presidência do Governo Regional, DRCIE, EEM), Açores, Canárias, Baleares, Western Isles, Gotland, ilhas Aegean, Creta, Sardenha, Malta, Chipre e Samsö	The project is committed to develop local sustainable energy action plans and a pipeline of bankable projects with the aim of meeting or exceeding the EU sustainability target of reducing CO <sub>2</sub> emissions by at least 20% by the year 2020.

**3- The Municipality of Funchal (CMF)**

[689031][DESTINATIONS]

**Description of the legal entity and its main tasks:**

The Municipality of Funchal is the Public Authority responsible for the city of Funchal, the capital of Madeira Autonomous Region, situated in a bay bathed by the Atlantic Ocean, on the south cost of Madeira Island. Funchal is characterized by narrow streets, high slopes, and the concentration of services in the city centre, which poses major challenges for planning and mobility management.

Tourism is the predominant activity, in which Funchal’s Municipality gives particular attention in creating conditions for the development of this sector. To prevent traffic circulation in the inner city and preserve the historical centre, the Municipality has been closing some streets transforming them into pedestrian zones. These actions have had very good results, helping to decrease traffic congestion, noise and pollution in the central areas and contributing to a better quality of living, working and recreation.

In the framework of CIVITAS Program, in which the city participated through CIVITAS MIMOSA Project, the Municipality of Funchal developed the Mobility Observatory to monitor and manage the issues related to mobility and transports. The Observatory have played a crucial role in establishing mobility pacts, which is a policy tool to involve the main stakeholders, voluntarily and collectively, the guiding principles for its operations in order to contribute to a more sustainable mobility strategy, reflected in the development of actions and measures that each undertakes to perform. The strategy is to collect current data of the mobility of people and transport in order to increase the reliability of results and help to make the right decisions in implementing measures to reduce car traffic in the city centre, improving safety and quality of life and promote soft modes, in order to promote sustainable mobility in the city.

Despite being located in an ultra-peripheral region, Funchal’s actions in sustainable mobility fit well within European strategies towards urban mobility. The city participated in the CIVITAS MIMOSA project, aiming to test and demonstrate new and smart solutions to increase the life quality in the city. This involvement is extended to Civinet (CIVITAS network), Energie Cité project, Covenant of Mayors and the development of local European Mobility Weeks events. Furthermore, the city hosted CIVITAS Forum in 2011, which is an international event for the exchange of ideas and experiences between all the cities that are committed to introducing ambitious and clean urban transport strategies.

**Short CV of the persons primarily responsible for carrying out the proposed activities:**

<b>Organisation:</b>	Municipality of Funchal			
<b>Name :</b>	Silva	<b>First Name:</b>	Lívia	<b>Nationality:</b> Portuguese
<b>Qualifications:</b>	Engineer		<b>Gender:</b>	Female
<b>Staff category:</b>	Expert			
<b>Short description of work experience, relevant to the proposal:</b>	She has a degree in Territory Engineering, by the Instituto Superior Técnico of Universidade Técnica de Lisboa, concluded in 2002. Her professional career began in 2004 in the Câmara Municipal do Funchal, in the area of geographic information system. Since 2009 until April 2013, she worked on the project CIVITAS MIMOSA, responsible for the implementation of the project. Nowadays, she is responsible for the Mobility Observatory, platform that monitors and manages the issues related to mobility in Funchal.			

<b>Organisation:</b>	Municipality of Funchal			
<b>Name :</b>	Correia	<b>First Name:</b>	Susana	<b>Nationality:</b> Portuguese
<b>Qualifications:</b>	Traffic Engineer		<b>Gender:</b>	Female
<b>Staff category:</b>	Senior Technician			
<b>Short description of work experience, relevant to the proposal:</b>	Currently, she is responsible for the Traffic Management Division. She also supports the Director in all Traffic Fields of work. Additionally she is also responsible for the maintenance of the GIS database. Furthermore, she supported the implementation of some of the CIVITAS MIMOSA measures.			



<b>proposal:</b>					
<b>Organisation:</b>	Municipality of Funchal				
<b>Name :</b>	Carvalho	<b>First Name:</b>	Adalberto	<b>Nationality:</b>	Portuguese
<b>Qualifications:</b>	Physical Geography and Spatial Planning			<b>Gender:</b>	Male
<b>Staff category:</b>	Expert				
<b>Short description of work experience, relevant to the proposal:</b>	His professional career began in November 2002. He is responsible for evaluation and monitoring of environmental impacts on legal landfills. Teacher of Geography in academic years 2003/2004 and 2010/2011. Participation as a GIS Technician in the project on the evaluation of the energy potential of forest biomass in Madeira. Participation in the survey project of themed walking paths in Madeira. Developments of studies for the development plan the Nature Park of Madeira. GIS technician "EMECETUS" and "CETACEOS MADEIRA II" projects in Madeira Whale Museum. Currently working in the Municipality of Funchal on the mobility division.				

**List of relevant publications, and/or products, services:**

- Mobility Study for Local Authority of Funchal City.
- Mobility PACTS.
- Mobility Observatory.
- SEAP-Funchal (Sustainable Energetic Action Plan).
- MOBIGUIA - Best practice guide for sustainable mobility.

**List of 5 relevant previous projects or activities:**

Project	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
<ul style="list-style-type: none"> <li>▪ CIVITAS MIMOSA (TREN/FP7TR/2 18953)</li> </ul>	European	2013	European including HF and Madeira Tecnopolo;	<ul style="list-style-type: none"> <li>▪ The city of Funchal was awarded "CIVITAS city of the year 2013" in the Civitas Forum in Brest.</li> <li>▪ Assigned to Funchal city the award "Cities of Excellence 2011-2012" by the Institute of Towns and Villages with Mobility.</li> <li>▪ The three editions of the Funchal Tour Bus initiative have won the status of "measure with the highest potential for transferability to other European cities" from a range of 69 measures implemented during the CIVITAS PLUS Program. Awarded as the third best mobility European policy transferred between cities in Europe (awarded by EPOMM).</li> <li>▪ The Vice President of the</li> </ul>

				<p>Municipality of Funchal has been elected Vice-President and then President of the PAC (Political Advisory Committee) of the CIVITAS</p> <ul style="list-style-type: none"> <li>▪ The Councilman with responsibility for Mobility was elected co-president of network CIVINET Spain-Portugal, and a technician of the municipality is a member of this network management committee.</li> <li>▪ Mobility Observatory to monitor and manage the issues related to mobility in Funchal (5 pacts signed; 9 celebrated partnerships).</li> <li>▪ Mobility PACTS (policy instrument of Municipality of Funchal to set with the main stakeholders, voluntarily and collectively, the guiding principles for its operations in order to contribute to a more sustainable strategy).</li> <li>▪ Development of awareness campaigns (e.g. students).</li> <li>▪ Study monitoring air quality.</li> <li>▪ Traffic simulator (“Visium”)</li> <li>▪ Two training sessions on eco-driving (targets: drivers of public transport operators; taxi drivers; driving school instructors).</li> </ul>
<ul style="list-style-type: none"> <li>▪ FUNCHAL-SEAP</li> </ul>	Local European	2012	AREAM	<ul style="list-style-type: none"> <li>▪ The city of Funchal has achieved the objectives pursued in Funchal-SEAP (“Sustainable Energetic Action Plan”), reducing energy consumption (41 699 MWh/year), increase of renewable energy (7 775 MWh/year) and reducing CO<sub>2</sub> emissions (21 778 t/year).</li> </ul>

#### 4 - Secretaria Regional da Economia Turismo e Cultura (SRETC)

##### Description of the legal entity and its main tasks:

The SRETC, as a public authority for the tourism sector and transport, has relevant experience in all the key sectors that matter to the project. Given the level of development and awareness that Madeira as a touristic destination hits worldwide, we can conclude that SRETC has proven capacity in terms of international activities and projects.

In terms of transport, the government plans to implement a new policy aimed to improve accessibility and mobility, so to that extent, the DESTINATIONS project is perfectly aligned with its current governmental

strategy. Therefore, DESTINATIONS's actions will provide a significant added value acting as a pilot project for the restructuring of the transport sector in the coming years. In DESTINATIONS, both dedicated transport and tourism department will be involved.

**Short CV of the persons primarily responsible for carrying out the proposed activities:**

<b>Organisation:</b>	SECRETARIA REGIONAL DA ECONOMIA, TURISMO E CULTURA				
<b>Name :</b>	Dorita	<b>First Name:</b>	Mendonça	<b>Nationality:</b>	Portuguese
<b>Qualifications:</b>	Business Management and Administration			<b>Gender:</b>	F
<b>Staff category:</b>	Technical advisor - Tourist Promotion Director				
<b>Short description of work experience, relevant to the proposal:</b>	Worked in national and regional projects with Community funding, and currently works at the office of the Regional Department of Economy, Tourism and Culture since 2002, as technical advisor (area of tourism) And since 2011 is the Tourist Promotion Director				

<b>Organisation:</b>	SECRETARIA REGIONAL DA CULTURA TURISMO E TRANSPORTES				
<b>Name :</b>	Pereira	<b>First Name:</b>	Fernando	<b>Nationality:</b>	Portuguese
<b>Qualifications:</b>	Law degree			<b>Gender:</b>	M
<b>Staff category:</b>	Technical advisor				
<b>Short description of work experience, relevant to the proposal:</b>	Work, since 1993, in Direção Regional de Transportes Terrestres, the road transport authority in Madeira island.				

<b>Organisation:</b>	SECRETARIA REGIONAL DA CULTURA TURISMO E TRANSPORTES				
<b>Name :</b>	LORETO	<b>First Name:</b>	CRISTINA	<b>Nationality:</b>	Portuguese
<b>Qualifications:</b>	Degree in Economy			<b>Gender:</b>	F
<b>Staff category:</b>	Technical advisor - Director of services				
<b>Short description of work experience, relevant to the proposal:</b>	Worked in national and regional projects with Community funding, and currently works at the office of the Regional Department of Culture, Tourism and Transport, since 2012, as technical advisor (transport coordination).				

**5- Regional Agency for Research, Technological Development and Innovation (ARDITI)**

**Description of the legal entity and its main tasks:**

ARDITI is the Regional Agency for Research, Technological Development and Innovation (in Madeira – Portugal). It is a private non-profit association, founded by University of Madeira and the Regional Government of Madeira. ARDITI originated from former CITMA (Centre of Science and Technology of Madeira) association.

The aim of ARDITI is to promote and support Research, Technological Development and Innovation (R&TD+i) within Autonomous Region of Madeira, namely by:

- Making research and innovation a priority for Madeira by stimulating growth and creation of jobs, based on knowledge;
- Carrying and funding R&TD+i projects, scholarships for teachers and researchers, as well as advanced training in general (including Masters, PhD and Postdoctoral grants);

- Supporting the regional government of Madeira in the definition and implementation of science and technology policies;
- Promoting and disseminating R&TD+i results and their adoption in the business, service and industrial sectors; Finding and selecting funding sources to which 3rd parties may apply for funding of their R&TD+i activities and projects;
- Promoting a greater involvement of all stakeholders, ensuring that all partners are fully involved in the development, implementation and monitoring of smart specialization strategy (RIS3) in the Region, including Madeira and Porto Santo islands.

ARDITI includes two integrated research units, OOM (Oceanic Observatory of Madeira) and CIIATA (Agriculture and Food Science Research Centre of Madeira), presented next in subheading.

**Short CV of the persons primarily responsible for carrying out the proposed activities:**

<b>Organisation:</b>	ARDITI				
<b>Name :</b>	NUNES	<b>First Name:</b>	Nuno	<b>Nationality:</b>	Portuguese
<b>Qualifications:</b>	Ph.D in Software Engineering			<b>Gender:</b>	Male
<b>Staff category:</b>	Senior expert (president of ARDITI)				
<b>Short description of work experience, relevant to the proposal:</b>	<p>Nuno NUNES holds a Ph.D in Software Engineering and is Associate Professor in computer science at the University of Madeira, Portugal. He edited 10 books on HCI and SE and authored more than 60 international peer review publications. Nuno co-organised several key SIGCHI international conference including DSV-IS'2003 (currently EICS), IUI/CADUI'2004, UML'2004 (currently Models), CAiSE'2004, ECCE'2008, Service Design'2009, TEI'2011 and Interact'2011. Nuno's research focuses on designing, building and evaluating interactive systems and services spanning different areas of human life such as sustainability, design innovation, digital culture and engineering. Currently Nuno serves as Chairman of the Board for ARDITI (Regional Agency for the Development of Research, Technology and Innovation) and President of the Board of Directors of Madeira-ITI a research and innovation institute of the University of Madeira and a member of the LARSYS National Laboratory. Nuno is the scientific director for areas of HCI and Design of the Carnegie Mellon Portugal international partnership. Nuno is a member of the ACM, IEEE Computer Society and Ordem dos Engenheiros.</p>				

<b>Organisation:</b>	ARDITI				
<b>Name :</b>	AGUIAR	<b>First Name:</b>	Clemente	<b>Nationality:</b>	Portuguese
<b>Qualifications:</b>	MSc in Electronics and Computers			<b>Gender:</b>	Male
<b>Staff category:</b>	Senior expert / Project department director				
<b>Short description of work experience, relevant to the proposal:</b>	<p>Clemente AGUIAR is born in 1964 in Portugal, has degree in Electronic and Computers Engineering from the Faculty of Engineering of the Porto University. After the degree, he joined INESC (Instituto Nacional de Sistemas e Computadores) where he joined the R&amp;D team of the telecommunications department where he was involved in two European Community projects, DAMS and UCOL (1988-1990). He then moved to South Africa where he joined the R&amp;D team of a local PABX manufacturer (Teleboss, Pty Ltd) from 1990 to 1996. From 1996 to 1999 he moved to one of the biggest software companies in South Africa (BSW, Pty Ltd) where he firstly started as a R&amp;D and Systems Integration engineer but went on to become a Technical Manager. In this position he was dedicated mainly to system analyses and specification, technical consultancy in general and to manage a software team. He is at present head of projects department at Madeira Tecnopolo.</p>				

<b>Organisation:</b>	ARDITI				
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<b>Name :</b>	QUINTAL	<b>First Name:</b>	Lúcio	<b>Nationality:</b>	Portuguese
<b>Qualifications:</b>	MSc in Software Engineering			<b>Gender:</b>	Male
<b>Staff category:</b>	Senior expert / Project Manager				
<b>Short description of work experience, relevant to the proposal:</b>	Lúcio QUINTAL holds an engineering degree in Computer Science, with an MSc in Software Engineering from University of Madeira (UMa). He currently works as project manager at the Regional Agency for Research, Technological Development and Innovation (ARDITI). From 2001 to 2013 Lúcio worked at the Scientific and Technological Park of Madeira (Madeira Tecnopolo) as a project manager and as systems administrator. From 2008 to 2013 was PM for CIVITAS-MIMOSA project, which had a focus on Sustainability, Energy and Transport, namely on Mobility. From 1998 to 2001 he was tutor at the Mathematics department of UMa. His research interests include the Human Computer Interaction domain, namely in the filled of Dialogue Managers. Lúcio has developed several software applications and games, using Assembly, Ms-DOS, Windows, Web and mobile (Android) environments. He uses written and spoken English fluently. Understands French and Spanish, written and spoken.				

<b>Organisation:</b>	ARDITI				
<b>Name :</b>	GRILO	<b>First Name:</b>	Alberto	<b>Nationality:</b>	Portuguese
<b>Qualifications:</b>	Degree in Electrical ad Computers Engineering (Telecommunications aria) from the Faculty of Engineering of the Porto University (FEUP)			<b>Gender:</b>	Male
<b>Staff category:</b>	Senior expert / Project Manager				
<b>Short description of work experience, relevant to the proposal:</b>	Between 1993 and 2002 worked as assistant in the Engineering Department of Madeira University. Between 1999 and 2001 was Head of the Engineering Department of Madeira University. Between May 2002 and 2014 worked in Madeira Tecnopolo as a project manager, in the Projects Department. Between 2012 and 2014 was Vice-president and General Director of Madeira Interactive Technologies Institute. Since 2014 works as a Project Manager in ARDITI (Regional Agency for the Development of Research, Technology and Innovation).				

**List of relevant publications, and/or products, services:**

Barreto, M., M. Scott, I. Oakley, E. Karapanos, and N. J. Nunes, "Playing for the Planet: Designing Toys that Foster Sustainable values", European Conference on Cognitive Ergonomics 2013, Toulouse, France, 09/2013. Abstract RTF Tagged XML BibTex Google Scholar

Quintal, F., L. Pereira, N. J. Nunes, V. Nisi, and M. Barreto, "WATTSBurning: design and evaluation of an innovative eco-feedback system", IFIP TC13 Conference on Human-Computer Interaction (INTERACT '13), [Acceptance Rate: ~25%], vol. 8117, Cape Town, South Africa, Springer Berlin Heidelberg, pp. 453-470, 2013. Abstract RTF Tagged XML BibTex Google Scholar

Pereira, L., N. J. Nunes, and M. Bergés, "SURF and SURF-PI: A File Format and API for Non-Intrusive Load Monitoring Public Datasets", International Conference on Future Energy Systems (e-Energy '14) [short paper], Cambridge, UK, ACM, 06/2014. Abstract RTF Tagged XML BibTex Google Scholar

Barreto, M., E. Karapanos, and N. J. Nunes, "Why don't families get along with eco-feedback technologies? A longitudinal inquiry", Biannual Conference of the Italian SIGCHI Chapter, 09/2013. Abstract RTF Tagged XML BibTex Google Scholar

Pereira, L., F. Quintal, R. Gonçalves, and N. J. Nunes, "SustData: A Public Dataset for ICT4S Electric Energy Research", International Conference on ICT for Sustainability (ICT4S '14), Stockholm, Sweden, Atlantis Press, 08/2014. Abstract RTF Tagged XML BibTex Google Scholar.

**List of 5 relevant previous projects or activities:**

[689031][DESTINATIONS]

Project	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
CIVITAS-MIMOSA	European -FP7	2013	Cities: Bologna (IT), Gdansk (PL), Tallin (EE), Utrecht (NL)	Sustainable Mobility, Energy and Transport
MaReS - Macaronesia Research Strategies	European - PCT MAC	2013	Madeira region Azores region Canarias region	Innovation Strategies Planning
Toureg - Research Driven Cluster for Tourism Sector. Competitiveness and Knowledge	European -FP7	2011	Coordinated by: 'Govern de les Illes Balears.. Regions involved in this project are from Spain, Portugal, Greece, Bulgaria, Romania and Sweden	Tourism Innovation
IRIS-Europe (Regional Initiatives, Innovation and Strategies, in Europe)	European - Interreg IIC	2007	Lead Partner was ARTESI (Paris, France). Other partners: Madeira Tecnopolo (Portugal); Observatory of the Numerical Territories (OTeN, France); HEC business school – Chamber of Commerce and Industry of Paris (HEC) (France); University of Crete (uoc) - estate management and administration company (Greece) and Cities on Internet Association (COI) (Poland)	Regional Innovation and Strategies (at European level)
PRAI-Madeira (Regional Innovation Action Programme)	Regional - ERDF	2004	Leader was Madeira Tecnopolo SA. This project involved all public administration and many private organizations in Madeira region	Regional Innovation and Strategies (at local/regional level)

## 6- Limassol Tourism Development and Promotion Company Ltd (LTC)

### Description of the legal entity and its main tasks:

The Limassol Tourism Development and Promotion Company Ltd is a limited, non-profit company that has been established by the Cyprus Tourism Organisation in order to assist in the implementation of the Limassol Regional Tourism Strategic Plan.

[689031][DESTINATIONS]

The company is aiming to promote the further development of the basic and tourist infrastructure of the Limassol region in order to upgrade the tourist product and to market the area as a distinct cosmopolitan sea-side destination, with a unique identity, to the countries sources of tourism in order to attract quality visitors throughout the year. This is achieved through the cooperation of all parties involved in the Limassol tourist industry.

The company is particularly interested in participation in EU projects, aiming to acquire the know-how of other destinations and improve the overall tourist product of the area through measures promoting sustainability, culture, etc.

The Limassol Tourism Board’s strength is in its networking. We have access to the government, local authorities in the region, and private organisations especially in the tourism industry. This network is continuously expanding enabling the company to promote ideas and implement plans in order to improve the overall tourist product of the region and the tourist experience.

The Limassol Tourism Board is closely cooperating with other regional tourism boards in Cyprus, professional associations, local universities and technological universities, as well as the regional Chambers of Commerce and Industry.

Tasks that are handled by Limassol Tourism Development and Promotion C Ltd in current projects include:

- Organisation of training sessions for tourism professionals to be able to advise visitors on sustainable mobility options available.
- Advisory role in the development of Sustainable Energy Action Plans for various Municipalities in the frameworks of the Covenant of Mayors (proposing Measures and Actions).
- Establishing cooperation between the tourism and transport sectors to encourage improvements and assist sustainable mobility service suppliers to improve their offer and expand them.
- Creation and distribution of information material for sustainable mobility to tourists to increase awareness among visitors and encourage shift of travel behaviour of visitors in Limassol region towards more sustainable transport modes through incentives and improved services. (e.g. Offering 24/7 mobility information through electronic info kiosks in high traffic areas and option to download the information on smart phones; Promoting bike routes and walking tours; Convincing event organisers to include PT information on their promotional material...)
- To further decrease the total number of annual car trips of visitors offering more and improved sustainable mobility modes to suit the travelling needs of visitors.
- Dissemination of knowledge to other regions in Cyprus through national seminars and workshops.
- Establishing an airport shuttle service connecting the tourist area to the airport.
- Creating new routes based on visitor needs, further to lobbying with the Ministry of Communications and works.
- Find funding to improve related infrastructure such as bus shelters, electronic information kiosks.
- Carry out research to evaluate the effect of measures.

**Short CV of the persons primarily responsible for carrying out the proposed activities:**

<b>Organisation:</b>	Limassol Tourism Development and Promotion Co Ltd				
<b>Name :</b>	Stylianou	<b>First Name:</b>	Maria	<b>Nationality:</b>	Cypriot
<b>Qualifications:</b>	MBA –University of Sheffield			<b>Gender:</b>	Female
<b>Staff category:</b>	Senior Expert				
<b>Short description of work experience</b>	Maria Stylianou has been working towards the implementation of a European project referring to Energy efficiency. She has been planning, implementing and evaluating tasks for the three year program, establishing solid long-term relationships with involved parties both at local and European level.				

<b>Organisation:</b>	Limassol Tourism Development and Promotion Co Ltd				
<b>Name :</b>	Mikellidou	<b>First Name:</b>	Georgia	<b>Nationality:</b>	Cypriot

<b>Qualifications:</b>	BA – Hotel and Tourism Management	<b>Gender:</b>	Female
<b>Staff category:</b>	Expert		
<b>Short description of work experience</b>	Georgia Mikellidou has experience in the hotel and tourism industry which is useful in applying measures targeting visitors. She deals with sustainable mobility for tourism, in cooperation with different local stakeholders and authorities to provide sustainable mobility solutions. She had great experience in both primary and secondary data collection and analysis.		

**List of relevant publications, and/or products, services:**

- Limassol Tourism Guide including general tourist information and mobility information
- Limassol Mobility Guide including all sustainable mobility options available in the region and how to travel to the areas of interest of the area using cycling, PT and walking.
- Experience Limassol leaflet featuring daily options such as travelling in rural areas using rural bus, joining organised cycling excursions, participating in free walking tours in the old town or Yermasoyia village, visiting interesting places using urban bus.
- Airport shuttle service connecting the Limassol Tourist Area to the Larnaca airport (main Cyprus airport)
- Bus shelters installed in the tourist area featuring maps, itineraries, useful websites for PT and airport shuttle service
- Electronic 24/7 Info Kiosks providing mobility and general tourist information.

**List of relevant previous projects or activities:**

Project	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
SEEMORE	IEE	2012-2015	CINESI SLU, Consultoria de Transports	Sustainable and Energy Efficient Mobility Options in Tourist Regions in Europe. Increase awareness among visitors about sustainable mobility options in tourist regions. Increase corporation between the sectors of tourism and mobility and creation of new and improved energy efficient mobility options for leisure travel in 8 coastal regions in Europe. Shift of travel behaviour of visitors towards more sustainable modes. Widely share and communicate

**7- Municipality of Limassol (LIMA)**

**Description of the legal entity and its main tasks:**

The city of Lemesos (Limassol) is situated on the southern coast of the island and is the most important coastal city of Cyprus. Lemesos is the second largest population centre of the island and has a population of approximately 175.000, of which 100.000 are within the Municipality of Lemesos, which is the largest municipality in the island.

Limassol city faces major problems with traffic congestion in the city centre and the resulting air pollution and GHG-emissions. Mobility in the city’s historic and commercial centre is of critical value to residents, business and visitors. The municipality, as authority in charge of strategies planning to improve quality of [689031][DESTINATIONS]



life for both resident and tourist, works to develop an attractive and alternative transport option that minimize existing problems and increase the attractiveness of the city.

During the last programming period (2007-2013), the Municipality took a lot of initiatives to increase the use of bicycles (introduction of rent a bike system, celebration of the Mobility Week etc) and had the opportunity to use the majority of Structural Funds granted to the Limassol Area for promoting sustainable mobility: increase of bicycle routes, increase of pedestrian areas in the historical city centre, increase of parks and greeneries. Moreover, the municipality participated the past 12 years in several European projects concerning the sustainable development and the improvement of the mobility system.

For the implementation of the project two main sections of the Municipal will be involved. On the one hand the Administrative Department with the European Affairs Office and on the other hand the Technical Department. It worth's to be mentioned that in the last decade the Municipality executed projects of more than 50 million Euros.

**Short CV of the persons primarily responsible for carrying out the proposed activities:**

<b>Organisation:</b>	Limassol Municipality			
<b>Name :</b>	Zanti	<b>First Name:</b>	Christina	<b>Nationality:</b> Cypriot
<b>Qualifications:</b>	Postgraduate Degree in Foreign Languages applied in Business and Commerce		<b>Gender:</b>	Female
<b>Staff category:</b>	Permanent Staff – European Affairs Office			
<b>Short description of work experience, relevant to the proposal:</b>	Christina Constantinou Zanti has a French Degree in Applied Foreign Languages and a Master's specialization in Business and Commerce. She has been working at the European Affairs Office of Limassol Municipality since 2010 and has experience in European projects coordination and implementation. She has worked in a variety of projects financed by EU, under the IEE programme (CONURBANT), the ENPI CBC Med, the Integration Fund for Third Country Nationals and the Europe for Citizens Programme. She speaks Greek, English, French and Italian.			

<b>Organisation:</b>	Limassol Municipality			
<b>Name :</b>	Efstathiades	<b>First Name:</b>	Christos	<b>Nationality:</b> Cypriot
<b>Qualifications:</b>	Dr Civil Engineer		<b>Gender:</b>	Male
<b>Staff category:</b>	Expert - Permanent Staff – Technical Department			
<b>Short description of work</b>	Ch. Efstathiades holds a PhD Degree in Civil Engineering and has extended experience in research and innovation as well as Contract Management. He			

<b>experience, relevant to the proposal:</b>	worked in more than 10 technical research programs and he lectured in Aristotle University of Thessaloniki as well as in Cyprus University of Technology. He has more than 20 publications in various engineering journal and conferences. Concerning project management up to date he was involved in management of projects of more than €90m. Dr Efstathiades is also a member of several National Technical Committees. In the latest years he is highly involved (Member of Management Committee & Working Groups) of European Commissions COST Actions TU1304 “Wind energy technology reconsideration to enhance the concept of smart cities (WINERCOST)” and TU1001 “Public Private Partnerships in Transport: Trends and Theory”.
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<b>Organisation:</b>	Limassol Municipality				
<b>Name :</b>	Stylianidis	<b>First Name:</b>	Stelios	<b>Nationality:</b>	Cypriot
<b>Qualifications:</b>	Architect / Town Planner			<b>Gender:</b>	Male
<b>Staff category:</b>	Senior Expert				
<b>Short description of work experience, relevant to the proposal:</b>	Stelios Stylianidis is an Architect – Urban Planner and works in Limassol Municipality for the last 15 years as head of the Planning Department of the Municipality. Participates actively in the preparation of Development Plans for the Conurbation of Limassol, as well as smaller-scale urban development projects such as the Development Plan of the City Centre. He is specialized in renovations of listed buildings. He has several publications in scientific journals and newspaper articles on topics related to the specialty. It also has to his credit many lectures and presentations at various conferences and universities, both in Cyprus and abroad and has been extensively involved in scientific research on the topic "Qualitative analysis of the development." He worked as the expert of Limassol Municipality in various European programs such as SUSREG and "Energy and Urban Environment in the Mediterranean Cities". He is also responsible in the municipality for the "European Heritage Days" and participates in the municipality group on "European Mobility Week". He speaks Greek, Russian and English.				

**List of relevant publications, and/or products, services:**

- E. Efthimiou, A. Kozlowski, Z. Plewako, Ch. Efstathiades & S. Ermolli “*Eco-efficiency of light metal structures in residential buildings*”, Proceedings of Seminar “Sustainability of Constructions – Integrated Approach to Life-time Structural Engineering”, Dresden, Germany, 6-7 October 2008, 3.28-3.37.
- E. Efthimiou, A. Kozlowski, Z. Plewako, Ch. Efstathiades & S. Ermolli “*Sustainable steel and aluminium structures*”, Proceedings of International Conference ‘Towards a better built environment’, Innsbruck , Austria, 3-5 February 2011
- Ch. A. Christodoulou, Ch. O. Efstathiades, 2013, *Cyprus* in VerhoestK., Carbonara N., Lember V., Petersen O.H., Scherrer W. and Macario R., COST Action TU1001 Public Private Partnerships in Transport: Trends and Theory P3T3, 2013 Discussion Papers Part I Country Profiles, ISBN:978-88-97781-60-8
- Ch. A. Christodoulou, Ch. O. Efstathiades, 2013, *Larnaca and Paphos International Airports* in Roumboutsos A., Farrell S., Liyanage C. and Macario R., COST Action TU1001 Public Private Partnerships in Transport: Trends and Theory P3T3, 2013 Discussion Papers Part II Case Studies, ISBN:978-88-97781-61-5
- Ch. A. Christodoulou, Ch. O. Efstathiades, 2014, *Larnaca Port and Marina re-development* in Roumboutsos A., Farrell S. and Verhoest K., COST Action TU1001 Public Private Partnerships in Transport: Trends and Theory P3T3, 2014 Discussion Series: Country Profiles & Case Studies, ISBN:978-88-6922-009-8

**List of 5 relevant previous projects or activities:**

Project	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
CONURBANT	European	2011-2014	Municipality of Limassol and Stratagem Energy Ltd in Cyprus ; IT; RO; HR; ES;BG; LV	<p>Identification of critical elements needed to be addressed to support sustainable energy communities (SEC) in the framework of the Covenant of Mayors:</p> <ul style="list-style-type: none"> <li>- introduction of a peer-to-peer approach between medium and large EU cities and involving their smaller, surrounding conurbation towns</li> <li>-Development, implementation and monitoring of SEAPs in all Trainee Cities and Conurbation towns (addressing the use of local resources, stakeholder involvement and public awareness-raising in order to embrace sustainable energy planning in a holistic way.)</li> <li>-Guarantee the institutionalization of sustainable energy policies</li> <li>-make the results widely available and enlarge the network of energy twin-cities and energy-twin conurbations at EU level</li> </ul>
SUSREG	European	2013-2015	NL; ES; IT; CZ; DK; HU; Municipality of Limassol and Stratagem Energy Ltd in Cyprus	Exchange of experiences in order to form a well-structured approach integrating sustainable energy (adjustable to local situations) taking into consideration local planning and decision making procedures
SMART CITIES	European	2014	No partners	Development of proposals on how to make Limassol a Smart City
COST Action TU1001	European (European Commission / European Science Foundation)	2011 - 2014	More than 15 countries (Europe & Worldwide ) Chairman: Prof. Athena Roumboutsos, University of Aegean, Greece	Public Private Partnerships in Transport: Trends and Theory

## 8- Stratagem Energy Ltd (STRATA)

### Description of the legal entity and its main tasks:

Stratagem Energy Ltd, based in Limassol, Cyprus, is an independent consulting organization in the areas of Energy Management, Sustainable Mobility Solutions and Renewable Energy Sources. One of the main activities of the company is the participation in several EU funded projects in the areas of Energy Efficiency, Sustainability, Mobility and RES promotion and production.

Tasks that are handled by Stratagem in current projects include:

- The development of Sustainable Energy Action Plans for various Municipalities in the frameworks of the Covenant of Mayors (Producing Emission Inventories; Proposing Measures, Actions and Technological Solutions; Finding Funding Solutions for Implementation).
- The development of the Sustainable Mobility Action Plan for the Municipality of Limassol (Proposing Measures, Actions, Technological Solutions; Finding Funding Solutions).
- Conducting preliminary and in detail Energy Audits on various SMEs and SME sectors (identifying problems and room for improvement of their energy efficiency and proposing measures and technological solutions from which they can benefit from).
- Helping SMEs and households to identify and minimize idle energy losses.
- Participating in regional urban planning as a Sustainable Development Consultant.
- Creating networks of various key organizations, people and stakeholders in the energy management, mobility and transport, tourism, industry, RES promotion-production, Local Government resource management, SMEs and Research and Academic Institutes, for the completion of several project objectives (e.g. pilot programs, actions, measures etc.).

Stratagem personnel can work mostly on theoretical engineering projects and tasks. Their activities are mainly focused on research, identification and organization of information and the design and simulation of different energy management scenarios. Technological development and implementation can be provided using one or more of our associates in various research institutions and universities. Also, Stratagem's partnership with various Chambers of Commerce in Europe can be very useful in acquiring additional information about implemented energy and resources management solutions in all economic sectors.

### Short CV of the persons primarily responsible for carrying out the proposed activities:

<b>Organisation:</b>	Stratagem Energy Ltd				
<b>Name :</b>	Antoniades	<b>First Name:</b>	Panayiotis	<b>Nationality:</b>	Cypriot
<b>Qualifications:</b>	MBA – Project Management, University of Leicester.			<b>Gender:</b>	Male
<b>Staff category:</b>	Senior Expert				
<b>Short description of work experience</b>	Panos Antoniades is a technical project manager for several national and European projects referring to Energy efficiency, Mobility & transportation systems and Covenant of Mayors. Panos is the manager of the steering committee which is designing and will develop the Save Energy Action Plan (SEAP) of 5 Municipalities of the Limassol Metropolitan Area. Panos has worked for 3 years as the technical Consultant of the Mobility Manager of the University of Cyprus in Nicosia and has carried out the Green Energy Plan of the University of Cyprus and a series of Municipalities in Limassol region.				

<b>Organisation:</b>	Stratagem Energy Ltd				
<b>Name :</b>	Violaris	<b>First Name:</b>	Alexis	<b>Nationality:</b>	Cypriot
<b>Qualifications:</b>	Electrical Engineering Diploma – University Of Cyprus. MSc Electrical Engineering and			<b>Gender:</b>	Male

	Renewable Energy Systems – University of Leeds.		
<b>Staff category:</b>	Expert		
<b>Short description of work experience</b>	Alexis Violaris holds a master of science in electrical engineering and renewable energy systems. He is currently a project manager for several national and European projects concerning household and industrial energy efficiency, urban sustainable development and renewable energy promotion. Alexis is offering technical support to the steering committee of Urban Planning in the Limassol District providing guidelines and consulting, improving sustainable development strategies and mobility transportation solutions. He is also examining and promoting energy saving solutions to SMEs and their personnel.		

**List of relevant publications, and/or products, services:**

Services provided by Stratagem include:

- Development of the Sustainable Urban Mobility Action Plan for the Municipality of Limassol (Proposing Measures, Actions, Technological Solutions; Finding Funding Solutions).
- Development of Sustainable Energy Action Plan of Limassol Municipalities (Yermasoyia, Mesa Yitonia, Ypsonas, Kolossi, Limassol, Kato Polemida) by including mobility action measures
- Development and design of an automate bike sharing system according to the region needs. (Proposing Measures, Actions, Technological Solutions, Finding Funding Solutions).
- Development and analysis of freight logistics plans according to the region needs. Manage the logistic services, flow of goods, data analysis, solutions and timetables analysis. Support, manage, initiative and integrate the distribution of freight logistic services.

**List of 5 relevant previous projects or activities:**

Project	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
SEEMORE	European- IEE	2012-2015	CINESI SLU, Consultoria de Transports	Sustainable and Energy Efficient Mobility Options in Tourist Regions in Europe. Increase awareness among visitors about sustainable mobility options in tourist regions. Increase corporation between the sectors of tourism and mobility and creation of new and improved energy efficient mobility options for leisure travel in 8 coastal regions in Europe. Shift of travel behaviour of visitors towards more sustainable modes. Widely share and communicate
SUSREG	European- IEE	2013-2015	Stichting WE adviseurs duurzaam bouwen	Training of Urban Planners within local municipalities on Sustainable Development by including mobility solutions. Stimulating the use of sustainable energy resources and energy efficient methods in urban and regional planning processes. Improving attitudes towards and knowledge and skills about sustainable energy among

				professional planners at regional authorities, local organisations and national associations to include mobility measures in their new local urban plans.
MESHARTILITY	European IEE	- 2012-2015	Save Energy Agency of Region de Murcia (ARGEM)	<i>Meshartility</i> aims at the development of solutions and tools facilitating exchange of energy data between energy utilities and local authorities that are busy assessing local greenhouse gas (GHG) emissions and planning action to address this through energy savings, energy efficiency, mobility solutions and the use of renewable energy. These solutions and tools will help cities, who are signatories of the Covenant of Mayors, to develop their Sustainable Energy Action Plans (SEAPs).
CONURBANT	European-IEE	2011-2014	Municipality of Vicenza	SEAP development and implementation from local municipalities, to reduce carbon emission. Municipalities recorder their mobility consumption of their fleet and they defined action measures to reduce mobility problems within their regions. These measures includes incentives for free parking for electric-hybrid cars, installation of electric charge stations in different points in the city, creation of new bike and walk lanes and eco driving seminars.
TAT	IEE	2007-2010	A.L.E.S.A. - Local Agency for Energy of Chieti	Students Today - Citizens Tomorrow. Educate the students today to have better citizen tomorrow. T.aT. project succeed in orienteering the travel behaviours of the university population and the students. Design an automate bike sharing system in the University, design and implement a car pooling system (shared use of car), security and surveillance system for the bike sharing system, promote bicycle as an alternative transportation, entertainment method as well as keeping fit and healthy.

**9 - Municipality of Rethymno (RETH)**

**Description of the legal entity and its main tasks:**

[689031][DESTINATIONS]

Municipality of Rethymnon was established in 2011 by the unification of 4 pre-existing municipalities (Rethymnon, Arkadi, Lappa, Nikiforos Fokas), which are now municipal units. The municipality is a local authority, public entity, and has approximately 300 employees. The administrative structure of the municipality is consisting of various departments with the appropriate number of qualified personnel.

Rethymno municipality has a strong cross-party sustainable planning philosophy; Rethymno is a member of the Covenant of Mayors initiative since 2011, and include Sustainable mobility as a priority in their SEAP. One of the priority axis of the municipality SEAP is “transport” having as fields of actions the vehicles and transportation schemes. This sector is containing some key actions and measures in order to reduce the CO<sub>2</sub> emissions caused by transportation means. Special attention is given to the increase of use of public transportation and to the promotion of “cleaner” vehicles (powered by biofuel, electricity, hybrids etc.). Additionally the promotion of bicycles use is a “must” of the SEAP.

Rethymno is involved at the European Reference Framework for Sustainable Cities as a test city and has been awarded with the TUI BLUE AWARD, to Rethymno Municipality for excellent performance in visitors satisfaction-category Environment 2009, and Medea European Energy Award 2013 in recognition of its communal energy policies of sustainability performance in efficient energy use and its increasing use of renewable energy technologies.

For this project the involvement of the Technical and the Financial Department is crucial. Additionally the municipality Tourism Office will have a key role in the project development and evolution.

- The Technical Department staff has a significant experience in the execution of technical projects and is continuously proving its efficiency by the completion of EU funded construction works. The Financial Department being responsible for the financial monitoring of these projects has the appropriate experience required by the project. Both Technical and Financial Department are familiar with the existing legislation, rules and procedures required for the successful competition of an EU funded project.
- The Tourism Office personnel have significant experience both in events organization and promotion and in information dissemination. Concerning this project, it will be the contact point between the municipality and the tourism sector and additionally will be responsible for all the project publicity actions.

**Short CV of the persons primarily responsible for carrying out the proposed activities:**

<b>Organisation:</b>	MUNICIPALITY OF RETHYMNON – VICE MAYOR (Responsible for tourism and culture)				
<b>Name :</b>	BIRLIRAKI	<b>First Name:</b>	THEOPISTI (PEPI)	<b>Nationality:</b>	GREEK
<b>Qualifications:</b>	Bachelor Degree in Business Administration in Hospitality Management			<b>Gender:</b>	FEMALE
<b>Staff category:</b>	SENIOR EXPERT				
<b>Short description of work experience, relevant to the proposal:</b>	For a series of years Theopisti has been assigned as Vice Mayor responsible for tourism and culture. She is the Chairman of the Tourism Committee of the Municipality of Rethymno and representative of the Municipality to the regional Tourism Promotion Committee. Theopisti activates to the tourism industry tourism more than 30 years. She has been member of the board of the Association of Hoteliers in Rethymno.				

<b>Organisation:</b>	MUNICIPALITY OF RETHYMNON – Member of city council: Responsible for municipality development strategy				
<b>Name :</b>	PAPADOURAKIS	<b>First Name:</b>	ANASTASIOS (TASOS)	<b>Nationality:</b>	GREEK
<b>Qualifications:</b>	University Degree in Business Administration Diploma in Travel and Tourism			<b>Gender:</b>	MALE
<b>Staff category:</b>	SENIOR EXPERT				
<b>Short description of work experience, relevant to the proposal:</b>	For a series of years Vice Mayor with different responsibilities. For the last four years was the Vice Mayor for economics. Nowadays he is responsible for				

<b>experience, relevant to the proposal:</b>	Sustainability issues. Member of the Municipality committee for the preparation of the Municipality Mobility Plan and the SEAP. He is a City Councilor since 2006 and has been the chairman of the Municipality Development Enterprise of Rethymno, and Executive Director Responsible for Waste Management. Tasos activates also to the hotels industry as an hotelier, he has been member of the board of the Association of Hoteliers in Rethymno.
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<b>Organisation:</b>	MUNICIPALITY OF RETHYMNON (Technical Department-Development and Programming Office)				
<b>Name :</b>	MYRIOKEFALITAKIS	<b>First Name:</b>	VASILIOS (VASILIS)	<b>Nationality:</b>	GREEK
<b>Qualifications:</b>	Dipl. Eng. National Technical University of Greece- MSc Cranfield Institute of Technology (UK)			<b>Gender:</b>	MALE
<b>Staff category:</b>	EXPERT – Mayor Advisor				
<b>Short description of work experience, relevant to the proposal:</b>	For the past 4 years working for the Municipality in EU funded programs. Member of the municipality energy committee, responsible for the municipality’s SEAP implementation, responsible for the European Cross-Border Cooperation Programme “Greece-Cyprus”. Responsible for the municipality evaluation during the “MEDEEA”: Mediterranean Implementation of the European Energy Award, Med programme. Municipality representative in “Green Partnerships”: Local partnerships for greener cities and regions, 2013-2016, Med programme.				

<b>Organisation:</b>	MUNICIPALITY OF RETHYMNON – Chief of the Development and Programming Office				
<b>Name :</b>	VOVOS	<b>First Name:</b>	NIKOLAOS (NIKOS)	<b>Nationality:</b>	GREEK
<b>Qualifications:</b>	First Degree in Agricultural Economics			<b>Gender:</b>	MALE
<b>Staff category:</b>	EXPERT				
<b>Short description of work experience, relevant to the proposal:</b>	Working for the Municipality EU funded programs. Responsible for the calls evaluation and proposals submission. Responsible for the preparation of the municipality operational plan. Member of the municipality team for the European Cross-Border Cooperation Programme “Greece-Cyprus”.				

**List of 5 relevant previous projects or activities:**

<b>Project</b>	<b>National or local/ regional or European</b>	<b>Year of start and finalisation</b>	<b>Partnership</b>	<b>Theme/results covered</b>
Telematic management of the municipal waste trucks fleet	National NSRF	2014-2015		Mobility management/ logistics Energy saving



Universally accessible cities	Cross-border cooperation programme, Greece-Cyprus	2013-2015	Ayia napa municipality, the national confederation of disabled people (esamea) and the municipality of Rethymno	Sustainability/smart cities/tourism Promote full accessibility to infrastructure, services and goods. Appropriate information and communication materials for disabled citizens/visitors
Bioclimatic upgrade of the city's western & eastern coastal zone	National NSRF	2014-2015		Rehabilitation of open urban spaces-cool materials, mobility management and infrastructures, 6km cycling routes
Bioclimatic upgrade of the city's southern entrance	National NSRF	2013-2015		Rehabilitation of open urban spaces-cool materials, mobility management and infrastructures, 9km cycling routes
Applied research to promote sustainable mobility in Greece: strategic development plan of Rethymno in the transport sector	National	2009-2010		Mobility management demand management Green / cycling routes rehabilitation of communal spaces

## 10 - Technical University of Crete (TUC)

### Description of the legal entity and its main tasks:

The Technical University of Crete (TUC), ranks amongst the most prominent academic and research institutions in Greece. It was established in 1977 in Chania and consists of five engineering schools.

The Renewable and Sustainable Energy Systems Laboratory (ReSEL) of the School of Environmental Engineering ([www.resel.tuc.gr](http://www.resel.tuc.gr)), cover a wide range of knowledge subjects in the fields of Applied Research and Technology Development for Energy Planning and Sustainable Energy Management. More specifically, ReSEL expertise focuses on:

- Sustainable Energy Systems-Policy and Planning
- Management of Renewable Energy and Energy Saving Systems
- Sustainable Communities

The ReSEL's multidisciplinary team of specialised researchers has developed expertise and accumulated a highly competent know-how in managing EU-funded projects: Intelligent Energy Europe, Interreg, COST, MED, LEONARDO, FP7, FP6, SAVE, THERMIE, etc., structural funds (3rd CSF, NSRF 2007-2013) and other national contracts. Our members have participated in more than 40 projects as coordinators and more than 60 as participating experts, mainly regarding:

- sustainable energy planning at regional/local level
- bioclimatic upgrading of open spaces
- sustainable mobility
- knowledge and best practices transfer to policy makers as well as to industry and market actors

- professional training and certification of technical professions
- capacity building for policy/ market actors, trainers, technical staff, and public authorities
- techno-economic analysis of sustainable energy applications
- assessment and minimization of environmental impact of large scale projects
- nZEB and sustainable energy buildings
- planning and implementation of dissemination activities on sustainability, energy and environment.

The ReSEL’s main objectives are to turn research and scientific knowledge to mature energy solutions and practices that are economically and technically sound, and to support the state to achieve the 2020 and 2030 targets. Its staff is very efficient in creating synergies and in actively engaging the appropriate market actors through established relationships and cooperation channels, i.e. the local/regional authorities, governmental organizations, Greek energy/RES/EE sector, chambers, professional associations, NGO’s, media representatives and journalists, etc.

**Short CV of the persons primarily responsible for carrying out the proposed activities:**

<b>Organisation:</b>	TECHNICAL UNIVERSITY OF CRETE/ ENVIRONMENTAL ENGINEERING DEPARTMENT (ENV/TUC)				
<b>Name :</b>	<b>Tsoutsos</b>	<b>First Name:</b>	<b>Theocharis</b>	<b>Nationality:</b>	GREEK
<b>Qualifications:</b>	<b>Professor-Lab Director /Sustainable Energy, EE, RES</b>			<b>Gender:</b>	MALE
<b>Staff category:</b>	<b>Senior Expert</b>				
<b>Short description of work experience, relevant to the proposal:</b>	Dr.Theocharis Tsoutsos is Director of the Renewable and Sustainable Energy Systems Laboratory and Director of the Graduate Programme “Environmental Engineering” at the School of Environmental Engineering-Technical University of Crete. He is working in the Sustainable Energy field for 30+ years. Dr Th. Tsoutsos is the author of 60+ scientific publications in international scientific peer reviewed journals, 20+ book chapters, 150+ publications in conferences, ~1,600 citations in his scientific work; he is reviewer in all high ranking energy journals and has been proposals’ evaluator, in FP7 SMEs, FP7 Energy Theme First Call: FP7-Energy-2007-1-RTD and ERASMUS Cooperation HE/Universities 2007. He has worked in several RDD projects (IEE2, IEE, ALTENER, SAVE, FP5, FP6, FP7, COST, MED, LEONARDO, Interreg) on RES and saving of energy (35+ as coordinator, 50+ as participating expert and 70+ as scientific collaborator); reviewer in the all major relevant International Scientific Journals; he has developed and coordinated a significant number of training seminars and capacity building activities for policy makers, market actors, engineers, technicians and installers. He is often assigned as policy advisor to national, regional and local authorities.				

<b>Organisation:</b>	TECHNICAL UNIVERSITY OF CRETE/ NATIONAL TECHNICAL UNIVERSITY - SUSTAINABLE MOBILITY UNIT				
<b>Name :</b>	<b>VLASTOS</b>	<b>First Name:</b>	<b>THANOS</b>	<b>Nationality:</b>	GREEK
<b>Qualifications:</b>	Professor, urban and transport planner			<b>Gender:</b>	MALE
<b>Staff category:</b>	<b>SENIOR EXPERT</b>				
<b>Short description of work experience, relevant to the proposal:</b>	Professor Thanos Vlastos is the scientific responsible of the Sustainable Mobility Unit. The basic aim of the Unit is to promote sustainable mobility through land use and transport combined planning. A special focus is given to cycling, walking and public transport. Many research projects and papers of the scientific personnel of the Unit address travel behavior issue and the social aspects of sustainable mobility. Public participation methods are also involved in urban and transport planning projects where the Unit is involved. Sustainable				

	Mobility Unit's staff includes postdoctoral research assistants, PhD Candidates, Architects, Transport engineers, urban planners and psychologists.
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<b>Organisation:</b>	TECHNICAL UNIVERSITY OF CRETE/ ENVIRONMENTAL ENGINEERING DEPARTMENT (ENV/TUC)				
<b>Name :</b>	Tournaki	<b>First Name:</b>	Stavroula	<b>Nationality:</b>	GREEK
<b>Qualifications:</b>	Cheminal Engineer MSc			<b>Gender:</b>	Female
<b>Staff category:</b>	SENIOR EXPERT				
<b>Short description of work experience, relevant to the proposal:</b>	<p><b>EU Projects Manager and Communications specialist</b> (Renewable and Sustainable Energy Systems Laboratory- Technical University of Crete 2007-today), Business Development and Marketing Director (PeopleCert/Group of Companies/2002–2007, Business Consultant/Project coordinator (self-employed, 2002-2001), Marketing Manager (GERMANOS Group of Companies: MULTIRAMA/BEST-e, 1996 – 2001), Personnel Manager-Account Manager (PROAD O&amp;M DIRECT, 1990–1996). Since 2007, Stavroula activates in the Sustainable Energy field and have participated/managed in 14+ EU funded projects.</p> <p>She is also a Certified Evaluator of proposals within the framework of the NSRF 2007-2013, NSRF 2014-2020 (Structural Funds), full member of the Hellenic Management Association and the Hellenic Institute of Marketing, articles author in professional magazines, and technical publications' editor.</p>				

<b>Organisation:</b>	TECHNICAL UNIVERSITY OF CRETE/ ENVIRONMENTAL ENGINEERING DEPARTMENT (ENV/TUC)				
<b>Name :</b>	FOTIOU	<b>First Name:</b>	AFRODITI	<b>Nationality:</b>	Greek
<b>Qualifications:</b>	Civil Engineer, MSc in Bioclimatic Design			<b>Gender:</b>	Female
<b>Staff category:</b>	Junior Expert				
<b>Short description of work experience, relevant to the proposal:</b>	<p>Afroditi is a Researcher, European projects collaborator. She is involved in EU projects (IEE NEZEH, IEE UPSWING, IEE RECOIL, MED Green Partnerships). She has a significant experience in energy efficiency in building and master-planning scale. She was actively involved in Green Building Certification projects, community engagement, and research projects of urban spaces bioclimatic upgrade, energy management for buildings, neighbourhoods and communities.</p>				

<b>Organisation:</b>	National Technical University – SUSTAINABLE MOBILITY UNIT				
<b>Name :</b>	BAKOIANNIS	<b>First Name:</b>	EFTHIMIOS	<b>Nationality:</b>	Greek
<b>Qualifications:</b>	Phd urban and transport planner			<b>Gender:</b>	Male
<b>Staff category:</b>	Expert				
<b>Short description of work experience, relevant to the proposal:</b>	<p>Efthimios Bakogiannis is an Urban Planner and Transport Engineer, working as a research associate in National Technical University of Athens, School of Rural and Surveying Engineering, Department of Geography and Rural Planning. Efthimios is teaching various undergraduate courses, including Urban Planning, Urban Geography, Housing Networks, Methods and Applications of Urban Design and Environmental Planning as well as postgraduate courses related to Housing Settlements' Networks. As a researcher, he has participated and/ or fully conducted numerous projects such as strategic plans for the development of sustainable mobility conditions in the municipalities of Karditsa, Korydallos, Mytilini and numerous others, several researches on application methodologies of combined urban planning and traffic policies for the Ministry of Transport and</p>				

	Communications, the European Commission etc. As a freelancer, he has conducted several studies for the integration of bicycles and pedestrian routes as well as for traffic regulations and controlled parking zones in various municipalities around Greece. He has published Lecture Notes, Journal Papers and presented his research in various national and international conferences.
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**List of relevant publications, and/or products, services:**

- Tsoutsos, T.D., Tournaki, S., Parařba, O., Kaminaris, S.D. (2015) The Used Cooking Oil-to-biodiesel chain. Assessment of Best Practices and Environmental Performance, Renewable and Sustainable Energy Reviews, Elsevier, accepted to be published
- Vlastos, Th. (2014) ‘The future of mobility - active mobility in the city of tomorrow’, Proceedings of the CycleCities 2nd International Conference, Gdansk 11.9.14
- Tsitoura, M., Tsoutsos, T., Daras, T. (2014) Evaluation of comfort conditions in urban open spaces. Application in the island of Crete, Energy Conversion and Management, 86, 250-258
- Vlastos, Th., (2013) ‘ITF/OECD Research Report on Walking: Technical and Social challenges’, keynote speaker στην 14th International Conference on Walking and Liveable Communities WALK21, Munich, 11-13.9.2013.
- Bakogiannis, E., Siti, M. (2013) Research on the feasibility of sustainable transport in the Municipality of Spetses. The transformation into a car-free island, Congres MAC - TLIT 2013 Conference. MAC201305023. Prague 10.03.2013

**List of 5 relevant previous projects or activities:**

PROJECT	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
CYBERPARCS - FOSTERING KNOWLEDGE ABOUT THE RELATIONSHIP BETWEEN INFORMATION TECHNOLOGIES AND PUBLIC SPACES SUPPORTED BY STRATEGIES TO IMPROVE THEIR USE AND ATTRACTIVENESS	EU COST Action TU1306	2014 -	Researchers from different European countries	Analysis of examples of the intersection of ICT with public spaces. Case studies (urban parks and green spaces in selected cities). Novel approaches to address knowledge gaps. ICT solution for the production and use of public spaces and the way to introduce them into EU policies on technology, urban development and creative industries.
NEZEH – NEAR ZERO ENERGY HOTEL PROJECT COORDINATOR	EU IEE2	2013-2016	UNWTO, UN REHVA, EU NECSTOUR, EU, CREAMA (ES), SITI (IT), SUST (SE), ABMEE (RO), EIHP (HR), ENERGIES 2050 (FR)	Accelerating the rate of large scale refurbishment of existing hotels into nZEBs. Enforce energy sustainability policies in tourism. Pilot cases, Capacity building, Technical advice, Practical tools, Front runners showcase
GREEN PARTNERSHIPS LOCAL PARTNERSHIPS FOR	EU Med programme	2013-2015	Maribor-SI, Lakatamia -CY, KGZM (SI), <a href="#">GERES</a> (FR),	Supports local authorities to develop local sustainable energy action plans and a pipeline of bankable projects

GREENER CITIES AND REGIONS			<a href="#">Granollers (ES)</a> , <a href="#">SARAGEVO</a> , <a href="#">HEIS</a> (BA), <a href="#">Koprivnica</a> (HR), ISSP (ME), <a href="#">Kyoto Club</a> (IT), <a href="#">Tirana</a> (AL), <a href="#">AREANATEjo</a> (PT), Energap (SI)	to meet the EU sustainability targets; Demonstration projects, supplementary tools to the Covenant of Mayors Signatories
«CYCLECITIES – EUROPEAN CITIES FOR INTEGRATING CYCLING WITHIN SUSTAINABLE MOBILITY»	EU Interreg IVC	2012- 2014	Leipzig, Genoa, Lisbon, Piraeus, Ljubljana, Graz, Merton - London	Transfer of experience and exchanges of good practices. Build up a knowledge capital to integrate cycling into urban mobility management schemes
RECOIL - PROMOTION OF USED COOKING OIL RECYCLING FOR SUSTAINABLE BIODIESEL PRODUCTION	EU IEE project	2012-2015	EUBIA (EU), ENA (PT), ETA FLORENCE (IT), Agro Business Park (DE), ALESSCO (IT), ELIN biofuels (EL), APEC (ES), FACTOR SOCIAL (PT)	Integrated assessment of “UCO to biodiesel” chain best practices for sustainable biodiesel production. Demonstration projects for new efficient collection, transformation, commercialization of UCO chains at local or regional level

## 11- Municipality of Rio Marina (RM)

### Description of the legal entity and its main tasks:

The autonomous Municipality of Rio Marina was established in 1882, when it was separated from Rio nell'Elba, and it is the local authority in charge of the administration of the territory.

Rio Marina is located on the Eastern part of Elba Island within a small inlet surrounded by hills. Residents in Rio Marina amount to around 2.300, with a peak of presences in the summer months that can be over 10 times higher than the number of residents. Rio Marina is the second Port of Elba Island (for passengers and freight services) and it is located at a 45 minutes ferry trip from the mainland (Piombino), connections in summer period are rather frequent, while in fall/winter season ferries are less frequent and run from the early morning to the late afternoon (from around 6 am to 18 pm).

Tourism is an important resource for the Municipality of Rio Marina and the need to adopt efficient measures that can improve the tourist experience by guaranteeing, at the same time, the respect of residents and a good quality of life is a priority for Local Authorities.

### Short CV of the persons primarily responsible for carrying out the proposed activities:

<b>Organisation:</b>	Municipality of Rio Marina			
<b>Name :</b>	Mercantelli	<b>First Name:</b>	Adriana	<b>Nationality:</b> Italian
<b>Qualifications:</b>	Architect			<b>Gender:</b> FEMALE
<b>Staff category:</b>	Senior Graduate – Public Works Department - Project Manager			
<b>Short description of work</b>	Adriana Mercantelli is the Senior Officer responsible for the Public Works department of Rio Marina Municipality.			

<b>experience, relevant to the proposal:</b>	She has a long and consolidated experience in the field of urban planning, design and administration. Furthermore she has a sound experience in the field of contract regulation and administration. In her position in the Public Works department of the Municipality, she has a very good knowledge of all the territorial needs, constraints and problems affecting the Rio Marina area and, at the same time, a very good capability of networking and collaborating with local stakeholders.
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<b>Organisation:</b>	Municipality of Rio Marina			
<b>Name :</b>	Pacciardi	<b>First Name:</b>	Gabriele	<b>Nationality:</b> Italian
<b>Qualifications:</b>	Senior Technician		<b>Gender:</b>	MALE
<b>Staff category:</b>	Senior Officer – Public Works and Economic Activities			
<b>Short description of work experience, relevant to the proposal:</b>	Gabriele Pacciardi is a Senior Technical Officer working at the department of public works and economic activities at the Municipality of Rio Marina. Mr. Pacciardi has a long experience in urban planning issues and a very good knowledge of the local Elba context. Furthermore, he has specific skills and expertise in the field of public transport and mobility planning and management.			

**List of most relevant publications/products/services/achievements**

A key product, upon which the action of the Municipality in the DESTINATIONS proposal builds on, is the SEAP (Sustainable Energy Action Plan) of Elba Island, which was adopted in 2013 by the 8 Elba Municipalities (including Rio Marina) with the common goal of making Elba the 1st Italian zero emissions and “carbon neutral” island.

This document, which was prepared and discussed in collaboration with the other 7 Municipalities of Elba Island and with EALP, the Energy Agency of Livorno Province (to which Elba belongs), contains a set of measures and standards (in terms of environmental sustainability, emissions reduction, enhancing efficiency of local activities, etc.) that the signatories intend to reach by 2020.

The Municipality of Rio Marina has also been partner of the LIFE+ ELBA project (2010-2014) focused on sustainable measures for freight distribution and passengers services in small islands. In the framework of this project, besides being involved in the activities related to service piloting, the Municipality of Rio Marina was responsible for notice-boards and, in the framework of this activity, a deep analysis of strategic interest points for tourists was made.

Finally, the Municipality is also actively collaborating with the other 7 Municipalities of the island and with local stakeholders in the promotion of sustainable tourism and in the protection of environmental assets. Together with the Municipality of Portoferraio it was one of the contributors to a recent publication titled Sentieri nel parco. Percorsi nella natura dell’Arcipelago Toscano (Paths through the Park, Walking through Nature in the Tuscan Archipelago), 2010.

**List of 5 relevant previous projects or activities:**

<b>Project</b>	<b>National or local/regional or European</b>	<b>Year of start and finalisation</b>	<b>Partnership</b>	<b>Theme/results covered</b>
LIFE+ ELBA – Integrated Eco-Friendly Mobility Services for people and goods in small islands	EU – LIFE ENV Programme	09/2010 03/2014	Port Authority of Piombino and Elba (IT) MemEx (IT) ATL – Livorno PT Operator (IT) Municipality of Rio Marina (IT)	- Definition and pilot operation of different flexible services for enhancing mobility of people and freight to and within small islands, with a special focus on the challenge

			Softeco Sismat (IT) Corfù Port Authority (EL)	of adapting mobility services to the very high tourist flows in summer - Overall improvement of islands accessibility, enhancement of service quality for tourists and of quality of life for residents - Important benefits in terms of energy savings and emissions reduction
PAMLED - Building Effective PARTnerships among European and Mediterranean Municipalities for Local Economic Development Promotion	EU - EUROMED Program	2007 - 2009	<u>Municipality of Prato (IT)</u> <u>City of Marrakech (MO)</u> <u>Municipality of Sin El Fil (LB)</u> <u>Municipality of Bodrum (TU)</u> <u>City of Skopje (FYROM)</u> <u>Municipality of Brtonigla (HR)</u> <u>Municipality of Lucca (IT)</u> <u>Municipality of Rio Marina (IT)</u>	- Building-up a strong partnership among the different local authorities involved in order to tackle common issues and challenges - Raise the awareness of citizens on the nature and features public services at local level

## 12- Municipality of Portoferraio (PF)

### Description of the legal entity and its main tasks:

Portoferraio is the main city of Elba and it is located on the north-eastern side of the Island. It has the highest number of residents of all the island (around 13.000) and its territory also includes the smaller island of Montecristo and the islet Scoglio d’Africa. Portoferraio is a walled town with several cultural points of interest, among which Napoleonic buildings, Etruscan ruins, historical churches, fortress, etc., moreover several renowned beaches are located in the Municipality area (i.e. Ghiaie, Biodola, Capobianco, etc.).

Portoferraio is both a tourist destination itself and, at the same time, also the most important crossroad of the island, where almost all the flows of tourists arriving in/departing from Elba are concentrated. This results in serious problems related to traffic congestion, from pollution, to low quality of mobility, to dequalification of living conditions (for residents) and of tourist experience (for visitors).

The Municipality of Portoferraio is the local authority in charge of the administration of the territory. Besides the Mayor and Local Councilors, the Municipality staff amounts to over 60 persons in charge of administrative and technical matters.

Considering that tourism is the main economic activity of the municipal territory, promoting its development is a key priority for the Local Administration. However, as already explained, since Portoferraio is also home to most part of Elba residents, for the Municipality it is also essential to guarantee an adequate level of services (among which public transport and mobility) and good living conditions for them. Therefore an efficient balance between tourism development and residents quality of life must be guaranteed. In this regard the topic addressed by the DESTINATIONS proposal is a key priority for the Municipality, in promoting a sustainable and efficient transport and mobility system for both tourists and residents.

**Short CV of the persons primarily responsible for carrying out the proposed activities:**

<b>Organisation:</b>	Municipality of Portoferraio				
<b>Name :</b>	Pacini	<b>First Name:</b>	Rodolfo	<b>Nationality:</b>	Italian
<b>Qualifications:</b>	Head of Local Police and Urban Mobility Planning and Control			<b>Gender:</b>	MALE
<b>Staff category:</b>	Senior Officer - Project Manager				
<b>Short description of work experience, relevant to the proposal:</b>	<p>Rodolfo Pacini is the responsible person for local police and for the control of urban territory development in the area of Portoferraio.</p> <p>Mr. Pacini has been working as a senior officer in the Local Police and Urban Mobility Planning and Control Office for over 15 years, dealing with traffic management, mobility and urban development control issues.</p> <p>He is the officer responsible for civil protection service (including all the relevant territorial, environmental and social issues) and of some procedures related to local administration and management.</p> <p>Thanks to his long experience he has a very strong knowledge of Portoferraio and Elba context and a very good capability of working with local stakeholders, either public or private.</p>				

<b>Organisation:</b>	Municipality of Portoferraio				
<b>Name :</b>	Ribaudo	<b>First Name:</b>	Massimiliano	<b>Nationality:</b>	Italian
<b>Qualifications:</b>	Public Works Technician			<b>Gender:</b>	MALE
<b>Staff category:</b>	Senior Technician				
<b>Short description of work experience, relevant to the proposal:</b>	<p>Massimiliano Ribaudo is a Senior Technical Officer of the department of public works and local heritage protection of the Municipality of Portoferraio.</p> <p>Mr. Ribaudo has an experience of over 20 years in urban planning and public works management and control (including all the issues dealing with public procurement and standards).</p> <p>Furthermore, he has a very strong knowledge of environmental issues and constraints associated to Portoferraio (and Elba) context and a sound experience in mobility infrastructures.</p>				

<b>Organisation:</b>	Municipality of Portoferraio				
<b>Name :</b>	Poggiani	<b>First Name:</b>	Ilaria	<b>Nationality:</b>	Italian
<b>Qualifications:</b>	Architect			<b>Gender:</b>	FEMALE
<b>Staff category:</b>	Junior Expert				
<b>Short description of work experience, relevant to the proposal:</b>	<p>Ilaria Poggiani is an expert officer working in the urban planning and housing office of the Municipality of Portoferraio.</p> <p>She has an experience of over five years in urban and mobility planning and design, with special skills in environmental sustainability and assessment.</p>				

**List of relevant publications, and/or products, services:**

A key product, which is underlying the action of the Municipality in the DESTINATIONS proposal, is the SEAP (Sustainable Energy Action Plan) of Elba Island, which was adopted in 2013 by the 8 Elba Municipalities (including Portoferraio) with the common goal of making Elba the 1<sup>st</sup> Italian zero emissions and “carbon neutral” island.

This document, which was prepared and discussed in collaboration with the other 7 Municipalities of Elba Island and with EALP, the Energy Agency of Livorno Province (to which Elba belongs), contains a set of



measures and standards (in terms of environmental sustainability, emissions reduction, enhancing efficiency of local activities, etc.) that the signatories intend to reach by 2020.

Furthermore, the Municipality is engaged in the promotion of sustainable tourism and in the protection of environmental assets both at municipality's and at Island level. To this purpose it collaborates with the other Elba Municipalities, as well as with other local key stakeholders (such as the Managing Body of the Tuscan Archipelago Park).

One key recent example of publication to which the Municipality collaborated is *Sentieri nel parco. Percorsi nella natura dell'Arcipelago Toscano* (Paths through the Park. Walking through Nature in the Tuscan Archipelago), 2010.

The Municipality of Portoferraio also collaborated in the LIFE+ ELBA project (2010-2014) where, even if it was not involved as an official project partner (Elba was represented by the Municipality of Rio Marina), it was the site where a big part of the measures on sustainable freight distribution and passengers services were demonstrated.

### 13 - MemEx

#### Description of the legal entity and its main tasks:

For over 20 years MemEx has been providing high level, technical consultancy services, supporting Public Authorities and Transport Operators in planning, implementing and testing Intelligent Transport Systems (ITS) for Public Transport, Urban Mobility and City Logistics.

MemEx team is composed of a technical department - in charge of research and innovation, analysis and implementation of technological solutions and "on-field" technical activities – and of an administration and communication department, whose responsibilities include financial and legal issues, management of contracts and bidding procedures and communication activities.

Company expertise includes large ITS projects for Public Transport (Fleet Management and Service Certification Systems, User Information Systems, E-Ticketing, Intermediate and Flexible Services), Urban Mobility planning (Bus Rapid Transit Corridors, Transport Infrastructures and Network, Traffic Network Modelling and Assessment), Urban Mobility management (Traffic Management System, Urban Traffic Control schemes, Access Control Systems, Bus Priority, Integrated Parking Systems, etc.), City Logistics Services (advanced services schemes, transport operators networking, B2B and B2C services, local authority, rules and normative, integration in urban mobility systems, etc). Moreover, MemEx and its professionals are a recognized institution in training activities and in scientific works in the fields of company activity.

MemEx expertise in the above detailed fields is consolidated both at National, International and EU level. In fact, MemEx has been contracted by the main Italian transport operators (i.e. ATAF - Florence PT operator, CTT-Nord - North-Tuscany PT operator, ACTT - Treviso PT operator, CTP - Naples PT operator), by Local/Regional Authorities (i.e. Tuscany and Sardinia Regions, etc.) and by foreign stakeholders (i.e. Municipality of Cork, Municipality of Almada, EMDUQ – Quito, etc.).

Furthermore, over the last 20 years, MemEx and its expert staff members have achieved a remarkable experience in the field of Research and Technology Development projects with the participation to and the coordination of a wide number of projects focused on Urban Mobility, Public Transport and ITS services, funded by EU-R&D programmes (the different FPs etc.), Regional Cooperation and Structure Funds programmes (the different INTERREG Programmes etc.) and Environment and Energy programmes (LIFE+, IEE).

#### Short CV of the persons primarily responsible for carrying out the proposed activities:

<b>Organisation:</b>	MemEx Srl				
<b>Name :</b>	Ambrosino	<b>First Name:</b>	Giorgio	<b>Nationality:</b>	Italian
<b>Qualifications:</b>	Technical Manager			<b>Gender:</b>	MALE
<b>Staff category:</b>	Senior Expert – Project Manager				
<b>Short description</b>	Giorgio Ambrosino is a Senior Expert of Public Transport, Urban mobility,				

<b>of work experience, relevant to the proposal:</b>	<p>City Logistics and Intelligent Transport Systems (ITS). For over 30 years, he has been working with Public Authorities and Transport Companies, supporting them in the study, planning, set-up, management of tender procedures, testing and commissioning of ICT and ITS for urban mobility, Public Transport (including Demand Responsive Transport services - DRTs) and city logistics.</p> <p>Giorgio has also a significant experience in management and technical coordination of a wide range of EU funded projects, dealing with R&amp;D programmes (FP4, FP5, FP6, FP7), demonstration and regional cooperation (IEE, LIFE+, INTERREG III and IV, etc.). Furthermore, he is author of numerous publications at both EU and international level, co-author of a high number of books focused on ITS and invited speaker in many international conferences on ITS, Public Transport and Urban Mobility and city logistics.</p>
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<b>Organisation:</b>	MemEx Srl				
<b>Name :</b>	Gini	<b>First Name:</b>	Saverio	<b>Nationality:</b>	Italian
<b>Qualifications:</b>	Electronic Engineer			<b>Gender:</b>	MALE
<b>Staff category:</b>	Senior Engineer				
<b>Short description of work experience, relevant to the proposal:</b>	<p>Saverio Gini is a Senior Electronic Engineer and he is one of the expert staff members of MemEx R&amp;D and ICT Division. He has an experience of over 15 years in planning, implementation, management and maintenance of ICT systems applied to mobility, public transport and city logistics, in particular AVM systems, electronic ticketing, flexible transport solutions, etc.</p> <p>Saverio is in charge of the technical implementation of several EU-funded projects MemEx is involved in (among which projects funded by FP7, IEE, etc.), and he is author/co-author of numerous technical papers and publication produced by MemEx.</p>				

<b>Organisation:</b>	MemEx Srl				
<b>Name :</b>	Pettinelli	<b>First Name:</b>	Irene	<b>Nationality:</b>	Italian
<b>Qualifications:</b>	Project Officer			<b>Gender:</b>	MALE
<b>Staff category:</b>	Junior Expert				
<b>Short description of work experience, relevant to the proposal:</b>	<p>Irene Pettinelli has a Master Degree in International Relations and a Master in Marketing Management and she is expert in the social dimension of transport and mobility. She is MemEx responsible person for communication and institutional relations and she follows the administrative and technical management of EU-funded projects MemEx is involved in (among which projects funded by INTERREG IVC, LIFE+, IEE, etc.), furthermore she is responsible for the organization of project and Company dissemination events and of scientific meetings.</p> <p>Irene has a significant experience in drafting business plans and marketing strategies.</p>				

<b>Organisation:</b>	MemEx Srl				
<b>Name :</b>	Liberato	<b>First Name:</b>	Antonio	<b>Nationality:</b>	Italian
<b>Qualifications:</b>	Head of Division			<b>Gender:</b>	MALE
<b>Staff category:</b>	Senior Expert				
<b>Short description of work experience,</b>	<p>Antonio Liberato is a Senior Expert with more than 25 years experience in coordination of and participation in large EU and international projects in the field of urban mobility, public transport, city logistics and environment.</p>				

<b>relevant to the proposal:</b>	Antonio is expert of environmental issues and, in particular, in the analysis and assessment of transport and mobility-related pollution and impacts, as well as in the energy aspects associated to city logistics processes. He is editor of books on City Logistics and author of different national and international papers and chairman/speaker in the occasion of different EU workshops and conferences.
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**List of relevant publications, and/or products, services:**

MemEx professionals are authors, co-authors and editors of numerous papers and books at international level on the issues of ITS, Mobility and Public Transport. Moreover they are speakers and lecturers at major national and international workshops and conferences. Some Memex professional recent publications are:

- “Sustainable Urban Logistics Plan (SULP) methodology for Small and Mid-sized European Towns: the IEE ENCLOSE project results” – URBE Conference 2015;
- “An innovative automatic certification tool for the assessment of Public Transport performances indicators and the management of service contract”, Thredbo 14 Conference – Santiago de Chile 2015;
- "ITS for Public Transport: how to define operation requirements selecting the best solutions on the market", - EURO Working Group on Transportation, Seville, July 2nd – 4th 2014.
- “ITS for Mobility Governance in Smart Cities”, workshop in IEEE-ICALT 2013 “International Conference on Advanced Logistics and Transport” - Sousse, Tunisia, May 2013.
- “Infomobility systems and sustainable transport services” (2010). Book published by Italian National Agency for New Technologies, Energy and Sustainable Economic Development (ENEA).

**List of 5 relevant previous projects or activities:**

Project	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
H2020 CIPTEC - Collective Innovation for Public Transport in European Cities	EU – Horizon 2020	05/2015 04/2018	AUTH (GR), KU Leuven (BE), Mobycon Concordis Groep (NL), Tero Ltd (GR), MemEx Srl (IT), White Research (BE), Ortelio (UK), City Region Rotterdam (NL), TIEMME (IT), traffiQ Frankfurt (DE), European Passenger’s Federation (BE), European Metropolitan Transport Authorities (FR)	Integrated approach based on innovative marketing, consumer behaviour, evaluation and co-exploitation concepts for addressing the challenges that hinder PT.
LIFE+ PERHT – Parking Green Services for Better Environment in Historic Towns	EU – LIFE+ ENV Programme	10/2012 09/2015	Municipality of Treviso (IT) MoM(IT) Softeco Sismat (IT) MemEx (IT) EAHTR (UK)	Integrated green mobility solutions for improving the overall mobility and quality of life in the historic centres of EU cities
ENCLOSE – Energy Efficiency in City Logistics Services for Small and Mid-Size European Historic	EU – Intelligent Energy Europe Programme	05/2012 10/2014	MemEx Municipality of Lucca (IT) Posten Norge (NO) Municipality of ‘s-Hertogenbosch (NL)	Raising awareness about the challenges of energy efficient and sustainable urban logistics in European Small-/Mid-size

Towns			Asociacion Plan Estrategico Burgos (ES) Municipality of Almada (PT) Dundee City Council (UK) Municipality of Alba Iulia (RO) Municipality of Serres (EL) Municipality of Balchik (BG) EAHTR (UK) MCOMM (IT) TEA (IE) ESS (SE) AustriaTech (AT) ILIM (PL)	Historic Towns (SMHTs) Definition of SULP (Sustainable Urban Logistics Plan) methodology to be integrated in the overall SUMP methodology Identification of “soft” and “hard” measures that can be adopted at town level for impacting on energy consumption and emissions Building-up a structured network of collaboration among the different stakeholders involved at town level.
LIFE+ ELBA – Integrated Eco-Friendly Mobility Services for people and goods in small islands	EU – LIFE ENV Programme	09/2010 03/2014	Port Authority of Piombino and Elba (IT) MemEx (IT) ATL – Livorno PT Operator (IT) Municipality of Rio Marina (IT) Softeco Sismat (IT) Corfù Port Authority (EL)	Definition and pilot operation of different flexible services for enhancing mobility of people and freight to and within small islands, with a special focus on the challenge of adapting mobility services to the very high tourist flows in summer Overall improvement of islands accessibility, enhancement of service quality for tourists and of quality of life for residents. Important benefits in terms of energy savings and emissions reduction.
CO-Cities	PSP Programme	2012-2014	Coordinated by Austriatech (AT) With 15 partners and 6 pilots: Prague Florence, Munich. Bilbao,Vienna,Reading	Cooperative Mobility information/validation of services end-user devices In-vehicle Hand-held (i.e. PNDs, smartphones) Evaluation of cooperative mobility services impacts, options, Roadmap for cities and regions

**Significant infrastructure and/or any major items of technical equipment, relevant to the proposed work:**

Besides the conventional office equipment that will be used for implementing daily project activities, MemEx has some technical equipment that can be especially useful for the DESTINATIONS demonstration action, in particular:

- AIMSUN: software tool for the micro/macro simulation of traffic flows (private and public), for the assessment of the impacts of a specific measure on the overall network and for the allocation of traffic flows on the network.
- CERT&Info (system developed by MemEx): technological module for the certification of transport service data collected by AVM systems.

**14 - Authority for Transport in Malta (TM)**

**Description of the legal entity and its main tasks:**

'TRANSPORT MALTA' is the Authority for Transport in Malta set up by Act XV of 2009 which brings together the Malta Transport Authority, the Malta Maritime Authority and the Civil Aviation Directorate. TM standardizes and regulates all modes of transport (road, sea and air) and is responsible for the public transport system. The implementation of all government transport policies fall under TM's remit as the national authority responsible for transport policies and actions. Transport Malta falls directly under the auspices of the Ministry for Transport and Infrastructure.

Through the Authority, the Government endeavours to achieve, among others, the following main objectives:

- develop integrated transport policies aimed at achieving modal shifts that favour public transport and non-polluting strategies;
- ensure the development of an efficient and socially sustainable public transport system in Malta.

**Short description of work experience of the persons primarily responsible for carrying out the proposed activities:**

<b>Organisation:</b>	Transport Malta				
<b>Name :</b>	Barbara	<b>First Name:</b>	Peter Paul	<b>Nationality:</b>	Maltese
<b>Qualifications:</b>	Master Degree in European Union Studies, and a Bachelor Degree in Contemporary Mediterranean Studies - International Relations			<b>Gender:</b>	Male
<b>Staff category:</b>	National Coordinator, Malta National Electromobility and Intelligent Transport Systems				
<b>Short description of work experience, relevant to the proposal:</b>	<p>Since 2007, key responsibilities within Transport Malta included the Identification of EU Calls for Proposals under the relative actions, project ideas, project proposal writing, partner search, networking, EU Policy Research and writing of position papers on behalf of the Government, Dissemination of Information to Board Members, Managers and Staff, EU Project management, Enhancing International Co-operation with respective partners, Co-operation Agreements sought with potential and prospective partners, providing consultancy to line Ministry.</p> <p>He coordinated several projects: OP Italy-Malta 2007-2013 PORTPVEV Project (2012 – 2015); ERDF Proposal submission, Intelligent Traffic Management System (2011); Life+ Proposal and assistance in project implementation of the DEMOEV Project (2010-2014).</p>				

<b>Organisation:</b>	Transport Malta				
<b>Name :</b>	Ellul	<b>First Name:</b>	Alexandra	<b>Nationality:</b>	Maltese

<b>Qualifications:</b>	Master of Arts in Diplomatic Studies Degree and a Bachelor Degree in European Union Studies	<b>Gender:</b>	Female
<b>Staff category:</b>	Project Manager		
<b>Short description of work experience, relevant to the proposal:</b>	<p>Since 2008 key responsibilities within Transport Malta included project management, both national and EU funded; this includes the overseeing and implementation procurement processes, financial and administrative coordination etc. Latest projects dealt with have seen the introduction of electro mobility in Malta, including the installation of infrastructure to prepare for EV market take up; roll out of ITS infrastructure and management systems; innovative initiatives in sustainable transport covering land, sea and air modes. As part of her role, Ms Ellul participated in, and led, project teams entrusted with the application for funds under: TEN-T (2014), Life+ (2010), DG TREN/ DG MOVE (2013), ERDF (2011), ESF (2010), OP Italia-Malta 2007-2013 (2012), Programme MED (2012), INTERREG IVC (2012), IEE (2011) and CIVITAS (2010).</p>		

**List of relevant publications, and/or products, services:**

**Malta National Electromobility Action Plan (2013):** This Action Plan was compiled after intense consultation with stakeholders and experts in the field of transport and electromobility; particularly with the international automotive industry. The starting point of this plan was an evaluation of the existing problems in the national transport sector and an assessment of the environmental targets which Malta has committed itself to achieving. Only after a dull assessment of the latter, and consultation with the right stakeholders, did the Action Plan lay out its concrete road-map which will, among other targets, contribute towards achieving a deployment of 5000 electric vehicles on Maltese roads by 2020.

**Decarbonising the Airport Region (2014):** The publication contains a detailed Carbon Footprint of the surface access and ground operations activities within the Airport region which has been compiled after an intense desk research exercise and a series of one-to-one meetings with all stakeholders with the region under study. The Carbon footprint led to the compilation of a regional implementation plan including specified measures which can be implemented in the short/medium and long term that will address the most polluting activities within the airport; thus targeting directly the Effort Sharing Decision.

**Feasibility of Shore Side infrastructure for the Valletta Harbours (2015):** The document is a study into the feasibility of providing shore side infrastructure which supplies electricity from the national grid to power vessels berthed at the quay within the two Valletta Harbours, the system is also called Cold Ironing. The study develops 5 technical options for the provision of the infrastructure taking into account Technical constraints and Potential demand. The study tested investment options under different assumptions regarding On-shore Power Supply availability and vessel retrofitting.

**List of 5 relevant previous projects or activities:**

Project	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
PORT-PVEV	OP Italy-Malta 2007-2013	2012 -2015	Transport Malta (LP), Port of Catania, Province of Caltanissetta, Ministry for Transport and Infrastructure	Decoupling economic growth from carbon emissions by contributing towards the reduction of carbon emissions in harbour areas. Activities to this end include the installation of a PV Plant at the Harbour Administration Building to offset the energy used in daily port operations; the purchase and deployment of a fleet of 13 electric

				vehicles to be used in day-to-day port operations and replace the current conventional fuel vehicles being used; the charging infrastructure to support the EV fleet; solar charging stations installed at Harbour areas to test the extent to which carbon neutral transport can be achieved; a feasibility study on the shore side power supply to berthed vessels.
D-Air	INTERREG IV C	2012-2014	Gemeente Eindhoven (LP), Eindhoven Airport NV, Airport RegionsConference, Communaute d'Agglomeration Terre de France, AB StorctockholmsLok altraffic, Sewadvia AB, Stadt Leipzig, MitteldeutscheFlu gahafen AG, Stadt Wien, Provincia di Bologna, Ajuntamentdel Prat de Llobregat, Transport Malta, Wojewodztwo Mazowieckie, PrahaRuzyne	Decarbonising Airport Regions through the compilation of a detailed Carbon Footprint of the surface access and ground operations activities within the Airport region and the compilation of a regional implementation plan including specified measures which can be implemented in the short/medium and long term that will address the most polluting activities within the airport; thus targeting directly the Effort Sharing Decision. Certain measures already under implementation have been selected as Good Practices and hailed as examples to be replicated by Airports around the EU.
STREETS	OP Italy-Malta 2007-2013	2012-2015	RegioneSiciliana (LP), ARCES Centro Culturale, Comune di Vittoria, Catania Port Authority, Transport Malta, University of Malta	This project contributes towards the strengthening of efficiency, sustainability and integration within a joint transport system aiming at an improved internal/external accessibility and competitiveness. The main result provides a contribution to overcoming the current bottlenecks identified within/between Malta and Sicily in strong connection to inadequate land and air infrastructures, logistics and commercial services. This project thus provides the basis for better accessibility through an eco-friendly transport system. The project frames the supply chain needs in order to maximise the system's inherent ability to absorb an increased Sicilian-Maltese commutership of passengers and goods through a reorganisation of

				the entire network.
MODUS	ERDF	2011 - 2015	Transport Malta	The aim of the project is to contribute to and enhance the reformed public transport system so as to contribute to Government's Policy to achieve a modal shift from the use of the private passenger car on to public transportation by further improving the efficiency of the public transport system. The MODUS project does this through the provision of a number of dedicated bus lanes, the construction of a P&R; provision of a centralised Intelligent Transport Management System and ancillary road-side infrastructure through the installation of CCTV cameras that feed into a centralised Monitoring system on a 24/7 basis, which in turn informs road users in real time on conditions on the network through VMSs installed on critical areas on the road network as part of the project.
DEMOEV	Life+	2011-2014	Ministry for Transport and Infrastructure (LP), Transport Malta, Ministry for Gozo, Enemalta	<p>The specific objectives are:</p> <ol style="list-style-type: none"> <li>1. Study whether carbon neutrality may be achieved by recharging second generation electric vehicles using photovoltaic systems installed on buildings</li> <li>2. Evaluate the actual environmental efficiency of second generation for full electric vehicles</li> <li>3. Convince the target audience to switch to electro mobility as opposed to highly polluting combustion engine vehicles</li> <li>4. Study the environmental and economic efficiency of recharging electric vehicles (EVs)</li> </ol> <p>The above has been achieved through the purchase and deployment of 24 full electric vehicles and 45 charging pillars installed on the Maltese road network. The vehicles were distributed among volunteers selected from the general public who were tasked to use the EV as their primary car and log the data requested.</p>



**Significant infrastructure and/or any major items of technical equipment, relevant to the proposed work:**

- Between 2012 and 2014 ninety Charging Points to support the charging of electric vehicles have been installed on the national network, targeting at least one point in each locality.
- In 2014, three Solar Charging Stations have been installed in main commercial and transport hubs to support electric vehicle charging using direct sun-to-car energy, thus providing carbon neutral emissions.
- A VMS and CCTVs network are currently being rolled out, each connected a Control Centre aimed to manage and monitor transport on the TEN-T network. This reflects the first stage of ITS roll out in Malta.

**15- Valletta Local Council (VLC)**

**Description of the legal entity and its main tasks:**

Valletta is the capital of Malta. It is a walled city established in the 1500s on a peninsula by the Knights of St. John, a Roman Catholic order. The city is designed as a fortified port, thus accessibility is highly limited due to defence reasons. Commuters, visitors and inhabitants have to travel to Valletta and not through. Valletta also has a difficult geography built over a hill with steep streets. The City of Valletta is also a commuter City with approximately 5 times the number of residents visiting during the day. The traffic to and from Valletta and through the City has left the urban core and the Inner Harbour area congested and with increased parking problems. These accessibility and mobility problems have been accentuated by the increasing car fleet. Car ownership in Malta is exceedingly high, considering the very small size of the islands; it is the fourth-highest in the European Union. Car usage in Malta is on the rise and traffic, especially during morning and evening rush hours, has become a daily occurrence irritating a large number of drivers. The stock of licensed motor vehicles has increased by about 6% in Malta between 2010 and 2013. This translates into a very high vehicle presence on the road when compared to the national population of 416,055 inhabitants. The National Statistics Office reported a stock of 340,981 licensed motor vehicles for June 2015 which compares to 0.8 vehicles per Maltese resident. If this trend persists Malta and Valletta will continue to negatively affect current and potential users, with a very strong possibility that the remaining 11% that travel by bus might shift to cars, since bus efficiency is highly hindered due to delays caused by traffic congestion. In a sample survey carried out by TM in February 2013, journey delays were recorded up to 54 minutes in peak touristic periods & 36 minutes in business-as-usual periods.

The City administration functions through a council of seven members elected by the registered voters living in the city. The Council is headed by the mayor, the political head of the city government. The post is awarded to the councillor voted in with the highest number of voters from the political grouping, which has the majority of seats.

The executive secretary, the financial head of the council is appointed by the council heads and the administrative office.

The Council coordinates and manages all the small and large-scale activities which are held in Valletta, including events on a National level. Such activities include the *Notte Bianca* and *Notte Magica*, National Carnival festivities, and other activities on a National level.

The Council is also taking part in various EU projects with different partner cities around Europe. The project topics vary from social inclusion, culture, transport, spatial planning and ICT.

The Valletta Local Council participated in other EU Projects:

- Urbact – Hero Project – on regeneration of part of Valletta
- Urbact – CITUM Project
- Urbact – SURCH Project
- Interreg – Archway

Lately the Valletta local Council was a partner of a democracy project with Iceland.

**Short CV of the persons primarily responsible for carrying out the proposed activities:**

<b>Organisation:</b>	Valletta Local Council				
<b>Name :</b>	Gabriella	<b>First Name:</b>	Agius	<b>Nationality:</b>	Maltese
<b>Qualifications:</b>	MA			<b>Gender:</b>	Female
<b>Staff category:</b>	Expert				
<b>Short description of work experience, relevant to the proposal:</b>	Ms Gabriella Agius has been an Executive Secretary at the Local Council of Valletta for the past 10 years with a previous position as European Union Projects and Programmes Coordinator. Previously she has also gained experience in the field of European Union projects as an official at EUPA a government agency dedicated to the development and management of projects. Gabriella Agius has been involved in the European Walled Towns as as a General Secretary and has been a project leader in transit based projects namely; URBACT CITUM, INTERREG IIIc PAGUS and URBACT HERO.				

**List of relevant publications, and/or products, services:**

- The CITUM Guide for Urban Mobility Practices; Retrieved 30 September 2015 (<http://www.mdrl.ro/urbactII/urbact/projects/citum/CITUM%20Guide%20for%20Urban%20Mobility%20Practices.pdf>)
- The HERO Valletta Action Plan; Retrieved 30 September 2015. ([http://www.cityofvalletta.org/common/file\\_provider.aspx?id=634612821044531250](http://www.cityofvalletta.org/common/file_provider.aspx?id=634612821044531250))

**List of 5 relevant previous projects or activities:**

Project	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
HERO	European URBACT	2007-2009	URBACT Partnership Regensburg Germany Graz, Naples, Valletta, Sighisoara, Lublin, Vilnius, Liverpool, Poitiers	Integrated Heritage Management and Action Plan compilation for Valletta including sustainable transit systems.
CITUM	European URBACT	2005-2007	West Athens, Alexandroupoli, Catania, Csepel, Larnaca, Seville, Valladolid, Valletta, Kalisz, Szekszard	The CITUM objective was to assess the methods and practices used in several European cities, and to study the interface between urban mobility and urban planning. The partner cities looked at a number of different ideas, including the promotion of so-called alternative forms of transport (notably the use of cycles and car-sharing schemes) and getting citizens actively involved in urban mobility planning processes.

PAGUS	European Interreg IIIC	2004-2007	REGIONE UMBRIA, GALICIA, ANDALUCIA, NORTE ANTOLIKI, MAKEDONIA , MALTA with the Ministry for Urban Development and Roads	The overall objective was to promote the sustainable development of small and medium-sized historic towns in Europe through integrated actions in the field of urban redefinition, improvement of physical accessibility for people and goods and accessibility via computer technology to services and information as well as urban planning and management. This objective involves safeguarding the specific features of historic centres which, however varied, constitute a representative element of European life, based not only on residential functions but also on aspects of production and trade, social and cultural exchanges and political links.
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**16- University of Malta (UoM)**

**Description of the legal entity and its main tasks:**

The University of Malta traces its origins to the founding of the Collegium Melitense by the Jesuits in 1592. Situated at Msida, it is the highest teaching institution of the State by which it is mainly financed and is open to all those who have the requisite qualifications. Over the past few years, the University has reviewed its structures in order to be in line with the Bologna process. Conscious of its public role, the University strives to create courses which are relevant and timely in response to the national, regional and international needs. The supreme governing bodies of the University are the Council and the Senate. There are over 11,000 students including over 1000 foreign/exchange students from nearly 84 different countries, following full-time or part-time degree and diploma courses. The University has been involved as coordinator and partner in numerous externally funded and EU-funded projects including Horizon 2020, Framework Programme, Lifelong Learning Programme, Erasmus+, Tempus and various other international and regional programmes and initiatives. The University is also represented in a number of European and international University networks and groups. The Institute for Climate Change and Sustainable Development has been set up in 2009 to foster and encourage interdisciplinary research in areas related to sustainability. Over the years the Institute has developed a strong research team in sustainable mobility with project and research publications related to urban mobility, policy, travel behaviour and public transport.

**Short CV of the persons primarily responsible for carrying out the proposed activities:**

<b>Organisation:</b>	University of Malta			
<b>Name :</b>	Attard	<b>First Name:</b>	Maria	<b>Nationality:</b> Maltese
<b>Qualifications:</b>	B.A. Hons (Melit.), M.A. (Melit.), PhD (Lond)		<b>Gender:</b>	F
<b>Staff category:</b>	Director, Institute for Climate Change and Sustainable Development Senior Expert, Associate Professor			
<b>Short description of work experience, relevant to the proposal:</b>	Maria Attard, PhD is an Associate Professor in Geography and Director of the Institute for Climate Change and Sustainable Development at the University of Malta. She works with a team of researchers working in the following themes: travel behaviour and mobility patterns, elderly mobility, public transport reform, transport measures and policy. Maria Attard has been involved in a few European projects such as the PT ACCESS project (sub-contracted), an FP7 project dealing with the transport system’s accessibility for people with disabilities in Europe; STREETS project (partner), on the integration of			

	<p>transport between Malta and Sicily; TEN-T Scan Med Corridor Studies (sub-contracted); ENTRANCE project (sub-contracted) dealing with the analysis of transport policies in new member states. She is an associate member of the World Conference on Transport Research Scientific Committee and co-chair of the WCTR SIG G3 on Urban Transport Policy. Committee Member of the Sustainable Transport and Climate Change Committee of the Association for European Transport (AET) and Committee Member and Coordinator of Cluster 2 of NECTAR (Network on European Communications and Transport Activities Research). She has published widely and edited a forthcoming publication by Emerald's Transport and Sustainability Series entitled <i>Sustainable Urban Transport</i> (May 2015) with Prof. Yoram Shiftan.</p>
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**List of relevant publications, and/or products, services:**

- Attard, M., Ison, S.G. (2015) The effects of road user charges in the context of weak parking policies: the case of Malta. *Case Studies in Transport Policy*. Vol. 3(1) pp 37-43.
- Mifsud, D., Attard, M. (2013) The role of public transport in addressing sustainable mobility for the elderly population in Malta. *Xjenza*. Vol. 1(2) pp 47-54.
- Attard, M. (2012) Reforming the Urban Public Transport Bus System in Malta: Approach and Acceptance. *Transportation and Research A: Policy and Practice*. Vol. 46(7) pp 981-992.
- Attard, M., Enoch, M.P. (2011) The role of policy transfer in the introduction of road pricing in Valletta, Malta. *Transport Policy*. Vol. 8(2) pp 544-553.

**List of 5 relevant previous projects or activities:**

Project	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
STREETS	OP Italy-Malta 2007-2013	2012-2015	Regione Siciliana (LP), ARCES Centro Culturale, Comune di Vittoria, Catania Port Authority, Transport Malta, University of Malta	<p>This project contributes towards the strengthening of efficiency, sustainability and integration within a joint transport system aiming at an improved internal/external accessibility and competitiveness. The main result provides a contribution to overcoming the current bottlenecks identified within/between Malta and Sicily in strong connection to inadequate land and air infrastructures, logistics and commercial services. This project thus provides the basis for better accessibility through an eco-friendly transport system.</p> <p>The project frames the supply chain needs in order to maximise the system's inherent ability to absorb an increased Sicilian-Maltese commutership of passengers and goods through a reorganisation of the entire network.</p>
SIMIT	OP Italy-Malta 2007-2013	2012-2015	Regione Sicilia Protezione Civile, Civil Protection Malta, University of	<p>The SIMIT Project aims at developing an integrated civil protection network between the Sicilian and Maltese bodies involved in the risk forecast, prevention and mitigation processes,</p>

			Malta, University of Catania, University of Palermo	and moreover in the planning and management of emergencies, to be further extended to the cross border countries.
The external costs of passenger and commercial vehicle use in Malta	European Commission Representation in Malta	2014	University of Malta (Contract Reference PN/2014-003-ESCONST/MT)	Study on the external costs of passenger and commercial vehicle use in Malta. <a href="http://ec.europa.eu/malta/news/2015/traffic_study_draft_en.htm">http://ec.europa.eu/malta/news/2015/traffic_study_draft_en.htm</a>

## 17- Ministry of Tourism in Malta (MOT)

### Description of the legal entity and its main tasks:

Part of the activities of the project will be managed by the Ministry of Tourism which is the body responsible for drawing up the national tourism policy for the Maltese Islands. The EU Affairs and Policy Development Unit within the Ministry are entrusted with developing and implementing projects which lead towards the achievement of the objectives set in the policy.

The role of the Ministry of Tourism is to establish and execute a tourism policy which is based on the principles of sustainable tourism development to contribute to economic growth whilst respecting the heritage and environment of the Maltese Islands. The Ministry of Tourism is committed to further improve Malta's competitiveness as an international tourism destination of choice by working with all stakeholders to ensure that product, service and value all reach levels which enable Malta and Gozo to continue improving the seasonal spread as well as its economic benefits. In this regard, the EU Affairs and Policy Development Unit (EUPD) within the Ministry of Tourism is committed to formulate and implement specific actions / projects that are intrinsically linked with the said objectives.

### Short CV of the persons primarily responsible for carrying out the proposed activities:

<b>Organisation:</b>	Ministry of Tourism				
<b>Name :</b>	Farrugia	<b>First Name:</b>	Oliver	<b>Nationality:</b>	Maltese
<b>Qualifications:</b>	BA (Hons)			<b>Gender:</b>	Male
<b>Staff category:</b>	Manager, EU Affairs and Policy Development				
<b>Short description of work experience, relevant to the proposal:</b>	<p>The main person behind the DESTINATIONS project is Oliver Farrugia, Manager EU Affairs and Policy Development within the Ministry of Tourism. Mr. Farrugia manages the Unit which is responsible for EU co-financed projects and has an extensive long-running experience in managing and coordinating different types of projects aimed at both the public and private sectors. Projects falling under his responsibility fall within the tourism remit yet have a varying nature. They include/d <i>Malta Goes Rural</i>, <i>European Destinations of Excellence</i>, <i>Grant Scheme for Sustainable Tourism Projects by Enterprises</i>, and <i>Malta Digital Tourist Platform</i>.</p> <p>Team members who have also been working in the same Unit on various EU financed projects will be assisting Oliver in carrying out the necessary tasks as and when required.</p>				

### List of relevant publications, and/or products, services:

- National Tourism Policy 2015-2020  
(<http://www.tourism.gov.mt/en/publicconsultations/Documents/Draft%20National%20Tourism%20Policy%202015%20-%202020.pdf>)
- Malta Travel and Tourism Services Act
- Quality Assured Seal for Restaurants (<http://www.mta.com.mt/quality-restaurants>)

- Eco-certification for Hotels and Farmhouses (<http://www.mta.com.mt/eco-certification>)
- Tourism in Malta – Statistical Report (<http://www.mta.com.mt/page.aspx?id=386>)

**List of 5 relevant previous projects or activities:**

Project	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
Malta Goes Rural	European Agricultural Fund for Rural Development (2007-2013)  EAFRD 08	2011 – 2015	Malta Tourism Authority	The project promoted the Maltese rural heritage through the set-up of walking trails and small scale infrastructural interventions that improve accessibility in semi-rural, rural and natural areas. Targeted at the relational tourist, the project activities identified the pull factors that strengthen rural tourism in Malta. It has effectively responded to the current demand patterns and to the increasing trend towards independent travelling. The project identified initiatives that form the basis for a product that is ideal for the low season and contributes to mitigate the seasonality problem without affecting negatively the rural environment. Additionally, it has triggered fairer distribution of income and involved the local community hence contributing towards fair economic growth.
Promotion of Gozo as a Distinct Destination	LEADER (2007-2013)  Measure 410 (413.1)	November 2014 – August 2015	Gozo Tourism Association (lead partner) in partnership with the Malta Tourism Authority* *The EUPD section within the Ministry for Tourism assisted constantly during the implementation of this project	The purpose of this project is to provide assistance to the development of creative and innovative activities to market Gozo’s distinctiveness in the short and long term. This project aims to enhance synergies with tourism related activities in order to promote growth and reduce seasonality in a sustainable manner. The Gozo Tourism Association and the Malta Tourism Authority set up a marketing action plan targeted to domestic and international tourism to position Gozo as a distinct destination for a period of three years.
Enriching Valletta’s Touristic & Cultural Offer	European Regional Development Fund (2007-2013)	2014-2015	Ministry for Tourism (lead partner) in collaboration with the Mediterranean Conference Centre and the	The project is divided into three main components, the first focuses on the restoration of the ceiling in the Sacra Infermeria – Mediterranean Conference Centre, the second relates to the restoration of the Grand Master’s facade (Archbishop Street) and Internal Courtyards, the third focuses on the

			Grand Harbour Regeneration Corporation	upgrading and embellishment of Castille Square. Situated at the heart of Valletta which is also the European Cultural Capital for 2018, these touristic attractions contribute significantly to enrich the experience enjoyed by tourists and visitors alike.
EEDEN Promotional and Awareness Raising Project	Competitiveness Innovation Programme (CIP) 2013	January 2014 – June 2015	MTA (The EU Affairs and Policy Development Unit within the Ministry for Tourism was responsible for the implementation of this project)	The project's aim is to create awareness about EDEN destinations across Malta and Gozo, particularly because such destinations do not have a budget dedicated for marketing purposes. A number of activities have been implemented since the start of the project, primarily in collaboration with MTA foreign offices. The target markets included Scandinavia, Benelux, Germany and Austria and Switzerland as well as the local market. Activities primarily consisted of advertorials in specialised magazines targeted towards niche markets.
EEDEN Tourism and Local Gastronomy	Competitiveness Programme for SMEs (COSME)	March 2015 - ongoing	MTA (The EU Affairs and Policy Development Unit within the Ministry for Tourism was responsible for the implementation of this project)	The project aims to reward those destinations which have developed a specific tourism offer based on their local gastronomy. The project aims to choose one destination of excellence and four runners up. The winning destination shall be awarded as the EDEN destination for Tourism and Local Gastronomy. The project will mainly focus on the potential of the destination, the authenticity of the product linking it to local heritage as well as the sustainability of the event.

## 18- Guaguas Municipales (Guaguas)

### Description of the legal entity and its main tasks:

Guaguas Municipales SA is the Municipal Transport Company of Las Palmas that provides the urban public transport service in the city.

The main aim of the company is to offer a more effective and efficient public service. Because of this, an ambitious fleet renovation and management system modernization process is being carried out. Moreover, the organisation is participating in projects focusing on the introduction of new technologies leading to improve both the operations and customer information services.

In line with these actions, Guaguas Municipales SA has also reshaped its service network, introducing free transfers and peripheral lines covering adjacent neighbourhoods that feed the main service corridors. Moreover, IT tools and web applications have been implemented, which allows travellers, users and tourists to plan their trips and city visits. A contactless card technology has recently been put into operation, as well as eco-driving tools and programmes aiming at reducing fuel consumption and pollutant emissions.

### Short CV of the persons primarily responsible for carrying out the proposed activities:

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<b>Organisation:</b>	Guaguas Municipales S.A.				
<b>Name :</b>	Miguel Angel	<b>First Name:</b>	Rodriguez Ramirez	<b>Nationality:</b>	Spain
<b>Qualifications:</b>	Degree in Economics; Degree in Law Diploma in Advanced Business Administration Master Degree in Conflictology			<b>Gender:</b>	Male
<b>Staff category:</b>	General Manager				
<b>Short description of work experience, relevant to the proposal:</b>	Miguel Ángel Rodríguez is the General Manager of Guaguas Municipales since 2011, where has been developed several technological projects. Also, before arrived to Guaguas Municipales, he has been Responsible for the implementation of new technology projects for more than 10 years in Transport (SALCAI and GLOBAL) the interurban transport company of Gran Canaria.				

<b>Organisation:</b>	Guaguas Municipales S.A.				
<b>Name :</b>	Eduardo	<b>First Name:</b>	García Suárez	<b>Nationality:</b>	Spain
<b>Qualifications:</b>	Degree in Mechanical Engineering; Master Degree in Risk Management; Technical Diploma in Telecommunications and Computer Science			<b>Gender:</b>	Male
<b>Staff category:</b>	Mechanical Engineer (Maintenance Department)				
<b>Short description of work experience, relevant to the proposal:</b>	Eduardo García works in the maintenance department of Guaguas Municipales. He has been involved in a Software development for management and maintenance of specific fleet for Guaguas Municipales SA, that has improved the service. Before arriving to Guaguas Municipales, he has participated in an Internacional Project “MotoStudent” 2010. University of Las Palmas de Gran Canaria.				

<b>Organisation:</b>	GuaguasMunicipales S.A.				
<b>Name :</b>	Antonio	<b>First Name:</b>	Artiles del Toro	<b>Nationality:</b>	Spain
<b>Qualifications:</b>	Industrial engineer (Industrial management) Technical engineer (electricity)			<b>Gender:</b>	Male
<b>Staff category:</b>	Technical support to general management				
<b>Short description of work experience, relevant to the proposal:</b>	Antonio Artiles, arrived to Guaguas Municipales on 2012, where he has developed a Balanced Scorecard based on service and mobility indicators. Since 2014 he has been actively involved in the redaction, improvement and development of a BRT (Bus Rapid Transit) project for Las Palmas de Gran Canaria, necessary to achieve the mobility objectives tagged by the SUMP.				

**List of relevant publications, and/or products, services:**

- “LPA\_GC Movilidad en transformación”. It includes a diagnosis of the mobility system in the city of Las Palmas de Gran Canaria.
- A set of digital publications in the field of transport and mobility:
  - Local Council of Las Palmas de Gran Canaria.
  - Guaguas Municipales, SA.
  - ATUC (Association of Collective Urban Transport Management enterprises).
  - OMM (Metropolitan Mobility Observatory)

**List of 5 relevant previous projects or activities:**



Project	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
Service network restructuring	Local	2013	CINESI Municipality LPGC	+1,000,000 passengers in 1 calendar year, thanks to the improvement of frequencies, the commercial speed and transfers.
Smartphone App: GuaguasLPA	Local	2014	DESIC	Improved communication with customers, providing information about “departure times” of buses.
Web Application: Plan your Route	Local	2014	GOOGLE KUBO	It enables customers (citizens and tourists), planning their trips. It shows schedules, stops and lines to reach their destinations.
Web Application: Your Next Guagua	Local	2014	KUBO	Improved communication with customers, providing information about “departure times” of buses.
Contactless Card LPA Mobility	Local	2014	DESIC	Integration of several mobility services into a single card. These services are: bike rental, parking and urban public transport.

The future of mobility in Las Palmas will be conditioned by the implementation of a system of collective high capacity transport (Bus Rapid Transit, BRT) in the area of greatest demand for mobility, the most densely populated and largest number of attractor’s centres: the lower city area of Las Palmas, which concentrates the 75% of all generated daily trips within the capital.

The objective of this innovative public transport system, the first ever in the Region of Canarias, and one of the first ones in the country, is to assume the high demand for mobility in the axis of the lower town, and to provide a solution of "railway character" in terms of punctuality, high commercial speed and reliability in order to attract passengers from other transport modes. Because of this, mobility correspondence between modes should be an essential element for the new future network design. The new public transport system, which authorities are already working on, should be a turning point in the mobility patterns of citizens of Las Palmas towards a more effective and sustainable mobility model.

All the measures that have been implanted over these years (included the measures that we have seen before) will be useful in order to support the BRT included in the CIVITAS project.

## 19- CINESI Transport Consultancy (CINESI)

### Description of the legal entity and its main tasks:

*CINESI* is a transport consultancy founded in 1996, which operates mainly in the field of traffic simulation and analysis, transport planning and mobility management. *CINESI* has a multidisciplinary team compounded of civil engineers, industrial engineers, economists, geographers and public works engineers. The company has offices in Barcelona (Headquarters) and Palma de Mallorca.

The firm has developed sustainable urban mobility plans in a wide range of cities and municipalities all over Spain, especially in Catalonia and the Balearic Islands. These urban mobility plans focuses, following an integrated and holistic approach, on all transport means: walking, bicycle, public transport, private car, etc.

Moreover, *CINESI* has a significant reputation in all those activities and projects regarding traffic management and modelling, cost-benefit analyses applied to transport and economics, definition of transport and mobility options, services and policies, etc.

After a successful participation in European Commission BYPAD project (*Bicycle Policy Audit*), the company decided to make a step further towards European Projects. The strong and close relationship between the company and transport stakeholders has also been crucial to participate in new EU projects. At this point, *CINESI* is currently participating in two projects: SEEMORE (2012-2015, focusing on sustainable mobility in coastal European regions) and ADVANCE (2011-2014, aiming at developing, testing and applying an audit scheme for cities to improve the quality of sustainable urban mobility plans).

It is interesting to remark the role of the company in this field of action. Thus, it was the leader partner of the BIOSIRE project (2008-2011), addressed to promote biofuels and alternative propulsion vehicles in tourism regions. On the other hand, it was the partner in charge of Evaluation and Quality Assurance for the BENEFIT project (2008-2011), which encouraged the use of public transport and change of behaviour in urban transport corridors. In the ADVANCE project, again is in charge of Evaluation and Monitoring. In 2012 the SEEMORE project started, where *CINESI* is the leader partner. Finally, the company has recently being involved in another EU project called “Push&Pull”, which aims at improving urban mobility by means of parking space management combined with mobility management (MM) measures. Moreover, *CINESI* participates actively in the implementation of regional strategies and actions.

**Short CV of the persons primarily responsible for carrying out the proposed activities:**

<b>Organisation:</b>	CINESI SLU, Transport Consultancy (CINESI)				
<b>Name :</b>	Viladot	<b>First Name:</b>	Cinta	<b>Nationality:</b>	Spain
<b>Qualifications:</b>	Expertise in European project management, mobility management and sustainable urban development.			<b>Gender:</b>	Female
<b>Staff category:</b>	Senior Expert				
<b>Short description of work experience, relevant to the proposal:</b>	Cinta Viladot is the Director of Cinesi since 2009 and holds an MSc degree in Geography from the Universitat of Barcelona (UB). Since the beginning of her professional career Mrs. Viladot has been involved in the consultancy sector, covering a wide range of issues related to mobility, transport and urban planning. For instance, she has been developing sustainable mobility plans for ten years in different regions of Spain. The very deep knowledge of the sector and management skills when working with public authorities could be considered one of his main key capabilities.				

<b>Organisation:</b>	CINESI SLU, Transport Consultancy (CINESI)				
<b>Name :</b>	Francesc	<b>First Name:</b>	Xandri González	<b>Nationality:</b>	Spain
<b>Qualifications:</b>	Public Works Engineer			<b>Gender:</b>	Male
<b>Staff category:</b>	Specialist Expert				
<b>Short description of work experience, relevant to the proposal:</b>	Francesc Xandri is the Technical Director in Cinesi, where he works since 1998. He holds a BSc degree in Public Works Engineer from Universitat Politècnica de Catalunya (UPC). Mr. Xandri has been involved in all European funded projects where Cinesi has been involved (MOBILS, BYPAD, ADVANCE, PUSH&PULL and others). He has also been involved in a wide range of studies and projects relating to urban mobility, transport services, economic restructuring of transport operators, traffic modelling and urban planning.				

<b>Organisation:</b>	CINESI SLU, Transport Consultancy (CINESI)				
<b>Name :</b>	Casas	<b>First Name:</b>	Jordi	<b>Nationality:</b>	Spain
<b>Qualifications:</b>	Expert in the field of transport management and			<b>Gender:</b>	Male

	traffic planning and modelling, and urban mobility plans.		
<b>Staff category:</b>	Expert		
<b>Short description of work experience, relevant to the proposal:</b>	Participation in a wide range of studies and projects relating to urban mobility, transport services in touristic spaces, economic restructuring of transport operators, traffic modelling and planning. Expertise in mobility and environmental evaluation and energy consumption. Mr. Casas has been involved in some European funded projects, such as BYPAD, ADVANCE and PUSH&PULL, carrying out different tasks and duties (project management, evaluation, involvement of key stakeholders, etc.).		

<b>Organisation:</b>	CINESI SLU, Transport Consultancy (CINESI)			
<b>Name :</b>	Anguita	<b>First Name:</b>	Ramon	<b>Nationality:</b> Spanish
<b>Qualifications:</b>	Civil Engineer		<b>Gender:</b>	Male
<b>Staff category:</b>	Junior Expert			
<b>Short description of work experience, relevant to the proposal:</b>	Mr. Anguita has experience in the field of sustainable development, mobility management and urban planning. During the last years, he has been actively involved in a wide range of Sustainable Urban Mobility Plans in small and medium-sized cities.			

**List of 5 relevant previous projects or activities:**

Project	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
BYPAD + (Bicycle policy auditing)	European (IEE)	2006-2008	Project member	Design of an auditing scheme to evaluate bicycle policies.
BIOSIRE-	European (STEER)	2008-2011	Project coordinator	Promotion of biofuels and electric propulsion in tourism regions in Europe. Design and implementation of used cooking oil collection programmes.
BENEFIT	European (STEER)	2008-2011	Evaluation leader	Public transport promotion in urban corridors. Promotion among companies and employees.
SEEMORE	European (STEER)	2012-2015	Project coordinator	Sustainable mobility among visitors in tourist regions in Europe. Design of energy efficient options, awareness campaigns and incentives.
PUSH & PULL	European (STEER)	2013-2016	CINESI is not a member of the PUSH&PULL Consortium. However, CINESI supports <i>Aparcaments Municipals de</i>	The PUSH&PULL project aims to improve urban mobility by means of parking space management combined with mobility management (MM) measures. <i>Aparcaments Municipals de Tarragona (AMT)</i> , the public company that manages the

			<i>Tarragona</i> (AMT) in all the tasks related to the project.	parking facilities of Tarragona (Spain) is the implementation partner within the PUSH&PULL Project. CINESI supports AMT in the following tasks: project management and also in the definition and implementation of the Push&Pull measures in the city of Tarragona.
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## 20- Local Council of Las Palmas de Gran Canaria (LPGC)

### Description of the legal entity and its main tasks:

Las Palmas is a Spanish town and municipality located in the northeast of the island of Gran Canaria. The city, the largest and most populous of the Canary Islands with 382.296 inhabitants, is the capital of Gran Canaria and the province of Las Palmas. It shares the capital of the autonomous community of the Canary Islands with the city of Santa Cruz de Tenerife. The neighbouring towns to the city form a metropolitan area of over 600.000 inhabitants, making it the ninth largest one in Spain.

The local council will participate in the project through its Traffic and Transportation Department and Tourism Promotion Area:

- Traffic and Transportation Department

The aim of the Traffic and Transportation Service is to organize and improve the coexistence between vehicles and pedestrians in order to optimize the mobility system in the city. The department is in charge of daily traffic management in the city, road safety, education initiatives, while providing information on parking and private drive ways, public bus service, taxi drivers and freight transport.

- Tourism Promotion Area:

The area aims at promoting economic and tourist activities in the city of Las Palmas. Moreover, data collection, tourist surveys, statistics and market analysis are carried out by the organisation. One of the priorities of this area is the consolidation of Las Palmas as an urban tourist destination. Because of this, the area is willing to cooperate hand in hand with the Traffic and Transportation Department, in order to manage urban mobility in an integrated manner (considering both residents and tourists).

### Short CV of the persons primarily responsible for carrying out the proposed activities:

<b>Organisation:</b>	Área de Promoción Económica, Empleo, Turismo y Ciudad de Mar				
<b>Name :</b>	África	<b>First Name:</b>	Bopelebó Yebohó	<b>Nationality:</b>	Spain
<b>Qualifications:</b>	Law Degree			<b>Gender:</b>	female
<b>Staff category:</b>	Coordinating works on Tourism Department				
<b>Short description of work experience, relevant to the proposal:</b>	She participated in several projects for the improvement of Las Palmas city Tourism department (Renovation project of Santa Catalina Park, marketing Plan updating, Touristic Signage project of Las Palmas de Gran Canaria). She has worked in the implementation of the project "Club Producto" (where a group of companies of the same sector work together in order to get better results and develop new products). Africa has been involved in Smart Destination Project an initiative to improve and develop a city into an Innovation, Technology, Sustainability, and Accessibility way, (Las Palmas has been one of the cities that has belonged to this pilot program, launched by the Ministry of Industry, Energy and Tourism				

### List of relevant publications, and/or products, services:

[689031][DESTINATIONS]

- www.lpavisit.com: The municipality has developed a website dedicated to tourism information. It gathers information for tourist about the city of Las Palmas in Spanish and English.
- LPA Accesible para Todos: Development of a tourist guide for an accessible city.
- Use of new technologies in tourism promotion, and social networks, newsletter, twitter, facebook, etc.

**List of 5 relevant previous projects or activities:**

Project	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
Smart Destination	National	2014 Continuous improvement	Ministerio de Industria, Energía y Turismo, Segittur y Concejalía de Turismo	A Smart Destination, is an initiative to improve and develop a city into an Innovation, Technology, Sustainability, and Accessibility way, in order to achieve a better tourism quality.
Marketing Plan	Local	2011 In development	Chias Consultores	Marketing methodology focused to touristic cities
Club de Producto	Local	2011 In development	Inventia	It is an initiative to create a differentiated tourism product that positions Las Palmas de Gran Canaria as an attractive city to be visited.
Smartphone App: LPAvisit	Local		ALHENA APP TRAVEL STORE	Improved communication with tourists and travellers, providing information about the interest places of the city

**Significant infrastructure and/or any major items of technical equipment, relevant to the proposed work:**

- Using innovative physical and technological support that makes information accessible to tourists inside and outside the city: Wantudu screens in hotels and advertising panels on the main streets.
- Two tourist information offices, one in the Department of Tourism and others in the town hall, called by the Ministry of Tourism as intelligent information offices for their use of technology: video Wall, ipads for visitors and display wantudu.

**21- Ingeniería Electrónica Canaria S.L (INELCAN)**

**Description of the legal entity and its main tasks:**

INELCAN is a company founded in 2004, specialized in designing, manufacturing and marketing of electronic telemetry systems and mobile communications, location and fleet management, banking security systems and biosensors. Innovations made by their staff, engineers and doctors in telecommunications and computer sciences, have positioned the company at the forefront of the sector. Its high capacity for design, development and manufacturing of innovative electronic systems has encouraged its migration to other sectors. INELCAN will contribute with its knowledge and the development of a specific software that improves and optimizes the routes, waiting time and other indicators of urban freight into DESTINATIONS activities.

**Short CV of the persons primarily responsible for carrying out the proposed activities:**

<b>Organisation:</b>	Ingeniería Electrónica Canaria S.L.				
<b>Name :</b>	Sendra	<b>First</b>	José Ramón	<b>Nationality:</b>	Spanish

	<b>Name:</b>			
<b>Qualifications:</b>	Electronic Engineer PhD		<b>Gender:</b>	Male
<b>Staff category:</b>	CEO			
<b>Short description of work experience, relevant to the proposal:</b>	Electronics Engineer Professor in Universidad de Las Palmas de Gran Canaria, he teaches the Basics electronics subject. More than 50 articles published in referenced technical publications and congresses. Director of 4 doctoral thesis in electronic development.			

<b>Organisation:</b>	Ingeniería Electrónica Canaria S.L.			
<b>Name :</b>	Molina	<b>First Name:</b>	Claudio	<b>Nationality:</b> Spanish
<b>Qualifications:</b>	Electronic Engineer		<b>Gender:</b>	Male
<b>Staff category:</b>	CTO			
<b>Short description of work experience, relevant to the proposal:</b>	Master on Information Security and Electronic Engineer he has extensive experience in software development from front to back-end level and also on management and database programming. Under his supervision all the company software projects have been developed.			

**List of relevant publications, and/or products, services:**

4GFlota (www.4gflota.com) is a complete fleet management system, more than 6.000 vehicles are controlled from this platform. This is the main product of the company and the base for our contribution to the DESTINATIONS proposal. 4GFlota has been totally developed by our company including hardware, firmware, software and proceedings for installation and maintenance. This product can be found as is or as a white label (for example www.situaris.com)

Onduxi (www.onduxi.com) is the last product and we are starting to commercialize. Based on 4GFlota is a product to get fuel savings on transport vehicles and also to improve the security, mainly focused to buses. Totally developed in INELCAN but the hardware can be ours or third party (trakm8)

Dataut (www.datauto.es) has been designed as a fleet management product, not focus to the position and movements of the vehicles but as a documentary management system including costs and maintenance. Instead of improving the control and optimization of a fleet, it improves the management of the vehicles on the way that all the data of the vehicle are collected in one place.

iCanduty (www.icanduty.com) is a product for end users (not companies), designed specifically for the Canaries so the users can buy using e-commerce (yes, it sounds incredible but as a Canary Island citizen we cannot buy in a lot of e-commerce sites). It is relevant to the call content because internally has an engine to interact with delivery companies.

Actiruta (www.actiruta.com) is a product to optimize routes for a fleet of vehicles with the limitation of 50 delivery points and 5 vehicles.

**List of 5 relevant previous projects or activities:**

Project	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
SDS (Solución de conducción eficiente y segura)	National	2014-2015	Cluster Excelencia Tecnológica,- INELCAN, DESIC	Production of Onduxi : product development to save fuel on transport vehicles and improve the security.
HECATE (Herramienta para el control en tiempo real del transporte de mercancías)	National	2011-2014	Inventia Plus, INELCAN, Universidad	Based on 4GFlota and documentary management its results

peligrosas)			de Zaragoza, ITS SPAIN	related with Dangerous Goods full electronic documentation management.
DATAUTO (Solución vertical de gestión de flotas para empresas de logística)	National	2014-2015	Cluster de la logística y el transporte, INELCAN, RedCan	Production of Datauto: fleet management product

## 22- Sagulpa, SA

### Description of the legal entity and its main tasks:

Sociedad Municipal de Aparcamientos de Las Palmas de Gran Canaria, SA (SAGULPA), is the Municipal Parking Company of Las Palmas that provides the urban public parking and bike service in the city. The only shareholder is the local council of Las Palmas de Gran Canaria. Its main activities are:

- Promotion of building premises and buildings and preparation of parking spaces for all kinds of vehicles, as well as their exploitation and direct or indirect administration.
- Participation in the capital of other business whose purpose is the construction of surface or underground parking areas.
- The management and operation of parking areas with parking meters.
- Exploitation of car service cranes for moving vehicles due to violation of traffic rules or other causes.
- Any other related activities: road signs, installation and maintenance of traffic-light network, management and traffic control, and any other technological applications linked to traffic management.
- Monitoring and control of other municipal public parking areas in the city (managed by other entities).
- Development of projects, specifications and other administrative actions for the processing and approval of indirect management of future parking spaces.
- The management of the bike rent system.
- Development of computer system related to the area of mobility.

### Short CV of the persons primarily responsible for carrying out the proposed activities:

<b>Organisation:</b>	Sociedad Municipal de Aparcamientos de Las Palmas de Gran Canaria, SA (SAGULPA)			
<b>Name :</b>	Octavio	<b>First Name:</b>	Cantero Bravo de Laguna	<b>Nationality:</b> Spain
<b>Qualifications:</b>	Degree in Economics Degree in Law		<b>Gender:</b>	Male
<b>Staff category:</b>	CEO			
<b>Short description of work experience, relevant to the proposal:</b>	Octavio is the CEO of SAGULPA, the Municipal Parking Company of Las Palmas de Gran Canaria that provides the urban public parking and bike service in the city. He has been responsible for more than twenty years of the implementation of parking projects.			

<b>Organisation:</b>	Sociedad Municipal de Aparcamientos de Las Palmas de Gran Canaria, SA (SAGULPA)			
<b>Name :</b>	César	<b>First Name:</b>	García García	<b>Nationality:</b> Spain
<b>Qualifications:</b>	Degree in Computing Science Master Business Administration		<b>Gender:</b>	Male
<b>Staff category:</b>	Operations Manager			

<b>Short description of work experience, relevant to the proposal:</b>	César is the Operation Manager in SAGULPA. He has been working as Expert in Parking Solutions (13 years of experience) and has experience as technology, information and communication Consultant in mobile systems for mobility environment for 4 years.
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**List of relevant publications, and/or products, services:**

“LPA\_GC Movilidad en transformación”. It includes a diagnosis of the mobility system in the city of Las Palmas de Gran Canaria.

A set of digital publications in the field of transport and mobility:

- a. Local Council of Las Palmas de Gran Canaria.
- b. OMM (Metropolitan Mobility Observatory)

**List of 5 relevant previous projects or activities:**

Project	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
Intermodal Rincón Parking	Local	2014	Municipality LPGC	Public parking to promote intermodal transport
Smartphone App: LPAPARK	Local	2012	INVENTIA PLUS	Improved communication with customers, give the possibility to obtain ticket for parking.
Web Application: LPAMOVILIDAD	Local	2013	INVENTIA PLUS	Improved communication with customers, providing information about mobility services.
Contactless Card LPA Mobility	Local	2014	DESIC	Integration of several mobility services into a single card. These services are: bike rental, parking and urban public transport.
BYBIKE	Local	2015	Municipality LPGC	Implementation public bikes system

**Significant infrastructure and/or any major items of technical equipment, relevant to the proposed work:**

SAGULPA has currently 20 parking, serving a total number of 10.135 off street parking spaces and 4.839 on street parking spaces directly by the company. The Municipal Parking Company operates 365 days a year, 24 hours.

Also, SAGULPA has 13 bike’s stations with 150 bicycles that provides service for 14.536 users who do more than 20.000 monthly uses.

**23- Euro Project Consult (EPC)**

**Description of the legal entity and its main tasks:**

Euro Project Consult is a consultancy SME based in Nantes (France) created by Marie Launay in 2008, and with a team now composed by 5 collaborators, specialized in European programmes, setting up, management, dissemination and evaluation of European projects. Euro Project Consult has assisted many local authorities in Europe on the management and dissemination of their European projects, in various topics of sustainable development, especially on urban mobility.



Before creating Euro Project Consult, Marie Launay had been the project manager of the CIVITAS SUCCESS project, addressing specific mobility-related challenges for medium-sized cities. In 2009, she was at the initiative of the CIVINET networks (linguistic networks capitalizing the experience of CIVITAS through workshops, sites visits and seminars) and is now manager for the 10 existing CIVINET networks in the CIVITAS CAPITAL project, until August 2016. EPC is moreover in charge of running the Secretariat for the CIVINET Francophone network, alongside local authorities.

These past years, EPC was in charge of the management of two DG MOVE projects, CIVINET and SMOOTH, more recently, after submitting a successful bid, EPC has been in charge of the management and dissemination of the SITE project, Interreg IVB Atlantic Area Cooperation Programme, gathering partners around the development of smart ticketing allowing seamless travel.

Recently, EPC was involved in CiViTAS Plus as support to the dissemination of the ARCHIMEDES project (as subcontractor to TTR and Aalborg Kommune) and managed the Dissemination activities of the INTERREG IVB START (Seamless Travel across the Atlantic area Regions using sustainable Transport) project, as subcontractor to TTR and Merseytravel. EPC is in charge of the organisation of the (Intelligent Energy Europe) Traffic Snake Game campaign organisation and dissemination in France.

**Short CV of the persons primarily responsible for carrying out the proposed activities:**

Organisation:	Euro Project Consult				
Name :	LAUNAY	First Name:	Marie	Nationality:	French
Qualifications:	DESS in Local development, space planning and landscape dynamics			Gender:	Female
Staff category:	Director				
Short description of work experience, relevant to the proposal:	Marie Launay is a Spatial Planner. She has set up EPC after 12 years of experience in EU Energy and Transport programmes. She has been in charge of several projects management and supports applicants in developing proposals, evaluating and disseminating their project results. In charge of CiViTAS SUCCESS Project management and dissemination support for the coordinator La Rochelle, Marie has originally enforced the idea of focusing the dissemination activities of CiViTAS II demonstration cities on national dissemination to complete the CiViTAS promotion at European level and engage an effective multiplication of CiViTAS good practices in all cities; Marie is now the project manager of the CIVINETs, now as part of the CIVITAS CAPITAL Support Action in which she also has the role to assist the Expert Advisory Group to the European Commission on Freight and Urban Logistics. Overall, she has been contributing to the CIVITAS Support actions for 7 years through the Dissemination Liaison Group and she assisted Aalborg in the Project Dissemination Management of CIVITAS-ARCHIMEDES. With an excellent recognition by the CIVITAS Cities, Marie LAUNAY will be coordinating the CIVITAS MUSE CASA and be the primarily contact person for EPC. Fluent English & Spanish				

Name :	BOUZOUBAA	First Name:	Luisa	Nationality:	French
Qualifications:	Master Degree – Urban planning and Territorial Development			Gender:	Female
Staff category:	Junior consultant				
Short description of work experience, relevant to the proposal:	Luisa Bouzoubaa holds a degree in International and cross-border cooperation from Lille Urban Planning Institute. Since she joined EPC, she has been involved in EU projects under Interreg, EaSI, COSME and H2020 programmes in which she achieved tasks related to proposal preparation, administrative and financial management, data collection and harmonization of the inputs. In previous experiences, she has worked on territorial studies on urban and				

territorial development and urban mobility.
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Name :	DUHORANE	First Name:	Laure	Nationality:	Burundian
Qualifications:	master's degree in Project Management & Webmarketing			Gender:	Female
Staff category:	Junior consultant				
Short description of work experience, relevant to the proposal:	Laure Duhorane joined EPC team as a junior consultant in 2013 and holds a master's degree in Project Management & Webmarketing. She manages, with the assistance of Marie Launay, the Traffic Snake Game Network project. The project aims to promote the use of sustainable transport to young people in France. Laure is also in charge of EPC's communication on a day to day basis and is involved in various ongoing projects specifically on events organisation, projects dissemination & marketing campaigns aspects, she notably assists Agathe Martin for the CIVINET webpages. Fluent English.				

**List of 5 relevant previous projects or activities:**

Project	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
CIVITAS CSA CAPITAL	European	2013-2016	Partner within 14 participants	CAPITAL is a CIVITAS Support Action aiming at capitalising CIVITAS knowledge. EPC main role is to support the expansion of the CIVITAS National/Regional Networks. This is done through a close communication with the ten CIVINET networks. EPC is the secretariat of the CIVINET Francophone.
TSGN – Traffic Snake Game Network	European	2014-2016	Partner within 18 participants	TSGN is promoting walking and cycling to help making home school trips more sustainable. EPC is the national focal point for French schools participating to mobility campaigns. EPC has a strong role of dissemination of the schools results and actions.
SITE	European	2012-2015	Subcontractor of two of the 9 participants	EPC was in charge alongside work-packages leaders to coordinate management and dissemination of the SITE project. EPC closely monitored partners' expenses and activities through regular reporting preparation. EPC stimulated partners for the newsletters preparation, and final communication guide. EPC was also supporting European level forum organisation with around 70 participants.
CIVINET	European	2009-2013	Partner within 9 participants	Successful manager of the 10 cities and consultants partners in

				<p>running 6 national/ regional networks and in establishing the added value of the CIVITAS Networks in the European CIVITAS services. Secretariat of the CIVINET Francophone Network (2009-2013): efficient management of the network as a legal association managed by its members, organisation of more than 20 technical and political workshops or training for French speaking mobility actors, dialogue with all stakeholders at local and national levels, conception and follow-up of communication and dissemination tasks, as well as the evaluation of the results.</p>
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**24- Institute of Studies for the Integration of Systems (ISIS)**

**Description of the legal entity and its main tasks:**

ISIS - the Institute of Studies for the Integration of Systems ([www.isis-it.com](http://www.isis-it.com)) - is an Italian private research and consulting firm supporting international, national and local public bodies for the analysis, the design, the implementation and the evaluation of sustainable policies in the fields of transport and mobility, urban planning, energy, environment, and knowledge society.

For more than four decades ISIS has supplied expertise and solved complex problems for a variety of public and private organisations, and notably for the European Commission. Founded in 1971, ISIS employs a permanent staff of 20 experts, mainly engineers, statisticians and policy scientists, of which 15 are full Partners. The institute has its own capability to develop interactive and user-friendly software tools.

ISIS has played an important role in the conception and implementation of some of the most significant projects carried out in Europe, participating, both as leader and as partner, in over 80 EU funded projects from FP4 to FP7, as well as other EU programmes such as IEE and Interreg. The FP7 Monitoring report 2012, ranks ISIS in the 13<sup>o</sup> position in Europe and 2<sup>o</sup> in Italy as SME with the highest numbers of participations in FP7 signed grant agreements during the period 2007-2012.

International and national research projects in which ISIS has been part cover a wide range of issues related to sustainable transport and mobility: pricing and taxation; promotion of sustainable modes of transport; green public procurement; and policy impact assessment, with particular reference to socio-economic impacts, including the development and application of forward looking analysis (FLA) methods and tools.

ISIS established a wide network of international contacts that have partnered over the years, including governments, ministries, agencies, universities, public and private research and consulting organisations of many countries in the world. This network is also conducive to effective dialogues with actors that play an important role in the process of participatory decision-making, such as public authorities, industrial and economic parties, and civil society representatives. Whether at the national or international level, ISIS can facilitate exchanges with relevant players by organising conferences, workshops, surveys, or ad-hoc working groups and discussions.

Transport related projects coordinated by ISIS include, amongst others: CIVITAS METEOR, CATALIST, MIMOSA, MODERN, STADIUM.

Participatory governance projects open to citizens and civil society coordinated by ISIS include: RAISE, MOVE TOGETER, AWARE, PASSO.

**Short CV of the persons primarily responsible for carrying out the proposed activities:**

<b>Organisation:</b>	Institute of Studies for the Integration of Systems			
<b>Name :</b>	Sessa	<b>First Name:</b>	Carlo	<b>Nationality:</b> Italian
<b>Qualifications:</b>	Graduated in Statistical and Demographic Sciences at “La Sapienza” University (Rome, Italy)		<b>Gender:</b>	Male
<b>Staff category:</b>	Senior Expert			
<b>Short description of work experience, relevant to the proposal:</b>	<p>Before joining ISIS in 1983, he has conducted research at NYU, where he worked with Nobel Prize winner Wassily Leontieff. He coordinated several EU research projects, in the 5th, 6th and 7th Framework Programmes, mostly in the fields of transport, environment and urban governance issues. In this framework, he organised several participatory foresight exercises, raising citizens’ awareness of sustainable urban development, transport and water management (RAISE, MOVE TOGETHER and AWARE projects). Carlo is currently a leading researcher involved in the FP7 Social Sciences and Humanities projects PASHMINA, GLOBAL-IQ, and MEDPRO – Prospective analysis for the Mediterranean region. Italian mother tongue, he is fluent in English and proficient in French.</p>			

<b>Organisation:</b>	Institute of Studies for the Integration of Systems			
<b>Name :</b>	Tomassini	<b>First Name:</b>	Maurizio	<b>Nationality:</b> Italian
<b>Qualifications:</b>	Graduated at “La Sapienza” University (Rome, Italy )		<b>Gender:</b>	Male
<b>Staff category:</b>	Senior Expert			
<b>Short description of work experience, relevant to the proposal:</b>	<p>Maurizio is Director of Development at ISIS since 2007. Before joining ISIS, he has been working for ten years at the Mobility Agency of the Municipality of Rome (STA) and ATAC, the tramways and buses company of Rome, following its merger with STA. He holds a degree in Physics by the University of “La Sapienza” (Rome, 1969) and has a long standing experience in different fields of technology development (electro-optical devices and system design, alternative energy technologies, real time integrated environment monitoring and decision support systems), promotion and implementation of EU funded projects (transport and land use integrated planning, ITS systems for the monitoring and control of traffic and environment), design and implementation of sustainable mobility programmes and of ITS systems for mobility management. He was coordinator of FP7 projects STADIUM and CONDUITS, as well as responsible of the evaluation of CIVITAS MODERN project. He was Vice President of IMPACTS Europe (1997 – 2000), the EU network assessing city transport systems, and President of POLIS, the EU network of cities and regions developing innovative technologies and policies for local transport (2001 – 2002). He is currently a member of the Urban ITS expert group established by DG MOVE. He speaks Italian and English.</p>			

<b>Organisation:</b>	Institute of Studies for the Integration of Systems			
<b>Name :</b>	<b>Rachieru</b>	<b>First Name:</b>	<b>Irina</b>	<b>Nationality:</b> Romanian
<b>Qualifications:</b>	International Relations and Economic Studies from the University Spiru Haret (Bucharest, Romania)		<b>Gender:</b>	Female
<b>Staff category:</b>	Senior Expert			
<b>Short description of work experience,</b>	<p>Senior Project Assistant holds a degree in International Relations and Economic Studies from the University Spiru Haret (Bucharest, Romania). At ISIS since 2000, she is involved in various EU projects under the various</p>			

<b>relevant to the proposal:</b>	Framework Programmes, supporting the financial management and the organisation of events at national and European level. Her track record of experience includes: Biomaster, Civitas Catalist, Atlete, RECORDIT, ASTRAL, TRANSPLUS, GRIDS, Beacon, RAISE, Needs, Thresholds, Imprint Net, Move Together, AWARE. She is managing the administrative parts of Horizon 2020 proposals and projects. Romanian mother tongue, fluent in Italian and English, she has a very good knowledge of French.
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**List of relevant publications, and/or products, services:**

Publication/ Product/ Services/ Achievements	Description	Level	Year
Publication “Thematic Research Summary, Urban transport”	This Thematic Research Summary (TRS) has been produced as a part of the activities of the Transport Research and Innovation Portal (TRIP) project. The purpose of TRIP is to collect, structure, analyse and disseminate the results of EU-supported transport research and research financed nationally in the European Research Area (ERA), and selected global research programmes. The main dissemination tool used by TRIP is the public web portal <a href="http://www.transport-research.info">www.transport-research.info</a> .	European	2014
Publication ‘Enabling Cycling Cities. Ingredients for Success’	The publication is a contribution to the body of knowledge in the field of cycling planning. It looks at cycling with the eyes of cities trying to establish a common ground and institutional consensus: in the background is always the most important and unpredictable part of the equation: the people.	European	2013
Publication ‘Innovation in Urban Mobility – Policy Making and Planning’	The publication is produced as part of the development of the EU Transport Research and Innovation Portal (TRIP). The brochure highlights the contribution of research and innovation to integrated and sustainable urban transport systems that support economic prosperity and social cohesion in Europe	European	2013
Study “APUM “	In the framework of APUM, Action Plan on Urban Mobility, ISIS carried out a project study, in order to prepare the review of the Action Plan on Urban Mobility. The study provided an overview of what has been achieved with regard to the 20 actions included in the Action Plan, summarizing the main findings.	European	2012 - 2013
Services TRIP – Transport Research & Innovation Portal	TRIP is a service contract to manage the online portal of the EC-DG MOVE presenting research and innovation in the transport sector at European, national and international levels. The portal collects information on transport research programs and projects, and presents them in the form of fact sheets continuously updated. The aim of TRIP is not only to inform	European	2011 - 2014

	<p>on what is happening in the world of research, but also to make the results of projects understandable for their effective use by policy makers. To this end, a series of thematic publications was issued. ISIS was responsible for all activities related to communication and dissemination.</p>		
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**List of relevant previous projects or activities:**

<b>Project</b>	<b>Description</b>	<b>Funded by:</b>	<b>Year</b>
<p>City Mobil 2 - Towards Advanced Road Transport for the Urban Environment</p>	<p>CityMobil2 is the follow up of CityMobil focusing on innovative automated transport modes and their demonstration in the cities of Europe. 12 partner cities are expected to carry out a local study on the implementation of an innovative automated road transport system. ISIS is providing guidance to the cities to build-up travel awareness campaigns associated to the automated transport systems and is also carrying out a socio-economic study to develop a forward-looking exercise to year 2050 with alternative scenarios of diffusion of cyber-mobility.</p>	<p>EC, DG RTD, FP7</p>	<p>2012 - 2016</p>
<p>CIVITAS CAPITAL</p>	<p>The mission of CIVITAS CAPITAL is to contribute significantly to the goals of the EU's Transport White Paper by capitalizing systematically on the results of CIVITAS and creating an effective "value chain" for urban mobility innovation. CAPITAL will initiate and support a mainstreaming process of CIVITAS principles based on a strengthened community of stakeholders. CAPITAL will help CIVITAS to build the bridge towards a more advanced identity within Horizon 2020.</p>	<p>EC</p>	<p>2013 - 2016</p>
<p>URBACHINA</p>	<p>Sustainable Urbanisation in China: Historical and Comparative Perspectives, Mega-trends towards 2050" (URBACHINA) combines the knowledge and expertise from a number of different disciplines to provide innovative insights and scenarios that can be used to guide urbanization in China over the next 40 years. A key strength of the proposal is the use of 'thematic pairs' of European and Chinese researchers who will lead and deliver the research and dissemination associated with work packages organized around the key themes identified in the Call. Each work package team comprises leading experts who will utilize state-of-the-art knowledge, methods and techniques from economic geography, to anthropology and history to test a suite of hypotheses founded on historical and comparative perspectives on urbanisation trends and process in the EU and China.</p>	<p>EC</p>	<p>2011 - 2015</p>
<p>POLYSUMP</p>	<p>Poly-SUMP develops and tests a methodology to improve the quality of sustainable regional transport, focusing on "diffuse city" regions whose urban functions are scattered in a polycentric network of compact towns and villages. These types of regions</p>	<p>EC, Steer programme</p>	<p>2012 - 2014</p>

	demand that mobility is planned for the whole region, and that the different layers of governments and authorities are involved in the planning process. The project applies the Future search participatory methodology. ISIS is managing the project on behalf of Marche region.		
CIVITAS MODERN	The “mission” of the MODERN project was “to increase the overall quality of life in the cities, through the reduction of pollution generated by transports, the implementation of energy saving measures, the respect for the environment and the promotion of a less car dependant life-style”. The project outlined a bold package of integrated measures in all the consortium’s cities, providing a wide coverage of all thematic areas required by the CIVITAS PLUS programme. The middle-size of the cities allowed a better integration of the foreseen measures in the overall system if the mobility. The project showed ambitious goals, which had a substantial impact on the state of the mobility in involved cities and resulted I a good visibility at European level. The measures of the project outlined a good balance between large scale application actions based in existing and commercially available technologies (renewal of public transport fleet with clean vehicles, technological systems for traffic management and info mobility, promotional campaigns, access restrictions and interchange systems), and more advanced trials and methodologies (such as energy saving, alternative fuels, measures applied to freight distribution). The first type of actions were the backbone of the project with a massive impact on the state of the cities, while the second one contributed to enlarge knowledge, increase the qualitative level of mobility tools and throw the basis for future developments.	EC DGTREN	2008 – 2012
CIVITAS MIMOSA	With seventy demonstration measures, the CIVITAS MIMOSA Collaborative Project wanted to promote one guiding concept: “Learn how to move better, to live in better cities”. The project thus had the ambition to help shaping a new mentality, whereby conscientious behaviours must be felt as a rewarding rather than a sacrifice. The project was consequently committed to launch a large-scale programme of integrated interventions that challenge, target and involve at the same time local authorities, transport operators, private companies and citizens. Linking individual actions was another priority, achieved with a complementary campaign of communication, awareness raising and involvement. CIVITAS MIMOSA considered any plan and any action, potentially destined to failure unless effectively made visible to all concerned.	EC DGTREN	2008 – 2012
CIVITAS CATALIST	CIVITAS CATALIST aimed at validating, exploiting and disseminating the results of CIVITAS and, more importantly, stimulating new cities in the adoption of sustainable, clean and energy efficient urban transport measures. In concrete terms, this meant promoting the	EC, DG MOVE, FP7	2007 - 2012

	<p>results of CIVITAS through a continuing knowledge transfer process, increasing the visibility of the CIVITAS policies to the external world (including target groups, primarily citizens, institutions, scientists and industry), using innovative means for dissemination and easy to grasp language, maintaining and expanding the networks for information exchange. ISIS was the project coordinator.</p>		
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## 25- European Integrated Projects (EIP)

### Description of the legal entity and its main tasks:

EIP is a SME consultancy company based in Romania, with an additional office in Italy. The company undertake consultancy for city authorities, operators and the private sector. Their primary fields of work are in awareness-raising, communications and marketing on sustainability issues, project and consortium management, stakeholder engagement on sustainability issues and securing funding and project support within European sustainable transport initiatives and EU structural funds. Services are personalized to meet the requirements of different customers. EIP has also good connections with the academic environment, through many contacts in this field, but mainly in actively supporting different universities across Europe in accessing EC research funds.

EIP has a solid reputation in countries in Eastern Europe gained by providing good quality services to local public authorities. Project examples include Bulgaria, Poland, Macedonia and Turkey in addition to Romania. EIP is recognized in creating a good visibility to innovative mobility schemes across Europe. The main achievements in this respect are the results obtained in EC programmes, such as CIVITAS, where EIP marketing strategies have developed city-wide sustainability branding and awareness-raising campaigns to support SUMP development, and presentations at the European level to raise the best practice profile of cities.

EIP is involved with the CIVITAS network where it is actively involved in dissemination activities across the programme and stakeholders involvement. EIP has a solid experience in working with politicians and decision makers in cities across Europe, achieving success in involving them in the day to day decisions related to the implementation and assessment of their SUMP (for example recently in Italy and Poland).

EIP is skilled in the formulation and management of multi-stakeholder groups to attain a consensus on sustainable mobility initiatives.

### Short CV of the persons primarily responsible for carrying out the proposed activities:

<b>Organisation:</b>	EUROPEAN INTEGRATED PROJECTS SRL			
<b>Name :</b>	CRISTEA	<b>First Name:</b>	LUCIA	<b>Nationality:</b> RO
<b>Qualifications:</b>	Economist			<b>Gender:</b> F
<b>Staff category:</b>	Senior Expert			
<b>Short description of work experience, relevant to the proposal:</b>	<p>Lucia is an economist with a degree in Management of Tourism services. Lucia has more than 20 years' experience of European transport projects at managerial and technical levels. Prior to setting up EIP in 2007, Lucia had worked within the Bucharest surface public transport operator, RATB, first in the operations and IT divisions and, in 1993 moved into the newly formed European Projects division. Lucia has been the Dissemination Manager for CIVITAS TELLUS and she the daily contact point for city of Bucharest. Lucia has been the Deputy Coordinator of CIVITAS RENAISSANCE, with additional responsibility for directing the dissemination, exploitation and training work-package. Lucia has been involved in many European transport projects. Specific examples for DESTINATIONS include SWITCH, where Lucia is in charge with assessing the impact on health of the active mobility measures.</p>			



<b>Organisation:</b>	EUROPEAN INTEGRATED PROJECTS SRL				
<b>Name :</b>	MARIN	<b>First Name:</b>	MARGARETA	<b>Nationality:</b>	RO
<b>Qualifications:</b>	Economist			<b>Gender:</b>	F
<b>Staff category:</b>	Expert				
<b>Short description of work experience, relevant to the proposal:</b>	Margareta has a degree in the Management of Tourism Services. Margareta has more than 20 years of experience in project management and 7 years in marketing where she prepared and execution of the corporations marketing strategies. She has coordinated many EU funded projects in the last 5 years. These projects contributed to the development of the human capital and increasing competitiveness of education. She has experience in working with different stakeholders and has been involved in strategic projects of the National Education Ministry. Margareta currently is managing 7 projects from which 3 are cross-border projects financed through EU funds.				

**List of relevant publications, and/or products, services:**

**People’s stories** – A compendium of reactions of stakeholders’ involvement in the implementation of innovative sustainable mobility schemes in historic cities across Europe;

**Lighthouse Measures** – a compendium of the most innovative mobility schemes in cities across Europe

**ELTIS** – Factsheets of 42 innovative sustainable mobility schemes in cities across Europe (from which 17 in East European Countries);

**List of 5 relevant previous projects or activities:**

<b>Project</b>	<b>National or local/regional or European</b>	<b>Year of start and finalisation</b>	<b>Theme/results covered</b>
<b>CIVITAS RENAISSANCE</b> (CIVITAS Plus Programme)	European	2013- 2018	a project aiming to implement 42 innovative mobility measures in 5 historic cities across Europe (three of these measures were the development of a SUMP in the cities of Szczecinek (PL), Gorna Oryahovitsa (BG), Skopje (MK))
<b>CIVITAS TELLUS</b> (CIVITAS I)	European	2002- 2006	To demonstrate that integrated urban transport policies can improve the traffic in the cities with immediate benefit in improving the quality of life in these cities. EIP team has been involve in public transport modernisation schemes, i.e. new energy efficient electric fleet – trams and trolleybuses and their impact in increasing the energy savings; parking policies implementation and their impact on the traffic in major part of the city centre (correlated with the new created pedestrian historic centre area).
<b>SWITCH</b> (IEE programme)	European	2014- 2016	Encouraging a SWITCH from car-based to active mobility using personalized information and communication technology approach – analysis of the mode shifts from car-based to active mobility and the transferability opportunities to other cities – factors of success or failure.

<b>CHUMS</b> (programme)	(IEE)	European	2014- 2016	Changing Habits for Urban Mobility Solutions – Dissemination, exploitation and take-up activities; setting up the car-pooling stakeholders platform and actively involving it in the project’s activities
<b>MINDSETS</b> (Horizon2020)		European	2014 - 2017	The project provides a new approach to understanding mobility as part of the overall changing lifestyles of different population groups across Europe.

**26- Sustainable Services - GV21**

**Description of the legal entity and its main tasks:**

SUSTAINABLE SERVICES (known by its trademark GV21) is a consulting and advisory firm fully committed and focused on servicing its clients' needs. GV21 has established offices in Europe (Madrid) and China (Hong Kong and Beijing), servicing European clients in China, and Chinese enterprises across Europe, covering a range of industries and sectors.

GV21 provides tailored made solutions to clients on market entry strategy, and executions of cross-border investments. Their professional team leaders and consultants have over 30 years of international, entrepreneurial and managerial experience.

GV21 services include: strategic advising, market studies, feasibility studies, investments and M&A, business development, financial approach, projects implementation and projects advising and Executive Talent Search to companies of different nature. Mainly: major consultancy and engineering companies, technology companies, infrastructures related companies, environmental companies, transportation companies, tourist companies, governments and other many types of organizations, included trade associations and chambers of commerce.

Today GV21 is also very much focused on helping Chinese companies as well as entrepreneurs to execute investments across Europe and, through Spain and Portugal, and in Latin American countries. In particular, in the following sectors: tourism, infrastructures, transportation and environment.

GV21 mobilizes a network of professional partners and associations that bring a wealth of experience and capabilities across Europe and China. As an example, since 2004, GN21 has been associated to the China Association of Small and Medium Enterprises (CASME) and the China Association of Women Entrepreneurs (CAWE).

Among the projects the GV21's team has participated in China are several related to sustainable tourism planning and development, sustainable transportation and the use and maintenance of public transportation.

**Short CV of the persons primarily responsible for carrying out the proposed activities:**

<b>Organisation:</b>	SUSTAINABLE SERVICES (GV21)				
<b>Name :</b>	Pérez-Cerezo	<b>First Name:</b>	Julia	<b>Nationality:</b>	Spanish
<b>Qualifications:</b>	Master in Civil Engineer (UPM, Madrid, 1982) Master of City and Regional Planning, Major in Sustainable Transport (UC Berkeley, California, USA, 1985) Advanced Management Program (AMP/PADE) for Senior Executive Managers (IESE, Madrid,1997)			<b>Gender:</b>	Female
<b>Staff category:</b>	Senior Expert				
<b>Short description of work experience, relevant to the</b>	Julia Pérez-Cerezo has been holding executive managerial positions since 1987, both in the public and private sectors, both in her country of origin and at the international level. An entrepreneur since 1990, she has a great deal of experience of working in the professional services, consultancy and engineering sectors. She has				

<b>proposal:</b>	<p>worked in the USA, in the EU, in Latin America and lately in China.</p> <p>In the year 2004, Julia moved to live in China and became a principal of GV21China's focused business. She has been providing strategic advisory services to help international companies penetrate and establish themselves in the Chinese market, as well as supporting Chinese companies interested in the EU and Latin American markets. She has a very good relationship with a number of very relevant universities, associations, chambers of commerce and institutions in China, included: Tsinghua University, China University of Politics and Law (CUPL), Beijing University of Technology (BUT), The China Association of Women Entrepreneurs (CAWE), the China Association of Small and Medium Size Enterprises (CASME), etc.</p> <p>Julia is an Associate Professor on China economy's issues at several post-graduate masters and a member of the Case Studies' Writing team at China Europe International Business School (CEIBS). She has lectured many times on China, Chinese entrepreneurs, how to do business with China, etc. She has published the books "China's New Leaders" (2010), LID Publishing ("Emprendedoras Chinas", in Spanish) and "The Chinese Entrepreneurship Way. A Case Study Approach" (2013), Business Expert Press / McGraw Hill (to be published in 2015 by Tsinghua University Press (TUP)). She is a co-author of a couple of other books, where she has covered the China's chapter. Julia is an expert in Chinese entrepreneurship's models and Chinese outbound investments. She manages the website and blog <a href="http://www.chinaentrepreneurs.org">www.chinaentrepreneurs.org</a>.</p> <p>Julia has also been a permanent independent advisor of the EC, since 1993. And she has been part of the special team established for the first Spanish Presidency of the EU (back in 1987-1988) and for the 2009-2010 Presidency of the EU, in the position of Asian Coordinator. Since the year 2000, she has been a member of the Board of Directors or of the Advisory Board of some relevant Multinational and Spanish groups and companies. For the International Venture Capital company 3i she has been an independent advisor in the boards of some of their companies' portfolio.</p>
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<b>Organisation:</b>	SUSTAINABLE SERVICES (GV21)				
<b>Name :</b>	Lon Wai Lai	<b>First Name:</b>	Patrick	<b>Nationality:</b>	China
<b>Qualifications:</b>	Accounting & finance – Australia University Master of business administration – Beijing University			<b>Gender:</b>	Male
<b>Staff category:</b>	Senior Expert				
<b>Short description of work experience, relevant to the proposal:</b>	<p>Patrick Lon Wai Lai began his career in 1999 with a reputable accounting firm, he has been actively engaging in international assignments, assisting foreign companies in China, as well as Chinese companies in overseas markets.</p> <p>In 2004, Patrick was appointed by an international investment advisory firm to Beijing to establish its branch subsidiary. Patrick was promoted to the General Manager position, where he led a team of accountants, analysts and lawyers on project engagements.</p> <p>Patrick held senior roles in the Big Four international accounting firms including PricewaterhouseCoopers in Hong Kong, and KPMG in Beijing. Patrick has advised multinational companies on international assignments, cross-border investments, mergers and acquisitions etc.</p> <p>Patrick dedicates to assist European companies and organizations to enter the China market and Chinese enterprises in entering the European markets including Spain, Portugal, Italy, France, Germany and other EU countries.</p>				

<b>Organisation:</b>	SUSTAINABLE SERVICES (GV21)				
<b>Name :</b>	Hong Liyi	<b>First</b>	Connie	<b>Nationality:</b>	China

	<b>Name:</b>			
<b>Qualifications:</b>	BA in Management along with a minor in Management Information System - Regis College, MA, USA Master in International Management - Thunderbird University, AZ, USA Operation Management in the Post Graduate Program and Japanese language – Purdue University, IN, USA		<b>Gender:</b>	Female
<b>Staff category:</b>	Senior Expert			
<b>Short description of work experience, relevant to the proposal:</b>	<p>Connie Hong has over 18 years of work experience in corporate communication and public relations, in particular in the areas of: online/offline marketing, public relations, and events management. Has worked in the US, Hong Kong and Macao and now based in Beijing all over China. Has been serving clients in both public and private sectors.</p> <p>Has been working in particular in the following sectors: public transportation equipment and systems, financial/banking, hotels, tourism, higher education, garment, internet start-up, business consultancy sectors, Chinese government, Chinese media and government trade promotion bureau.</p> <p>Connie is an independent commercial advisor for the Beijing WTO Affairs Center. She is the invited English editorial and cross cultural/East-West business communication consultant by the well-known magazine China Entrepreneur in China.</p>			

<b>Organisation:</b>	SUSTAINABLE SERVICES (GV21)				
<b>Name :</b>	Unturbe	<b>First Name:</b>	Maria Isabel	<b>Nationality:</b>	Spanish
<b>Qualifications:</b>	Master in Civil Engineer (1991) Expert in transport project, transport urban and interurban cities, especially railway design		<b>Gender:</b>	Female	
<b>Staff category:</b>	Senior Expert				
<b>Short description of work experience, relevant to the proposal:</b>	During her years of professional experience, she has carried out tasks in Administrative Management and Control, and at a technical level, she has specialized in Rail having participated in the Construction and Composition of important projects and Informative studies. She is teaches at the Technical Training School Eadic.				

**List of relevant publications, and/or products, services:**

- Book "The Chinese Entrepreneurship Way: a Case Study Approach", www.businessexpertpress.com (distributed all over the world by McGraw Hill). This book is in the process of being translated to and published in Chinese, in China, by Tsinghua University Press (TUP). Author: Julia Pérez-Cerezo
- “Turespaña en China o cómo atraer Turistas de valor añadido a España“, published as a case study of the book “22 Casos Prácticos sobre Administración Pública” (2011), INAP. Author: Julia Pérez-Cerezo
- Book: CHINA’S NEW LEADERS (2010). LID Editorial www.lideditorial.com. Author: Julia Pérez-Cerezo
- “Women Commuting to Suburban Employment Sites. An Activity-Based Approach on the Implications of TSM Plans” (1986), Institute of Transportation Studies (ITS), UC Berkeley, CAL, USA. Author: Julia Pérez-Cerezo
- Article “Cuando Europa dormita, China lidera”, Dossier Empresarial (2009). Author: Julia Pérez-Cerezo.

**List of 5 relevant previous projects or activities:**

Project	National or local/regional or European	Year of start and finalisation	Theme/results covered
MOST	EU - FP	2000-2004	<p>A very innovative and very big project dealing with mobility management strategies to be used by EU cities (of many different sizes and backgrounds) for the next decades.</p> <p>GV21's team played a main role in coordinating the Spanish participant cities and organizations (a large number of them), on the coordination of the tourist destinations' dimension of the project (including the methodologies and systems to be used), in designing and implementing the dissemination and exploitation strategy and in the evaluation of the results.</p>
TAPESTRY	EU - FP	2000-2004	<p>A big project on travel awareness publicity and education to support a sustainable transport strategy in Europe.</p> <p>GV21's team played a main role in coordinating the Spanish participant cities, on the methodology lay-out, in designing and implementing the dissemination and exploitation strategy and in the evaluation of the results.</p>
SUSTAINABLE TOURISM PLAN FOR CHINA CIITIES	Co-financed by the EU & the Singapore Government	1998-2000	<p>A study on the areas (in particular, cities) of China that have the greatest potential for the development of a sustainable tourism plant. The methodology was based on the Spanish and Southern European tourism experience and in the fact that the GV21's team has been the very first in Europe to develop a sustainable tourism label –for the Balearic Islands.</p> <p>GV21's team was the coordinator and main executor of the project, which was implemented with the help of several Chinese tourist related organizations.</p>
CAPTURE	EU - FP	1995 -1998	<p>The project Cars to Public Transport in an Urban Environment was a very big very innovative urban transport project, which introduced for the very first time a number of innovative ideas and measures to be implemented in EU cities, such as the concept of sustainable transport.</p> <p>GV21's team, because of their previous work in the US, played a main role in this, as well as in coordinating the Spanish participants and on the technical definition and designing and implementing the dissemination and exploitation strategy.</p>
INPHORMM	EU - FP	1995-1998	<p>The project Information and Publicity with the Objective of Reducing Motorised Mobility was big and very innovative kind of a break-through project that researched and evaluate the use of different information dissemination and</p>

			<p>marketing and publicity techniques on reducing motorized mobility and, in particular, the use of the private car.</p> <p>GV21's team played a main role in coordinating the Spanish participant cities and the design, implementation and evaluation of its information campaigns, on the methodology lay-out, in designing and implementing the dissemination and exploitation strategy and in the evaluation of the results.</p>
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GV21 has a permanent office and permanent staff in Beijing, the capital of China, which is of vital importance for coordination with China in the frame of DESTINATIONS.

## 27 - Insight Innovation GmbH (II)

### Description of the legal entity and its main tasks:

Insight Innovation acts as a company's innovation team for products and services that need to have a big impact. We research, test, iterate, develop, and bring products or services to market. Basically like a company's own start-up, just with better execution. One of its own products, Canvanizer.com, enables teams all around the world to work effectively on Business Model and Service Design initiatives.

Within the project Insight Innovation will first help concept and implement pilot projects and then roll-out the methodology and core business models to all other involved cities.

Within the pilot projects Insight Innovation will:

- Identify the (hidden) needs of all stakeholders through Service Design methodology;
- Test, whether identified solutions actually create impact through data/hypothesis-driven experiments;
- Iterate concepts through an agile process to create maximum impact;
- Create business models to enable long-term impact on revenue, as well as society;
- Measure direct and indirect impact through sustainability- and economics-related methods.

### Short CV of the persons primarily responsible for carrying out the proposed activities:

<b>Organisation:</b>	Insight Innovation GmbH				
<b>Name :</b>	Fehr	<b>First Name:</b>	Andreas	<b>Nationality :</b>	German
<b>Qualifications:</b>	Graduate of Applied Leisure Studies (FH)			<b>Gender:</b>	male
<b>Staff category:</b>	Partner and Freelance contract				
<b>Short description of work experience, relevant to the proposal:</b>	<p><i>Studies:</i>In his studies he focused on regional development through sustainable tourism and did a compulsory semester abroad in Mauritius where he experienced and researched the problems and challenges of island-based tourism.</p> <p><i>Junior Expert Developing and Managing of Leisure Waterparks:</i>For four years he was working for Germany's biggest Leisure Waterpark Management Company and developed new offers and marketing strategies for several projects. He supported two pre-opening phases of new Waterparks and was also involved in regional tourism development processes for the company.</p> <p><i>Service Design Expert:</i> Since more than 3 years he is organizing global connected sustainable service innovation events in Nuremberg (Gobal Service Jam, Global Sustainability Jam, Global Government Jam), working as a consultant with companies of different sectors (also in Mobility Sector) and running service design training workshops for one of Germany's biggest business academia.</p>				

	<i>Senior Expert as a “Citymanager” (inner city development: More than 3 years experience in developing of new services in inner cities for citizens and tourists, tourism development, testing of new mobility services for citizens and tourists, co-creation processes with all stakeholders of a city with a focus on sustainable solutions.</i>
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<b>Organisation:</b>	Insight Innovation GmbH				
<b>Name :</b>	Richter	<b>First Name:</b>	Daniel M.	<b>Nationality :</b>	German
<b>Qualifications:</b>	Graduate of Friedrich-Alexander-University			<b>Gender:</b>	male
<b>Staff category:</b>	Managing Partner				
<b>Short description of work experience, relevant to the proposal:</b>	<p>Daniel M. Richter is the cofounder and Managing Partner of Insight Innovation. He has worked with many different companies on their innovation strategies, business models and products. These companies include MunichRe, Adidas, DATEV, Siemens and many more smaller companies in mostly technology-focused areas.</p> <p>His expertise includes Open Innovation, Service Design, Business Model Innovation and Corporate Culture.</p> <p>Within the board of the Open Business, Innovation, Technology - openBIT e.V., he is responsible for HR Innovation and organizes projects such as the OpenUp Camp, a successful (un)conference surrounding innovation and technology.</p>				

**List of relevant publications, and/or products, services:**

- Andreas Fehr has published articles on service design, innovation management and sustainability for a German business magazine (Unternehmer.de).
- Insight Innovation and Daniel M. Richter have published the book “Gemeinsam Unternehmenskultur umdenken” (“Rethink corporate culture together”) that looks on how to challenge and change corporate culture for better innovation and impact.

**List of 5 relevant previous projects or activities:**

<b>Project</b>	<b>National or local/regional or European</b>	<b>Year of start and finalisation</b>	<b>Partnership</b>	<b>Theme/results covered</b>
Business Model Design for Energy Consortium	Corporate & government agencies	2014	OSBF	Analyze and design the business model for an energy-related software consortium. The designed business model was then implemented and the consortium is now up and running. This consortium aims to solve many key issues surrounding the smart usage and management of energy (smart grid).
Citymanagement	Roth / Nuremberg	2012 to 2015	SK Standort & Kommune Beratungs GmbH	Offline & Online platform for local small business retail industry, status: realized; New E-Mobility service for citizens and tourists, status: tested, implementation in

				development; service for citizens and tourists, status: tested, implementation in development; development of new services in the inner city for citizens and tourists, status: development and implementation in progress
Service Innovation in Locomotive Sector	Corporate	2014/2015	Denkpionier	Development of new services and optimization of existence services, status: prototypes tested, implementation in progress

**28- VECTOS**

**Description of the legal entity and its main tasks:**

Vectos is a company, based in the UK and Italy. It combines sustainable transport planning for the private and public sectors with state of the art international innovation and research within Europe, and for the international donor agencies. Vectos provides expertise in infrastructure design, cycling and urban realm schemes, stakeholder engagement, training, user needs and environmental assessments, road safety audits, freight and transport and logistics planning and building the business cases that can secure external investment for sustainable implementation. These are the competencies that will enrich the DESTINATIONS project. As WP leader of four ongoing Horizon 2020 Mobility for Growth projects, Vectos will use its experience of EU project management to provide administrative support to WP6 leader to ensure Deliverables are the highest standard and that demonstrations are evaluated in coordinated way and the results exploited. This includes MIND-SETS (MG 9.2), the major coordination and support action on mobility behaviour change where they perform the scientific coordinator role. Vectos will act as a bridge between past and ongoing EU projects to share and exploit associated research.

The project team undertaking the work (see below) has a combined 48 years’ experience in mobility behaviour research and demonstration, principally within the EU project field.

**Short CV of the persons primarily responsible for carrying out the proposed activities:**

<b>Organisation:</b>	Vectos				
<b>Name :</b>	PICKUP	<b>First Name:</b>	Laurie	<b>Nationality:</b>	UK
<b>Qualifications:</b>	Professor of European Transport Policy, University of Aberdeen			<b>Gender:</b>	M
<b>Staff category:</b>	Senior Expert				
<b>Short description of work experience, relevant to the proposal:</b>	Professor Pickup was one of the first social scientists in the transport profession, with over 40 years’ experience in mobility behaviour work within Government, academia and consultancy environments. He has been continuously involved in European transport projects for 34 years; spanning many Directorates General. His work has specialised in the mobility of deprived groups and neighbourhoods, with ground breaking work on mobility and neighbourhood poverty in the 1980s. His social science focus has been applied to the variety of policy initiatives over his career, including a strong emphasis on mobility and gender, the impacts on living and working conditions, public transport privatisation, road user charging, acceptance of ITS technologies and sustainable mobility solutions. He was a member of the task force that established POLIS in 1988, as the first initiative to involve cities in EC programmes and help to set up the Travelwise awareness raising initiative in the UK. He was a member of the leading 20 experts for the UK’s Commission for Integrated Transport from 2005 to 2008. He is currently the				



	EBRD expert on mobility and gender and chairs the CIVITAS Forum. His work in social psychology in recent years has led, since 2010, to the development of the concept of mobility mind-sets; on which the current Horizon 2020 project is based. Since 2013 he has a role as the Professor of European Transport Policy at the University of Aberdeen.
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<b>Organisation:</b>	Vectos			
<b>Name :</b>	CURTIS	<b>First Name:</b>	Paul	<b>Nationality:</b> UK
<b>Qualifications:</b>	BA(Hons) Modern European Studies PRINCE2 Practitioner		<b>Gender:</b>	M
<b>Staff category:</b>	Expert			
<b>Short description of work experience, relevant to the proposal:</b>	Mr Curtis is an expert in sustainable urban mobility planning and has 8 years' experience in related EU mobility projects. He has coordinated three Intelligent Energy Europe projects in the field of workplace travel plans, walking and cycling innovation and carpooling (ASTUTE, COMMERCE, CHUMS (ongoing)). He has conducted research into the interconnected themes of transport, health and environment and business cases into how to unlock funding to meet mutual objectives. He set up the sustainable transport policy group of the Association of European Transport. He was urban mobility advisor to the World Health Organisation's Transport Health and Environment Pan European Programme and was author of an EC position paper of the Polis city network on the economic and health benefits of walking and cycling. He is work package leader of three ongoing Horizon 2020 projects SocialCar, ESPRIT and CREATE: developing business cases for investment in new ICT for carpooling, guidelines on congestion reduction and leading on user analysis to shape the design and scope of a new one way car sharing electric vehicle solution. Mr Curtis is adept in EU project management, stage delivery and risk mitigation.			

**List of relevant publications, and/or products, services:**

- PICKUP, L (2014) Paratransit: is it within people's future mobility mind-set? Paper presented to the International conference on paratransit, Monterey California
- PICKUP, L (2015) A new perspective on mobility: Common values and mind-sets. Paper presented to the United States Federal Transit Authority, Washington D.C.
- PICKUP, L (forthcoming 2015) A new look at mobility, generational values and mind-sets. Chapter in MULLEY, C and NELSON, J (eds.) Transit futures.

As Coordinator of the COMMERCE project (Intelligent Energy Europe - STEER) Paul Curtis developed Common Standards for Workplace Travel Plans, which led to the establishment of Pro-Mobilitéé scheme in Ile de France: providing workplaces with the tools to increase sustainable commuting amongst their staff members.

**List of 5 relevant previous projects or activities:**

Project	National or local/regional or European	Year of start and finalisation	Partnership	Theme/results covered
CIVITAS RENAISSANCE	European – CIVITAS	2009-2012	Cities, university, mobility expert consultancies	Improved accessibility and clean urban transport in historic urban centres
EBRD – Improving safety and security of Egyptian rail	International	2014-2015	European Bank of Reconstruction	Increasing accessibility of public transport to women and hence jobs by assessing

services from the female perspective			and Development, Egyptian National Rail	mobility lifestyles and fears and making recommendations and training to improve safety and security on trains and stations
CHUMS	European – IEE STEER	2014-2016	Cities, university, mobility expert consultancies	Innovative approach to Carpooling in workplaces to reduce congestion and interlinking with city SUMP
MIND-SETS	Horizon 2020	2014-2016	Cities, university, mobility expert consultancies	Equipping transport planners with guidelines to better meet transport user needs
CREATE	Horizon 2020	2015-2018	Cities, university, mobility expert consultancies	Synthesising research to develop pan-EU guidelines for congestion reduction strategies in Europe

**29 - Conference of Peripheral and Maritime Regions of Europe (CPMR)**

**Description of the legal entity and its main tasks:**

The CPMR represents some 160 Regions in 28 European Union countries and beyond. It is both a think tank and an interest group for regional authorities, acting to promote more balanced development of European territory. Since it was set up in 1973, the CPMR has been focusing its lobbying activities towards the EU institutions and national governments to ensure that the needs and interests of its Member Regions are taken into account in all European policies with a strong territorial impact. Most of its work addresses current and future cohesion policy, the maritime dimension of all EU policies, territorial accessibility, transport, energy and climate, development cooperation and neighbourhood. It is also involved via its members in European projects that reflect these areas of interest.

The CPMR has a unique organisational structure. It is subdivided into six geographical commissions that correspond to maritime basins: Baltic Sea, North Sea, Atlantic Arc, Mediterranean, Balkan and Black Sea, Islands. The commissions provide lively forums in which CPMR members address European issues and share best practices on areas of concern common to their members. They form the backbone of the CPMR, contributing to its political deliberations and documents.

**Short CV of the persons primarily responsible for carrying out the proposed activities:**

<b>Organisation:</b>	Conference of Peripheral & Maritime Regions				
<b>Name :</b>	Coroyannakis	<b>First Name:</b>	Panos	<b>Nationality:</b>	Greek
<b>Qualifications:</b>	Senior Energy Expert – CPMR in-house consultant			<b>Gender:</b>	Male
<b>Staff category:</b>	Senior Expert				
<b>Short description of work experience, relevant to the proposal:</b>	<p>Panos has over 35 years of professional experience as project manager and as coordinator in a multitude of renewable energy, energy efficiency, sustainable transport and water &amp; waste management projects. He has a strong background in leading dissemination and communication activities and has strong ties with Brussels-based organisations, the EU institutions such as the Commission and the European Parliament and the Committee of the Regions.</p> <p>He speaks fluent English, French and Greek and has working knowledge of Italian, Spanish and Portuguese.</p> <p>He has a PhD in engineering and a Master in Business Administration (MBA) from the University of Toronto.</p> <p>Prior coming to Brussels in 1990 Panos was the director of economic</p>				

	regulation with the Ontario Energy Board in Toronto Canada
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<b>Organisation:</b>	Conference of Peripheral Maritime Regions of Europe				
<b>Name :</b>	MAYRHOFER	<b>First Name:</b>	Enrico	<b>Nationality:</b>	Italian
<b>Qualification:</b>	Director for communications of the CPMR, Brussels based journalist specialized in EU affairs and politics.				
<b>Short description of work experience:</b>	<p>At the CPMR, he is in charge of any communication action such as editing and diffusing press releases, editing brochures and communication papers, managing the CPMR website, etc. His communication strategy focuses mainly on the CPMR member regions (internal communication) and on the media and institutions (external communication). At CPMR, he is also the editor of the CPMR newsletter that reaches more than 3,000 readers amongst which are President of Regions, MEPs, Commissioners and EU, national and regional officers.</p> <p>Previously, he has also worked at the European Parliament as political advisor of Italian MEPs and he has been Brussels correspondent covering EU affairs for different media. Enrico Mayrhofer has a degree in Economics, he is member of the Italian Journalist Association since 2004.</p>				

<b>Organisation:</b>	Conference of Peripheral Maritime Regions of Europe				
<b>Name :</b>	Guennal	<b>First Name:</b>	Lise	<b>Nationality:</b>	French
<b>Qualification:</b>	Project officer				
<b>Short description of work experience:</b>	<p>At the CPMR, she is charge of EU projects development and follow-up of communication and dissemination activities, especially focusing on web-based communication. Administrative and budget related tasks, publication management and event planning are among her other multitasking activities. With a seven years' experience in web development and edition and social media communities' management, she manages several CPMR's and EU projects websites and social media accounts such as <a href="http://news-crpm.net/">http://news-crpm.net/</a> ; <a href="http://www.sustainableislands.eu/">http://www.sustainableislands.eu/</a>.</p> <p>Previously, she worked for communication and translation agencies in an international context and coordinated multilingual publications and web platforms for international companies and non-profit organisations, editing blogs and newsletters in the field of sustainable development and corporate social responsibility, as well as managing web marketing campaigns.</p> <p>Lise Guennal holds a Master's degree in Communication, Multilingual negotiations and Project management and speaks fluently English, Spanish and French (mother tongue).</p>				

**List of relevant publications, and/or products, services:**

- COM&CAP MarInA-Med Final Policy Paper  
<http://www.medmaritimeprojects.eu/article/com-cap-marina-med-final-policy-paper-1>
- This Policy Paper presents recommendations gathered throughout the period of implementation of the 13 Med Maritime Projects approved by the last call of proposals of the Med Programme (2007-2013). It Addresses topics ranging from fisheries and aquaculture, blue energies, sustainable maritime transport and ports competitiveness, sustainable maritime and coastal tourism, as well as the environmental pressures exerted by these same drivers in the Mediterranean basin.
- Conclusions of the International Stakeholders Conference on sustainable tourism as a pillar of the EU Strategy for the Adriatic and Ionian Region (EUSAIR) :  
[http://www.crpm.org/pub/agenda/2892\\_conclusions\\_conference\\_crete.pdf](http://www.crpm.org/pub/agenda/2892_conclusions_conference_crete.pdf)
- Seminar on “Maritime and Coastal sustainable tourism, a key for blue growth”.  
<http://www.medmaritimeprojects.eu/article/maritime-and-coastal-sustainable-tourism-a-key-for-the-blue-growht>

- CPMR publications on Energy & Climate such as policy papers: Climate Change - Policy Position from the CPMR adopted by the Political Bureau on 12 June 2015 in Crete (Greece): [http://www.crpm.org/pub/docs/444\\_cpmr\\_climate-policy\\_position.pdf](http://www.crpm.org/pub/docs/444_cpmr_climate-policy_position.pdf)
- CPMR working group on sustainable tourism: <http://www.crpm.org/en/index.php?act=13,7,4>

**List of 5 relevant previous projects or activities:**

<b>Project</b>	<b>National or local/regional or European</b>	<b>Year of start and finalisation</b>	<b>Partnership</b>	<b>Theme/results covered</b>
SMILEGOV	European	2013-2015	Network of Aegean Islands DAFNI (Lead partner) CPMR Region Gotland THE ÖLAND MUNICIPAL FEDERATION Hiiumaa - Hiiu Municipality SAAREMAA European Small Islands Federation (ESIN) Samsø Energy Academy (SEA) The Canary Islands Institute of Technology (ITC) AREAM – The Regional Agency for Energy and Environment of Madeira Cyprus Energy Agency	Co-funded by the IEE programme, the project deals with effective implementation of action plans for sustainable energy and transport plans in European Islands through strengthening multi-level governance. The CPMR is part of the consortium and has as its main responsibility the dissemination and communication of the project at European level.
VASCO DA GAMA	European	2013-2015	CPMR (Lead partner) Linnaeus University - Kalmar Maritime academy ENSM - Ecole Nationale Supérieure maritime Clean Shipping Index University applied Sciences, Hochschule Bremen Lithuanian Maritime Academy, Klaipeda Oeano XXI Università Luav di Venezia European Transport Workers' Federation Gdynia Maritime University Varna naval Academy Maritime Simulators Centre, Warnemunde AboaMare, Turku	Co-funded by a DG MOVE grant, it contributes to achieving the development of high professional skills and the development of education and training conditions within the EU to ensure efficient, safe, secure and environmentally shipping operations and the overall efficiency of the transport chain. Vasco da Gama project is divided into 4 operational work packages dealing with Training for maritime safety, Training and

				maritime simulators, Greening maritime transport, Maritime Erasmus.
ELIH-MED: ENERGY EFFICIENCY IN LOW-INCOME HOUSING IN THE MEDITERRANEAN	European	01/04/2011 - 31/12/2014	Italian National agency for new technologies, Energy and sustainable economic development ENEA Cyprus Energy Agency CEA Group for the Environment, Renewable Energy and Solidarity GERES Malta Intelligent Energy Management Agency MIEMA Comune di Genova Languedoc-Roussillon Regional Council Agency for sustainable Mediterranean cities and territories AVITEM Istituto per la promozione dell'innovazione tecnologica ISNOVA LAORE Sardegna – Regional Agency for develop in Agriculture Centre Scientifique et Technique du Bâtiment CSTB Region of East Macedonia and Thrace REMTH Valencia Institute of Building-Foundation Comunitat Valenciana IVE "Jožef Stefan" Institute - Energy Efficiency Centre JSI / EEC Malaga City Council Centre for Renewable Energy Sources and Saving CRES Democritus University of Thrace DUTH CRPM Comune di Frattamaggiore	ELIH-MED was a collaborative project co-funded by the European Regional Development Fund (ERDF) through the Mediterranean INTERREG IV B. It focused in the development of energy efficiency policies in Low Income Housing (LIH) in the Mediterranean area and the involvement of residents in the retrofit, in order to help reach the EU2020 objectives.
MED-SPRING	European	2013-2017	Agencia Estatal - Consejo Superior de Investigaciones Cientificas - CSIC Al-Quds University ANIMA Investment Network Associazione Internazionale Volontari	MED-SPRING is a project co-funded under the Capacities program under the Seventh Framework Programme for research and technological

			<p>Laici - LVIA  Centre de Recherches et des Technologies des Eaux - CERTE  CRPM  Conseil National de la Recherche Scientifique - CNRS  Consiglio Nazionale delle Richerche - CNR  Deutsches Zentrum für Luft und Raumfahrt EV - DLR  Ethniko Idryma Erevnon - NHRF  Fundação para a Ciencia e a Tecnologia - FCT  Institut Agronomique et Veterinaire Hassan II - IAV  Institut de Recherche pour le Developpement - IRD  Istituto Agronomico Mediterraneo Bari - IAMB  Matimop, Israeli Industry Center for Research &amp; Development - ISERD  Ministere de L'Enseignement Superieur et de la Recherche Scientifique - DG-RSDT  Ministère de l'Enseignement Supérieur, de la Recherche Scientifique et de la Formation des Cadres, Direction de la Technologie - MESRSFC  Ministry of Higher Education and Scientific Research - MHESR  Office of the Primer Minister of Malta - MCST  Sekem Development Foundation - SEKEM  The Cyprus Research and Educational Foundation - CREF-CyI  Turkiye Bilimsel Ve Teknolojik Arastirma Kurumu - TUBITAK  Unimed Unione delle Universita del Meditteraneo Associazione - UNIMED</p>	<p>development. The CPMR contributes to the partnership in an analysis of the cooperation on research and innovation in the Mediterranean partner countries and in supporting activities to foster dialogue on STI between the EU institutions and the Mediterranean Partners countries.</p>
COM&CAP MarInA Med	European	2014-2015	Arco Latino AVITEM	The CPMR participated in a

			Catalunya Molise CRPM	communication and capitalization project in the last MED Programme 2007-2013. In this category of horizontal communication, the project objective was to support the coordination of communication activities on all 13 projects approved in the context of other priorities of the call and capitalize the results of all these projects.
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**CHINESE ASSOCIATE**

**Research Institute of Cultural and Creative Industries of Beijing University of Technology**

The Research Institute of Cultural and Creative Industries of Beijing University of Technology is an academic institution affiliated to Beijing University of Technology, which is one of the national key universities. It is also a cultural industry research and consulting institution with nation-wide influence. Research Institute of Cultural and Creative Industries of Beijing University of Technology has strong research strength. Its team of professors and Ph.D researchers are specialised in diversified fields of cultural studies, bibliography, urban planning, economics, management, marketing, design and other fields of art. Some part-time researchers are from prestigious universities or research institutes in Beijing, Shanghai, Chongqing, Wuhan, Guangzhou and other places.

The institute has been entrusted to implement a large number of projects in recent years. The projects successfully delivered include following:

- Chinese rural cinema network building overall program planning;
- China Youth Development Foundation The Hope Cinema network building planning;
- Industrial transformation and upgrading development strategy for the Post office of Xicheng District of Beijing;
- China Funeral Association affiliated to Ministry of Civil Affairs - Chinese cemetery industry development strategy;
- National cultural industry demonstration zone plan for Dengfeng City, Henan Province;
- Zhengzhou Zhongyuan Cultural Park plan;
- Shanxi Xiaoyi City Cultural Industry Development Strategy (ongoing);
- Shanxi Jincheng New Rural Construction and cultural industry development plan (ongoing);
- Industrial chains building and brand promotion planning for Beijing Songzhuang Original art and cartoon industry cluster;
- Distinctive tourist products market development plan for Guizhou Province;
- Tourism marketing planning for Jingmen City, Hubei Province;
- Research on Human Resources Development for Beijing cultural and creative industries;
- The 12<sup>th</sup> Five-Year Plan for Cultural Industry of Miyun County of Beijing;

**Key person to be involved in the collaboration:** Dr. Wang Guohua

Dr. Wang Guohua, director of Research Institute of Cultural and Creative Industries, is a professor at Beijing University of Technology. He is also part-time professor of Peking University, Tsinghua University and a [689031][DESTINATIONS]

few other renowned universities. Dr. Wang has demonstrated outstanding competence and academic leadership. He has very rich experience in tourism management, project planning and other areas, as well as more than a decade of senior level executive management experience in large-scale State-Owned Enterprises and foreign company. Apart from that he held positions in Chinese government before entering into private sector.

**Xiamen Huiyan Science and Technology Co. Ltd.**

Xiamen Huiyan Science and Technology Co. Ltd. operates its website [www.yanglihui.com](http://www.yanglihui.com). This is an online media focusing on providing professional and industry insider's information and analysis on the commercial vehicles and usage in the public transportation system in China. Its mission is to promote systematically knowledge on the commercial vehicles and their roles in the economic development of China. Its vision is to become the most valuable trade information source, create new application of new technology, and support the improvement of value of trade technology.

In the recent years, the company has dedicated to research on new energy technology and its application in public transportation which will make great contribution to CIVITAS DESTINATIONS project.

**Key person to be involved in the collaboration:** Chen Paula

Over 20 years' experience in China commercial vehicle industry. Dedicated in market research of public transportation in China. First hand resources of government policy, Chinese bus/coach/truck manufacturing/sales data, public transportation operation data, logistic data. Insight research of development trend of China transportation, logistic and how these trends impact people's life.

Various articles have been published through its online media [www.yanglihui.com](http://www.yanglihui.com), including on the topics of application and promotion of new energy, school bus operation system in China, new technology application, the environment of public transportation

**Previous projects or activities:**

- Creation of the core consultancy scope (Nationwide in China -2005): Creation of the brand Huiyan on Bus Industry
- Product Commercialization Strategic Planning (local 2012 - King Long Bus Company): Created the strategy of Positive Research Methodology in the bus industry and helped launch the first product Xiao Long Wei
- Huiyan Classroom (Nationwide in China-2014/ involving various industry players and universities): Roadshow to promote the concept of managing by incorporating product commercialization
- Services Driven by Needs (Nationwide in China-2014): Expanded consultancy scope from product commercialization to support construction of overall operation value-addition practice for enterprises
- Technological Application on Offer (Nationwide in China -2015): Introduced new technological application to support 1) external promotion of product and 2) promote technological improvement internally for enterprises

**Significant infrastructure and/or any major items of technical equipment, relevant to the proposed work:**

Intelligence collection on a well-known brand's bus product design, general bus and public transportation market research and new bus product launch (for over a decade). Well established network of key industry leaders, government administrative units and trade associations, in both the local city of Xiamen and China.

**Yu Xiang Sheng Tai General Aviation Company Ltd.**

Established in 2011 against the background in China that the general aviation industry was legal open to private sector, YXST is endowed with experienced enterprise managers and aviation industry elites for its operation. Adapting to the internationally popular FBO model, the company provides services including site selection for, design and construction of general aviation airports; airplane custodian and operation, pilot training, emergency rescue and evacuation for medical treatment, supply of airplane components and flying tours. In addition, the company supports the construction and promotion of general aviation culture, aviation elite club, aviation-backed health and remedial service, activities on recreational vehicles.



For future development, the company has established cooperation relationship with Stapleford Flight Center, Aviation Administration Bureau in Zhangjiakou, China, and AOPA UK. Major clients of the company include sky resorts in Zhangjiakou which was just awarded the right together with Beijing to host the Winter Olympics 2022, the Olympic Committee in China and Xinda Financial Group.

**Key person to be involved in the project: Mr Zhou**

After graduated from the Navy Aviation College in China, Mr. Zhou started his career as a pilot trainer soon after he moved onto being a pilot for one of the major civil aviation companies in China until today. He also engaged in managing a luxury product trade business with Germany and France for years. Currently, Mr. Zhou is in charge of the aviation technical service quality and professional service content design and delivery to clients.

**Relevant projects or activities:**

- Establishment of FBO (local – 2014/2015): Acquired 168 general aviation planes for the company's FBO services
- Cooperation (nationwide- 2015): China Entrepreneur Club, Sino-British Finance Entrepreneur Club. On-going project to set-up future cooperation
- YXST has joint programs with several tourism oriented cities in China, including Huangshan, Xian, Zhangjiakou and Zhangjiakou. In particular, YXST is cooperating with the Zhangjiakou municipal government to design aviation transportation infrastructure and evacuation solutions as part of the city planning to welcome the tourists and skiing athletes for the Winter Olympic 2022.

**Significant infrastructure and/or any major items of technical equipment, relevant to the proposed work:**

A well-established network of industry leaders, concerned administrative units, local business communities, cultural site, recreation resorts help support the operation and development of YXST company. Since the industry of general aviation is so new in China, the company plays a key role in adding value to the tourism industry. In particular case, YXST is cooperating with the Zhangjiakou municipal government to design aviation transportation infrastructure and evacuation solutions as part of the city planning to welcome the tourists and skiing athletes for the Winter Olympic 2022.

#### 4.2. Third parties involved in the project (including use of third party resources)

The beneficiaries will base their contracts/subcontracts on the ‘best value-for-money’ considering the quality of the service proposed (also called ‘best price-quality ratio’) or on the lowest price. Beneficiaries that are ‘contracting authorities’ or ‘contracting entities’ (within the meaning of the EU public procurement Directives 2004/18/EC and 2004/17/EC — or any EU legislation that replaces these Directives<sup>37</sup>) will moreover comply with the applicable national law on public procurement. These rules normally provide for a special procurement procedure for the types of contracts they cover.

##### 1 - Horários do Funchal, Transportes Públicos, S.A. (HF)

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
<p>HF needed to subcontract the following tasks due to the lack of internal resources.</p> <p>WP2: MAD 2.2 - Service to implement the measure (5.000€).</p> <p>WP3: MAD 3.1 - Service to develop a high tech solution (10.000€).</p> <p>WP6: MAD 6.1 - Service to implement the mobility game (22.000€); MAD 6.2 - Service to implement the green credit scheme (30.000€).</p> <p>WP7: MAD 7.1 - Feasibility study of electrical/hybrid vehicles in Madeira (15.000€); MAD 7.2 - Service to develop the new application to promote PT (video, image, thematic routes, social media (35.000€); MAD 7.3 - Development of HF tourist app and upgrade of HF Bus app including access facilities to impaired users, translations, training in media marketing (82.000€); MAD 7.4 - Develop and implementation of new ticketing system (58.000€).</p>	
Does the participant envisage that part of its work is performed by linked third parties	N
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N

##### 2 - Agência Regional da Energia e Ambiente da Região Autónoma da Madeira (AREAM)

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
<p>WP3: MAD 3.2 – Carrying out of questionnaires in schools (5.000€).</p> <p>WP4: MAD 4.1 – Programming services for developing an online information system with geographic localization of electric vehicles charging points (10.000€).</p> <p>WP7: MAD 7.1 - Transportation and logistics costs to bring an electric bus from mainland for evaluation and demonstration in pilot routes within different geographical and real operational conditions (35.000€); MAD 7.3 – Programming services for developing an online system on transport information and travel planning, integrating information from the several public transport operators’ services, taxis, car renting and parking services (50.000€); MAD7.4 - MAD 7.4 - Programming services for developing an online integrated ticketing system (45.000€).</p>	
Does the participant envisage that part of its work is performed by linked third parties	N
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N

##### 3 - Municipality of Funchal (CMF)

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
<p>CMF needed to subcontract the following tasks due to the lack of internal resources.</p> <p>WP2: MAD 2.1 – Implementation of the mobility infopoint (100.000€); The tourism sector is extremely important in Funchal, in which millions of tourists visit the city annually. Therefore, and due to the staggering amount of events that takes place in the city on a regular basis, it’s important to provide tourists with mobility infopoints that can encompass all the necessary information tailored to</p>	

their needs, such as main tourist routes, local tourist attractions, rental bike points, public transport, among other. Therefore, the mobility infopoints consists of two mobile units that will be deployed in strategic areas throughout the city to promote events and touristic attractions, as well as provide other relevant information for visitors in the area. Another important advantage of the mobile unit is its cost effectiveness, as it allows this much needed service to be easily deployed without having the constraints of managing the service from a dedicated building. While these units will contribute to foster local events, they will also serve as an awareness vehicle for the importance of sustainability and energetic efficiency.; MAD 2.2 – Service to support the measure implementation (5.000€);

WP3: MAD 3.1 – Works to improve safety on roads (30.000€)

WP5: Mad 5.1 – Study the state of the art of urban logistics (50.000€), implementation of logistic parking places (100.000€). The Municipality of Funchal does not have human resources to conduct an activity that requires experience and "know how" for these kind of studies. Thus, the methodology should be innovative in order to understand important logistic patterns, such as goods movements, road occupancy and the environment, characteristics of the establishments and the urban land use, among other variables. This data is important for assessing externalities and conduct a mathematical modeling and simulation of the logistic systems. Therefore, subcontracting this study is necessary to support the municipality in obtaining reliable results and provide more efficient solutions to improve the urban logistics in the municipality.

WP6: MAD 6.4 – Service to support the decisions on access regulations (5.000€), Service to manage the new traffic light technology and to give the priority to busses in at intersections (35.000€).

WP7: MAD 7.2 – Communication support and small infrastructures needed for bus stops refurbishment (50.000€). The activities will be focused on an awareness component, geared to various target groups such as students, residents, tourists, and other. The activities may include lectures in schools, competitions, leisure activities in which promotional material and awareness leaflets will be handed out. Also it is intended to participate in local exhibitions which will serve as diffusion mechanisms to promote public transport. Additionally, other activities may be conducted during the DESTINATIONS lifespan. Regarding the bus stops refurbishments, it is intended to place shelters and analyze the most suitable locations for bus stops. Additionally, we sought to improve the quality and quantity of transport information available at stops; introduce, if possible traffic-calming measures to improve the service reliability and improve public transport shelters in order to make them more comfortable, clean, attractive and safe.

Does the participant envisage that part of its work is performed by linked third parties	N
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N

**4 - Secretaria Regional da Economia Turismo e Cultura (SRETC)**

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
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WP2: MAD 2.1 – Tourist mobility study and focus group (70.000€), activities included are: data collection regarding tourist transportation to/from POI's, cultural and touristic events all over the region; tourist mobility study analyzing mobility patterns focusing especially on major POI; data collection and analysis to produce a diagnostic regarding the touristic mobility market, considering transport offers and demand with especial focus for public transport service and touristic actors; focus group about touristic needs with a specific focus on transport needs.

Integrated system to collect data from public transport operator and mobility touristic operators in Madeira (110.000€), activities included are: definition and implementation of an integrated platform with all touristic and mobility real time data to promote sustainable mobility among visitors; study to understand tourist mobility and to act in specific way on tourism mobility management, namely, for big events, including traffic plans, promotion of the use of sustainable modes of transports.

WP6: MAD 6.3 - Data collection regarding touristic and cultural events (40.000€), activities included are: Definition, preparation and implementation of system to collect, update and manage touristic and cultural event at regional level. This system is essential to attract more tourists to sustainable mobility options and to create an integrated data base.

Trainings, award systems, platform for knowledge sharing, training for customer relation and foreign

languages (60.000€), Communication support for campaign conception and design (10.000€).	
Does the participant envisage that part of its work is performed by linked third parties	N
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N

**5 - Regional Agency for Research, Technological Development and Innovation (ARDITI)**

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
<p>All the subcontracting will be developed only for the purpose of the project.</p> <p>WP2: MAD 2.2 - Software licensing/development, bus stop installation related work development under activity “Smart metering and user generated content to improve planning and mobility services” (It can be a subcontracting to the owner of existing software to develop additional requirements, or the purchase of the software license) (3.000€). Smart metering/sensing and user generated content will be applied / used in order to improve planning and services for mobility in cities (Funchal, in this case), considering both residents and tourists. The measure will address innovative passengers counting schemes and mobility sensors for planning, monitoring and control. It will make use of smart, low cost solutions, based on wireless networks and crowd-source data will be central resources to test and implement. The design, prototyping and implementation of such sensor network data requires the development or the adaptation of specific software (either in smartphones and/or micro controller based boards), both in collecting raw data (e.g. a system for counting passengers in Public Transport OR when detecting air pollution in the city centre) and in processing such data afterwards in the lab (in order to obtain valuable information/models)./</p> <p>WP6: MAD 6.1 - Software licensing//development activity “Gamification of Mobility”, namely for bus stop installation related work (It can be a subcontracting to the owner of existing software to develop additional requirements, or the purchase of the software license) (4.000€); MAD6.2 - Software licensing/development under activity “Loyalty system prototype” (It can be a subcontracting to the owner of existing software to develop additional requirements, or the purchase of the software license) (3.000€). The Business Model for Mobility, Sustainability and Tourism should allow to define, integrate and facilitate the use of green credits/points by residents and tourists. The system shall be able, for e.g., to "measure" mobility travel time and according to the mobility mode chosen calculate the right amount of credit to be awarded to the user. After fine-tuning of the beta test, the tool will be extended to a wider scale at the city level with the official launching for the bigger public. The last stage will be the replication of the city tool to a regional level, involving all regional actors. The design, prototyping and implementation of such green credits/points system requires the development or the adaptation of specific software (in particular for mobile platforms). Costs estimated/presented for measure MAD 6.2 relate to the need of acquiring development software licenses (e.g. Development Platforms for IOS or Android systems) and/or the need to subcontract designers/programmers to implement such tools./</p> <p>WP7: MAD 7.3 - Software licensing/development under activity “Smart PT traveller information service” (It can be a subcontracting to the owner of existing software to develop additional requirements, or the purchase of the software license) (3.000€). This measure will collect tourism-related mobility information to support in a more efficient and smart way Public transport service at regional level. The measure will improve the cooperation between tourism and public transport system with a set of innovative actions related to the integration of tourism and mobility products and services. The measure will also focus on the provision of travel information en-route for public transport users. A focus group with tourists and residents will be organized and will follow all the implementation process so to guarantee the effectiveness of the measure. This measure will allow a better access to integrate information about tourism and public transport in a unique tool box and platform. The design, prototyping and implementation of such information system requires the development or the adaptation of specific software (e.g. for providing real-time information in PT panels OR in PT passengers mobile phones).</p>	
Does the participant envisage that part of its work is performed by linked third parties	N

Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N
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**6 - Limassol Tourism Development and Promotion Company Ltd (LTC)**

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
<p>The Limassol Tourism Board has to nominate subcontractors for the following measures, due to the lack of internal expert staff and recourses:</p> <p>WP3: LIM 3.1 - 4 bike parking facilities, consultancy services and creation of new bike lanes (road signage to specify lines and symbols to indicate use by bikes only), signage for paths and routes, map panels where routes are suggested, maps created and printed, tourist guides in electronic and printed format, photo shoot to acquire positive images, promotion design and media cost, distribution cost for material (40.000 €)</p> <p>WP3: LIM 3.4 - Design and printing of promotional material, specifically guides/brochures and maps to promote ecological awareness, distribution of material (18.000€)</p> <p>WP4: LIM 4.1: Signage for new electric car sharing option at six locations (Larnaca airport, Pafos airport, Limassol port and Limassol tourist area), maps created and printed (10.000€); LIM4.3: Installation of 6 EV chargers, design and printing of brochure, design of e-brochure, media cost for promotions, advertorials and billboards, use of promo team to create awareness and implement competition, cost of research by car rental companies association to determine the mobility trends of their customers (42.000€)</p> <p>WP6: LIM 6.1 - Design, production and distribution of promotional material, media cost (25.000€); LIM 6.2 - Logo design, crystal trophies, small flags, award ceremony, cards production, printed and electronic material with benefits and discounts, design and printing of promotional material (20.000€).</p> <p>WP7: LIM 7.1 - Acquiring and installation of 20 bike racks at the back of buses (20.000€); LIM 7.2 - Around sixty audio guides for two electric buses, translation of tour description in five languages, studio of audio, promotional flyer design, printing and distribution, advert design, banner design and media cost for promotion (25.000€); LIM 7.3: Installation of 25 electric signs for bus stations, software installation and training for the operation of a central system to control and monitor information to be featured on the electronic signs, installation of 25 electronic strolling signs, installation of 25 conventional signs for bus stops, testing of software employed for the implementation of the measure and necessary expert services for the system to run smoothly (356.985€); LIM7.4: Mapping of the Limassol region determining the exact location of bus stations, bike stations, electric car sharing stations, bike paths, walking paths, etc (15.000€).</p>	
Does the participant envisage that part of its work is performed by linked third parties	N
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N

**7 - Municipality of Limassol (LIMA)**

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
<p>The Municipality of Limassol has to nominate subcontractors for the following measures, due to the lack of internal expert staff and recourses:</p> <p>WP2: LIM 2.2 - Services for the study and the software of the measure, provide and install the new ticketing system and machinery, as well as the installation of all the electronic equipment and the construction works for signs and displays including the necessary infrastructure (100.000€). The estimated costs are for:</p> <p>Design, Specifications: €5.000</p> <ul style="list-style-type: none"> <li>- Preparation of procurement documents for developing the smart application and the software as well as buying the electronic equipment (sensors, server, etc.)</li> </ul> <p>Implementation: €95.000</p> <ul style="list-style-type: none"> <li>- Procurement of services for developing smart application / software</li> </ul>	

<ul style="list-style-type: none"> <li>- Procurement for the supply of sensors / variable message systems / server</li> <li>- Procurement for the builder works, connections works and installation of the system (sensors etc.) in about 7 municipally owned spaces.</li> </ul> <p>WP3: LIM 3.2 - Services for the purchase and installation of special electronic devices which will be installed on traffic lights and the construction works for the access points (40.000€); LIM 3.4 - Services for the study of the measure, the software and the design of the collection points. All the construction works in the collection points, (including the station, toilets, covered areas etc), the infrastructure for the charging units, the installation of PV panels (220.000€). The estimated costs are for:                  Design, Specifications: €30.000</p> <ul style="list-style-type: none"> <li>- Preparation of an action/business plan that will introduce integrated services for tourists within the city of Limassol - create an overall study including an action plan for an ecological route.</li> <li>- Preparation of procurement documents for developing the application and the software as well as buying the electronic equipment (sensors, message systems, etc.)</li> </ul> <p>Implementation: €190.000</p> <ul style="list-style-type: none"> <li>- Procurement of services for developing software and supply of sensors / variable message systems / server</li> <li>- Procurement for the builder works for creating the collection points, electricity and internet infrastructure works and installation of the system (sensors etc.) in about 7 municipally owned spaces</li> <li>- Procurement for the supply of sensors / message systems</li> </ul> <p>Procurement for materials for the signage of the route (signage will be implemented by municipal staff).</p>	
Does the participant envisage that part of its work is performed by linked third parties	N
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N

**8 - Stratagem Energy Ltd (STRATA)**

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
<p>The Stratagem Energy Ltd has to nominate subcontractors for the following measures, due to the lack of internal expert staff and recourses:                  WP3: LIM 3.3 - A video clip will be created in order to educate students and parents to behave safely when using sustainable mobility modes as well as when the parents are driving the children to school (8.000€).                  WP6: LIM 6.3 - Organize and support the campaign (10.000€).</p>	
Does the participant envisage that part of its work is performed by linked third parties	N
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N

**9 - Municipality of Rethymno (RETH)**

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
<p>The Municipality of Rethymno needed to subcontract the following tasks due to the lack of internal resources and required expertise.                  WP2: RET2.1. Service for developing a strategic study for the SUMP upgrading including Rethymno Greater area and combining needs of visitors and residents; Development of a mobility Action plan taking into account the seasonality; Development of a package of SUMP guidelines/ templates to be used by other municipalities in greater area adapted in the regional requirements (50.000€).                  WP2 : RET2.2. Service for the development of an IT platform to collect / monitor mobility data, to support transport planning of all regional transportation through an integrated database. System analysis, software and database development, protocols, interface design, coding, DSS, testing, debugging. Study on the development of a new ticketing system (35.000€);</p>	

<p>WP3: RET3.1. Study to assess the existing and to plan new walking/cycling routes; Study on behaviour change, definition of clusters and motivation factors; Study for the accessibility of beaches and main attraction points and design of new services (25.000€)</p> <p>RET3.2. Study to improve PT routes/service and mobility action plans for 10 schools and the University (8.000€)</p> <p>WP4: RET4.2. Service for the development of a web based sharing platform to promote integrated shared mobility services. System analysis, IT application development, interface, testing, validation (16.000€)</p> <p>WP5:RET5.1. Service for the analysis of the freight system in the city and study for the development of a sustainable Urban Freight Logistics plan; Feasibility study for a cooperative enterprise business case (27.000€); Service for the development of an IT application to coordinate the freight operators, hotel suppliers and retailers and to plan and manage freight delivery in the old city during the pilot demonstration project including CRM and database management. Testing operation and validation; (29.000€)</p> <p>WP6: RET6.1. Study on mobility patterns of visitors and citizens and identification of new travel plans to key attraction points; Development of a web based platform / application for promoting sustainable mobility plans, also before arrival. Content development, web design and back-end operations; integrating social media management; Sustainable mobility travel planner –application for smart phones (45.000€).</p> <p>RET6.2: Service for a strategic study for car free zone in the historic city centre accessing also social and economic impact; development plan (12.000€)</p> <p>WP7: RET7.2. Study to assess existing PT services and current system’s efficiency including assessment of current sitting of PT / bike/ EV charging /parking stations, bike/walking paths and new insight on linkages with hotel transport needs; Rescheduling of timetables and design new routes to respond to the real needs across the year; Experts advice to design of 2 new routes to serve the cruises visitors; Experts advice to design of 2 new routes integrating ecological walk and cycling alternatives (30.000€).</p>	
Does the participant envisage that part of its work is performed by linked third parties	N
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N

**10 - Technical University of Crete (TUC)**

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
<p>TUC needed to subcontract the following tasks due to the lack of internal resources.</p> <p>WP4: RET4.2. Research study to define shared mobility services potential users’ profiles/motivation and constrains. Feasibility study on car sharing scheme adapted to local culture (12.000€);</p> <p>WP5: RET5.1. External trainer for eco-driving training session and materials development for freight drivers (4.000€)</p> <p>WP6: RET6.1. External trainer for eco-driving training session for motorists, include safe driving (3.000€)</p> <p>WP7: RET7.2. Service on PT users needs and satisfaction level field survey and analysis of findings; External trainer for PT eco driving and safe driving training sessions and assessment; Development of a simulation application to test PT drivers capacity (15.500€).</p>	
Does the participant envisage that part of its work is performed by linked third parties	N
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N

**11 - Municipality of Rio Marina (RM)**

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
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<p>The Municipality of Rio Marina is a small public body therefore, internal staff is not able to perform all the CIVITAS DESTINATION activities, especially those with a very technical character where peculiar professional skills area required. Moreover, many demonstration activities/services clearly require the direct involvement of relevant operators in the different fields addressed (i.e. rental services, tourist services, etc.). For this reason it is necessary to subcontract certain specific activities, as detailed below.</p> <p>WP3: ELB 3.1 - Support to the design and deployment of innovative safety ICT devices (i.e. Info Tiles) for increasing pedestrian crossing safety (6.000€); ELB 3.2 - Support to the design and planning of specific pedestrian/bike routes (6.000€).</p> <p>WP4: ELB 4.2 - Subcontract to different local private rental companies for carrying out the demonstration and operation of the planned boat, bike and car sharing services (66.000€).</p> <p>WP5: ELB 5.1 - Subcontract to local private freight transport operators for carrying out the demonstration of the designed logistics services, for Rio Marina territory and for the Eastern part of Elba Island (42.000€).</p> <p>WP6: ELB 6.1 -Subcontract to local tourist and transport operators for carrying out the demonstration of the designed solutions for tourism and mobility, for Rio Marina territory and for the Eastern part of Elba Island (25.000€).</p> <p>WP7: ELB 7.1 - Subcontract to local public transport operators for carrying out the demonstration activities of the new designed PT services for tourists, for Rio Marina territory and for the Eastern part of Elba Island (48.000€).</p>	
Does the participant envisage that part of its work is performed by linked third parties	N
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N

**12 - Municipality of Portoferraio (PF)**

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
<p>The internal staff of the Municipality of Portoferraio does not have some of the specific competences needed to perform the CIVITAS DESTINATION activities, especially those with a very technical character related to the design phase. Moreover, many demonstration activities/services clearly require the direct involvement of relevant operators in the different fields addressed (i.e. rental services, tourist services, etc.). For this reason it is necessary to subcontract certain specific activities, as detailed below.</p> <p>WP2: ELB 2.1 - Subcontract to a service company for data collection and surveys on the overall Elba Island territory and on the tourist flows/origin/modalities (18.000€).</p> <p>WP3: ELB 3.1 - Support to the design and deployment of innovative safety ICT devices (i.e. Info Tiles) for increasing pedestrian crossing safety, and requalifying the main taxi station area, including the relevant demonstration (16.000€); ELB 3.2 - Support activities to the demonstration of specific pedestrian/bike routes (8.000€).</p> <p>WP4: ELB 4.1 - Subcontract to a service company through national and European tender process for the operation, management and maintenance of the agency (the term agency is used for indicating the ride sharing service centre) during the whole demonstration period and sharing services (78.000€) ELB 4.3 -Subcontract to an ICT company to develop the platform and interface functionalities (via web and smartphone/app) (120.000€).</p> <p>WP5: ELB 5.1 - Subcontract to local private freight transport operators for carrying out the demonstration of the designed logistics services for Portoferraio territory and for the Western part of Elba Island (30.000€).</p> <p>WP6: ELB 6.1 - Subcontract to local tourist and transport operators for carrying out the demonstration of the designed solutions for tourism and mobility for Portoferraio territory and for the Western part of Elba Island (22.000€).</p> <p>WP7: ELB 7.1 - Subcontract to local public transport operators for carrying out the demonstration activities of the new designed PT services for tourists services for Portoferraio territory and for the Western part of Elba Island (78.000€); ELB 7.2 - Subcontract to the local PT company for the design of the extension of the existing integrated payment system to the Elba public transport services</p>	

[689031][DESTINATIONS]



(25.000€); ELB 7.3 - Subcontract to the local PT company for the demonstration of designed APP (10.000€).	
Does the participant envisage that part of its work is performed by linked third parties	N
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N

**13 – MemEx**

*"No third parties involved"*

**14 - Authority for Transport in Malta (TM)**

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
<p>WP2: MAL 2.1: Compilation of SUMP None of the Maltese partners involved have yet had any experience in the compilation of a Sustainable Mobility Plan. Therefore, subcontractors will be brought in to assist in the collection of data, and in the identification of measures to be included in the plan and their impact assessment. The whole process will be done in close consultation with Transport Malta. Moreover, subcontractors will be compiling a template and methodology to be used in the compilation of future SUMPS in other localities. Throughout this process Transport Malta will be following closely the methodologies used by the subcontractor to learn as much as possible on the accepted methods of compiling SUMPS in order to acquire the right skills to enable the entity to support any local councils willing to compile SUMPS in the future (80.000€). The activity will include collection of data, including through conduction of surveys or/and polls (10.000€).</p> <p>WP5: MAL 5.1: Last Mile Delivery of Goods None of the Maltese partners involved have yet had any experience in the compilation of a Sustainable Logistical Plan. Therefore, subcontractors will be brought in to assist in the collection of data, identification of measures to be included in the plan and their impact assessment, assist in the consultation with stakeholders, create guidelines and timelines for implementation as well as design the pilot to be implemented in the 5.1. measure. Throughout this process Transport Malta will be following closely the methodologies used by the subcontractor to learn as much as possible on the accepted methods of compiling SULPS in order to acquire the right skills to enable the entity to support any local councils willing to compile SULPS in the future (72.900€).</p> <p>WP6: MAL 6.2: Low Emissions Zones: IT developers shall be contracted to design and launch the system that would operated and monitor the low emission zone. Such expertise is not available within Transport Malta (45.000€); Data Collection and Analysis shall be subcontracted (10.000€) as well as the design of promotional material (5.000€)</p> <p>WP6: MAL 6.3: Promotion of Sustainable Mobility with tourists Subcontracting includes design of promotional material (1000€); Data collection and analysis (10.000€)</p> <p>WP7: MAL 7.1: Feasibility Study into alternative and better connections in Valletta: Transport Malta shall be subcontracting the expertise for the compilation of the Valletta Connections feasibility plan. In the compilation and impact analysis of options to be considered, the expertise of economists and engineers are necessary; these are not available at Transport Malta (50.000€); Design of Promotional material (3.737€); Data Collection and Analysis (10.000€).</p>	
Does the participant envisage that part of its work is performed by linked third parties	N
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N

**15 - Valletta Local Council (VLC)**

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
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[689031][DESTINATIONS]

<p>WP 4: MAL 4.1: e-Bike Sharing: Data Collection and analysis (10.000€); Design and artwork (2.800€) WP5: MAL 5.1: Last Mile Delivery of Goods: Operation of the service of drivers to be used in the operation of the pilot on Last mile delivery of goods will be subcontracted due to lack of in-house resources (60.000€); Data Collection and analysis (15.300€); IT developers to develop logistical platform to be used to monitor and manage the last mile deliveries during pilot (21.200€); Design of promotional material (500€). WP 7: MAL 7.1: Integration of ferry into public transport: Operation of the service of drivers to be used in the operation of the pilot (two mini-buses to be included in the daily public transport schedule) will be subcontracted due to lack of in-house resources (75.000€); Design and artwork (400€).</p>	
Does the participant envisage that part of its work is performed by linked third parties	N
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N

**16 - University of Malta (UoM)**

*"No third parties involved"*

**17 - Ministry of Tourism (MOT)**

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
<p>MOT need to subcontract the following tasks due to the lack of internal resources. WP4: MAL 4.1 - Design and artwork of all promotional material (3.250€). WP6: MAL 6.1 – Surveys by phone and on street (10.000€); Design and artwork of all promotional material (10.000€); External Expertise to assist in the implementation of the pilot including assistance in the consultation with stakeholders as part of the user needs analysis, creation of structure of Mobility/Eco-Label and its management (€10,000). MAL 6.3 - Design and artwork of all promotional material (6.000€).</p>	
Does the participant envisage that part of its work is performed by linked third parties	N
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N

**18 - Guaguas Municipales (Guaguas)**

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
<p>Guaguas Municipales needed to subcontract the following tasks due to the lack of internal resources. WP6: LAP 6.1 - Service to implement the green credit scheme (50.000€). WP7: LAP 7.1 - Service to produce a 3D BRT movie production and HD version (260.000€). This initiative aims to show the people what will be the future of the Mobility of Las Palmas de Gran Canarias in order to encourage and explain to the citizens and visitors, why they have to put up with all the construction works. It is related to the BRT system to be implemented in Las Palmas and is related to Task 7.4.2. In order to manage to do a great 3D BRT production, a comprehensive and multidisciplinary team is needed. For that reason the staff will be composed of several professionals as film producer, light and sound technicians, actors, makeup artists, musicians, etc. It is expected that more than 100 people will be involved in this production. Moreover, technical equipment as Camera car, HD drons, movie set, etc. will be used. All this great process can be structured in five blocks that are described below along with their approximate duration: 1.- movie script and documentation 30 days 2.- filmmaking technology 35 days 3.- filming 8 days</p>	

4.- Integration	10 days
5.- editing and sounding	10 days
All this blocks will be overlapped in order to allow a total estimated duration of 60 days.	
LAP 7.4 - Service to develop a 24-hour tourist and mobility ticket, Public transport return ticket with entry to tourist attraction and events (30.000€).	
Does the participant envisage that part of its work is performed by linked third parties	N
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N

**19 - CINESI Transport Consultants (CINESI)**

*"No third parties involved"*

**20 - Local Council of Las Palmas (LPGC)**

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
Local Council of Las Palmas needed to subcontract the following tasks due to the lack of internal resources. WP2: LAP 2.1 - Service to implement a mobility office, including services as technical assistance, traffic studies or mobility simulations, should be subcontracted as the current staff doesn't have the necessary knowledge. The tasks of the subcontracting are: <ul style="list-style-type: none"> <li>- To draft the corporate image of the Mobility Office.</li> <li>- To organize training sessions for the staff of the Mobility Office.</li> <li>- Promotion and information campaign about the new Mobility Office and the SUMP.</li> <li>- To organize how is going to be monitored and evaluated the implementation of the SUMP.</li> <li>- To monitor and evaluate the implementation of the SUMP of Las Palmas de Gran Canaria.</li> <li>- All kind of mobility studies (traffic signals, Zone 30, traffic calming, cycling network, pedestrian infrastructures, etc.).</li> </ul> (100.000€); LAP 2.2 - Service to implement Big data, CRM and smart metering (50.000€). WP3: LAP 3.1 - Information collection, fieldwork, analysis of mobility supply and demand, characterization of the current mobility system, diagnosis and SWOT analysis Definition of a set of Key Performance Indicators, as well as a monitoring and evaluation plan (50.000€). WP5: LAP 5.2 - Service to add an urban plan into SUMP (14.700€). WP7: LAP 7.3 - Service to improve LPAvisit (tourist App) (20.000 €).	
Does the participant envisage that part of its work is performed by linked third parties	N
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N

**21 - Ingeniería Electrónica Canaria S.L (INELCAN)**

*"No third parties involved"*

**22 - Sagulpa, SA**

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
Sagulpa needed to subcontract the following tasks due to the lack of internal resources. WP7: LAP 7.3 - Service to improve LPA Movilidad (Mobility App)(40.000 €).	
Does the participant envisage that part of its work is performed by linked third parties	N
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N

**23 - Euro Project Consult (EPC)**

[689031][DESTINATIONS]

*"No third parties involved"*

**24 - Institute of Studies for the Integration of Systems (ISIS)**

*"No third parties involved"*

**25 - European Integrated Projects (EIP)**

*"No third parties involved"*

**26 - Sustainable Services (GV21)**

*"No third parties involved"*

**27 - Insight Innovation GmbH (II)**

*"No third parties involved"*

**28 – VECTOS**

*"No third parties involved"*

**29 - Conference of Peripheral Maritime Regions of Europe (CPMR)**

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y
WP10 : activities to foster cross-fertilisation in 3 pilot CPMR regions (30.000€) WP11: design and communication of project promotional material (12.000€)	
Does the participant envisage that part of its work is performed by linked third parties	N
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	N

**5. Ethics and Security**

**5.1 Ethics**

**5.1.1 Introduction**

The DESTINATIONS project embeds the process of ethical compliance into its whole work programme, for the whole research and demonstration life cycle. The ethical issues within DESTINATIONS (see below) arise within the detail of the work, and not with the overall raison d’être of the project itself, which is part of the EC Horizon 2020 programme, Mobility for Growth sub-programme. Adopting the Commission’s guidelines, the detailed ethical aspects of the project will be addressed during the developmental phases of the project. The fulfilment of ethical conditions will therefore be considered part of the Grant Agreement and not fully compliant before the Grant signature. The ethical issues relating to the project are outlined below, following an internal review at the latter proposal stage. The issues relate primarily to the involvement of humans and personal data in all areas of the project’s work. DESTINATIONS will provide added value innovation to the ethical dimension of sustainable mobility through the development, application and take-up of “privacy enhancing technologies”.

DESTINATIONS will rigorously apply Horizon 2020 ethical standards in all dimensions of the project’s work, in addition to national standards relating to the six DESTINATIONS cities and (where relevant) international standards. The project has a task in the management workpackage. The project has associated partners from China. Adopting EC guidance, the compliance standards for research by the Chinese partner will satisfy the national ethical standards applying to the DESTINATIONS coordinating city – Funchal (i.e. the research plan to be undertaken in China would be acceptable under Portuguese ethical standards). This will also guard against the (highly improbable) issue of ‘ethical dumping’ from the EU to a non-EU state arising.

Prior to the start of the project, each beneficiary will submit a declaration to the DESTINATIONS coordinator to comply with all of the ethical dimensions of the project. This commitment to comply will also be included into the project consortium agreement. An Ethics Compliance Report will be produced in Month 3 of the project. This will provide the baseline approval and compliance for the rest of the project.

Below we outline the procedures by which ethical issues are identified and addressed within the project.

### **5.1.2 Ethics in the DESTINATIONS research life cycle – compliance for excellence**

It is important that the ethical compliance procedures in DESTINATIONS encompass all of the stages of the work, and all stages of the DESTINATIONS innovation chain from concept development to replication in other cities and wider take-up. All workpackages' leaders and city managers will provide input to the Ethical Compliance Report and any necessary approvals for work in their cities/workpackages (see below).

The ethical compliance in DESTINATIONS has two dimensions – ethical principles and ethical law.

- Ethical principles provide the basis for conducting the project at city and project levels. The obligation on all DESTINATIONS beneficiaries is to ensure that the project completes its work without breaching the integrity of the research: for example, that the evidence produced is based on sound analysis and rational argument, that the work was conducted in a professional and fair manner, that the evidence was not biased and that there was no misconduct in the way the research was undertaken.
- Ethical legislation at national, European and international levels will provide the basis for any research activities in DESTINATIONS. Necessary approvals in writing will have to be obtained prior to any research on humans in the DESTINATIONS cities.

The procedures for obtaining ethical approval are described in the management Section 2.3 below.

### **5.1.3 Identifying the areas for ethical compliance in DESTINATIONS**

DESTINATIONS has to maximise the ethically beneficial impacts of its work and to take all care to avoid ethically damaging impacts. DESTINATIONS has strong ethical benefits for European society:

#### **5.1.3.1 Addressing societal security needs – (freedom, health, employment, environment, values)**

These are central features guiding the sustainable mobility objectives in all of the DESTINATIONS cities – using mobility to increase freedom, sustainable mobility to improve health, providing greater access to jobs and services across the DESTINATIONS cities and their growth poles, enhancing environmental quality for a better quality of life and sustaining the planet, and contributing to the growth of a culture of sustainable mobility values across Europe. These objectives will be embedded into the DESTINATIONS measures and into the evaluation process to assess the extent to which societal security needs have been enhanced by the project. This will benefit both the mobility sectors and other important areas of public welfare – such as health and well being.

#### **5.1.3.2 Addressing social acceptance**

In addition to indirect impact analysis of the social benefits of the DESTINATIONS measures (for example by changing the modal split in favour of walking and cycling from private car use), the project will be addressing citizens and stakeholders to assess their acceptance of the measures, and the primary drivers of that acceptance. In this way, the project can ensure that the measures implemented have both broad social acceptance and specific acceptance by those groups of people most affected. A strong feature of the project will be citizen and stakeholder engagement in all measures. Embedding locally created solutions into new engagement processes will provide communities with part ownership of the solution, strengthen further community involvement, provide better territorial cohesion, more inclusive governance and heightened dignity among the citizens participating.

#### **5.1.3.3 Addressing social threats (crime, terrorism, climate change)**

DESTINATIONS will address, as part of the measures, concerns relating to safety and personal security in the travelling environment. This is a particularly important part of the gender dimension of the project to ensure women (and to a lesser extent men) against the (more common) threat of personal harassment or attack. Some DESTINATIONS measures involve the joint action of planning and law enforcement in urban areas. The issue of sustainable urban mobility planning for safer, more secure environments is an important contribution that the DESTINATIONS project can make to the wider planning arena, and also to other related sectors such as security and policing and social vigilance for potential terrorist activity. The central focus of CIVITAS on achieving more environmental sustainability and more environmentally aware lifestyles in the mobility area will be a major social benefit of the project.

#### 5.1.3.4 Benefitting all segments of society

In addition to the overall social benefits of the project, one of the defining principles of DESTINATIONS is 'Inclusion' (the other two being sustainability and growth).

The project will address sustainable mobility as it impacts on all sections of society in the DESTINATIONS cities. In this way, the results of the project cannot in any way be seen to be discriminatory against certain groups of society. Specific attention will be given to address the needs of 'hard to reach' groups to use mobility and accessibility solutions to improve the life quality of these groups. Tourist cities have developed with significant problems of social exclusion, particularly in old areas and on isolated suburban estates where xenophobic and more radicalised behaviours can result. The project will also address the needs of the dependent sectors of society in the cities, addressing their mobility needs – in particular children, the very old and the disabled community (sensory, ambient and mental). It is the objective of DESTINATIONS to use the packages of measures to break down these social barriers. While there are clearly strong ethical benefits in achieving inclusion objectives, it does mean the project engaging the more vulnerable groups in the cities and collecting qualitative and quantitative data from them and this is addressed below. More inclusive societies are more successful societies (Wilkinson et. al., 2011- The Spirit Level).

The project will need to guard against potential ethical disbenefits arising:

#### 5.1.3.5 Privacy and data protection

This aspect is the major ethical issue for DESTINATIONS to address. In all of the cities, data from a host of sources will be collected, analysed, stored and reported. A significant proportion of this data are information provided by people about their lives and their attitudes, perceptions and expectations; and data collected remotely that monitors their movements (for example in traffic counts, through GPS tracking or on surveillance cameras). As stated above, the data will cover all social groups including those most vulnerable and dependent. It is a primary responsibility of the project to ensure that the ethics of personal privacy and dignity, and data protection are not compromised in any way.

#### 5.1.3.6 Compliance with the European Charter of fundamental Rights

The Charter of Fundamental Rights of the EU states (legally binding since 2009) the fundamental rights of humans protected in the EU: Dignity, Freedoms, Equality, Solidarity, Citizens' Rights, and Justice. The Charter is a very modern codification and includes 'third generation' fundamental rights, such as data protection. This right to data protection builds on Article 8 of the Convention for the protection of rights defining respect for privacy and Article 2 of the respective Protocol defining the right to freedom of movement. The project will ensure full compliance with the Charter.

### 5.1.4 Ethics management and review – WP1

#### 5.1.4.1 Internal Ethics Review Board (ERB)

DESTINATIONS will have a specific ethics management and review process embedded in the overall management structure of the project. The Project has appointed Professor Laurie Pickup of Vectos as the internal ethics reviewer within a rigorous ethics management process. He will chair an ERB comprising of one representative from each of the DESTINATIONS cities (one of whom is the project coordinator), and the Project Data Manager (PDM), Giorgio Ambrosino (see below). The ERB will meet periodically at

consortium meetings on a six monthly basis and, where necessary, through ad hoc conference calls to handle specific issues on a one to one basis. The objectives of the ERB are to:

- Implement the Ethics Compliance Report produced in Month 3 of the project, and to update and refine that report as appropriate
- Ensure that all necessary national, EU and International ethics approvals and opinions are obtained in all 6 cities prior to the commencement of the work, during the planning phase (for example national data protection authorities or under Directive 95/46 – under review).
- Mentor all project beneficiaries on the ethical obligations of the project at the kick-off meeting and re-emphasize at subsequent consortium meetings.
- Conduct periodic reviews of ethics in preparation for EC ethical audits and produce full documentation for INEA observation.
- Periodic reporting to INEA on ethics compliance and issues that have arisen and been addressed, plus anticipated issues for later in the project. These reports will start with the Ethics Compliance Report in Month 3 and then have the same reporting cycle as for the overall management reporting.
- The ethical conduct of the Chinese organisations in their collaboration with DESTINATIONS partners, must comply with the terms of the relevant EC Directives within which the rest of the DESTINATIONS consortium are bound in conducting the ‘Project’ (for example but not exclusively relating to the collection, analysis, holding and removal of personal data).

The ERB will incorporate the work of the H2020 project: ‘Promoting research integrity’ (which commenced in 2015) and build this state of the art intelligence into our work.

ISIS, who will provide and store the necessary documentation and hold the ethics approval, will support the ERB and opinions that are received from national, EU or international bodies in case of an Ethics review by the Commission. They will bring to the attention of the Internal Ethics Reviewer issues arising inside the workpackages that require attention. All beneficiaries are also able to bring ethical issues to the attention of the Internal Ethics Reviewer. Issues would be discussed by the ERB and the necessary actions taken to redress the situation. In some cases, this may entail adapting the research methodology to keep to ethical rules. ISIS will act as the secretariat for all ERB meetings and prepare minutes and agendas. Issues arising from the ERB will be reported to the project Steering Committee by the Internal Ethics Reviewer.

#### 5.1.4.2 DESTINATIONS Data Controller

Following EC guidance, the project will appoint a Project Data Manager, Giorgio Ambrosino; who is an international expert in data and privacy issues. He will work within Directive 95/46/EC and ‘Article 29 working group 8/2010 opinion’ and the conditions of Decision 2013/743/EU. He will submit a confirmation at the start of the project, on behalf of all beneficiaries that all data collected in the project will be according to ethical rules specified in this EC legislation and respective national legislations (attached) The PDM will be an important component of the ERB. Specific issues for data collection are listed below and will form the baseline to prepare the Ethics Compliance Report in Month 3.

### 5.1.5 DESTINATIONS ethical appraisal

#### 5.1.5.1 The DESTINATIONS measures: ethical issues to be addressed

Table 1 below summarises the ethical issues arising from the DESTINATIONS measures and the necessary compliance actions. In all case where compliance is sought, the application/description of the data to be collected/sourced will be supported by detail of the data collection instruments (e.g. a survey questionnaire) and the method by which data are collected, including any permissions (for example from parents of children who will give them a simple questionnaire to complete or have completed for them). The specific details of the information required for compliance approval will be provided by the EC and by national authorities (and where relevant International agencies).

#### **Table 1 DESTINATIONS measures – Preliminary table of ethical issues**

WP	Measure	Involvement of human participants
3	(LPA 3.1) - Attractive, safe and accessible public space at major attraction in Rethymno	Citizens' opinions on new services collated and assessed
3	(ELB 3.1) - Increase level of safety of pedestrian crossings in Elba	Actual (road safety statistics) and perceived (surveys) changes in road safety
3	(LIM 3.1) - Increase cycling and walking in combination with special interest tourist activities as an integrated product in Limassol	Data collection on attractiveness of new services
3	(MAD 3.1) - Innovative solutions for safe and secure public spaces in Madeira	Data provided by new road safety monitoring centre
3	(LPA 3.1) - Attractive, safe and accessible public space at major attraction in Las Palmas	Visitor and employees travel plan surveys
3	(LIM 3.4) - Attractive and accessible public spaces to promote intermodal leisure trips in Limassol	Data collected from tourists on usage of improved services
3	(MAD 3.2) - School and foreign students awareness campaign package in Madeira	Data collected on reduced average speed of traffic calming and impact on road safety statistics
3	(RET 3.2) - Mobility plan for schools/university's communities in Rethymno	Behaviour change surveys: before and after. Children and parents
3	(LIM 3.3) - Safe routes to school in Limassol	Data collected on usage of preferential "safer" routes
4	(RET 4.2) - Building a sharing mobility culture in Rethymno	Web-based User platform will provide data on take up of sustainable modes
4	(ELB 4.1) - Shared ELBA Mobility Agency in Elba	Take up monitored through data from e-mobility and ICT services
4	(LIM 4.1) - Electric car sharing connecting Limassol-airports-ports in Limassol	Data on the take up of new eCar service recorded
4	(LPA 4.1) - Public e-bike system in Las Palmas	Data taken from bike sharing system to analyse demographics of users
4	(LIM 4.2) - Expansion of public bike sharing system, include e-bikes in Limassol	Data taken from bike sharing system to analyse demographics of users
4	(MAL 4.1) - E-bike sharing pilot project in Malta	Data taken from bike sharing system to analyse demographics of users
4	(RET 4.2) - Building a sharing mobility culture in Rethymno	Data taken from bike sharing system to analyse demographics of users
4	(MAD 4.1) - Promote the uptake of clean vehicles by fleet operators in Madeira	User surveys will assess effectiveness incentives, and system data will show overall take up
4	(LPA 4.2) - Fast charging EV in Las Palmas	MOBILITY app will provide usage data
4	(RET 4.1) - Uptake of electric vehicles by fleet operators in Rethymno	User surveys will assess effectiveness incentives, and system data will show overall take up
4	(LIM 4.3) - Promote the uptake of electric vehicles(charging infrastructures for cars and two wheelers) in Limassol	User surveys will assess effectiveness incentives, and system data will show overall take up
6	(MAD 6.3) - Mobility planning for tourism related companies in Madeira	Surveys of hotel guests on impact of measures
6	(RET 6.1) - Sustainable mobility agency for tourists/visitors in Rethymno	User feedback data taken from online platform – mobility agency. Routes taken by users of mobile phone app



6	(ELB 6.1) - Combined products for tourism and mobility: the accommodation and mobility package in Elba	Surveys of tourists and residents of impact and responsiveness of shared services
6	(LIM 6.1) - Awareness on the use of sustainable mobility modes for leisure trips in Limassol	Surveys to determine the impact of campaigns
6	Promoting sustainable mobility and travel plans in Malta	Data on number of downloads of app, regular users, most popular services
6	(MAD 6.1) - Gamification as a way to induce behavioural change in Mobility and (MAD 6.2) - Green credits: A Business Model for Mobility, Sustainability and Tourism in Madeira	Data collected from PT users on attractiveness of interactive bus stop
6	(LPA 6.1) - Green credits scheme in Las Palmas	User data and sites of where points earned / exchanged taken from relevant app / web portal
6	(LIM 6.3) - Bicycle challenge: competition between employees of companies in Limassol	Before and after surveys of employees to derive attitudinal change
6	(MAL 6.1) - Green Mobility Hotel Award in Malta	User data and sites of where points earned / exchanged taken from relevant app / web portal
6	(RET 6.3) - Green mobility card in Rethymno	User data and sites of where points earned / exchanged taken from relevant app / web portal
6	(MAD 6.4) - Low emission zones and smart parking management in Madeira	Data on traffic calming drawn from mobility sensors
6	(LIM 6.4) - Smart parking guidance system in Limassol	User data drawn from smart parking app
6	(MAL 6.2) - Introducing Low Emission Zones in Malta	Data drawn from traffic cameras/ automated number plate recognition and manual counts to determine reduction in vehicle numbers
6	(RET 6.2) - Low emission zones study in Rethymno	Public consultation process will derive quantitative and qualitative data

### 5.1.6 Personal data on humans in DESTINATIONS

#### 5.1.6.1 Types of data to be used in the project

We can identify the following issues to ensure privacy and data security that the project has to address:

- **Secondary data:** All cities will use a whole variety of data from secondary sources. These data sources are primarily collected for public use and for multiple uses – such as local population census material. The city authority collects other data for local planning purposes, for example travel pattern data; which are for multiple uses within the city authority, but which require permission for wider use. This data will be essential for establishing the local contexts within which the DESTINATIONS measures will be implemented. They can provide essential data for sampling people to ensure a full cross-section of city areas or types of people are surveyed (for example by age and gender). It will be important to ensure that all of this data has the correct, documented approval for use in analysis.
- **Primary data** sampling for quantitative analysis – for sampling the population as a whole, then it must be assured that the approach can generate a sample that is random and of a size that can be analysed with the ability to make statistical inference for the overall sample and for the most significant sub-sample breakdowns; in order to ensure accuracy and integrity. There should be the ability to assess the sampling bias in this respect and to implement corrective actions where bias is demonstrated. In some countries, ethical guidelines exist for market research and data privacy (for example the UK Department of Transport’s Magenta book). Where this is not available, the

International Market Research Association and ISO 20252 will provide the DESTINATIONS ethical guidance.

- **Ethical guidance for primary data collection:** ISO 20252 provides the quality and ethical standards for the end-to-end process of a research project such as DESTINATIONS:
  - Research process management
  - Managing the executive elements of research
  - Data collection
  - Data management and processing
  - Reporting on research projects

These sources provide detailed ethical guidance for example on the recruitment of hard to reach groups, children, elderly dependents, ethnic minorities and refugees etc. DESTINATIONS will produce standard templates and statements for customised translation for recruitment and selection approvals and for informed consent. It will state clearly the data results will be publicly available.

- **New data sources:** In addition to more conventional surveys and focus groups, information on humans in DESTINATIONS will use a wider range of more sophisticated data collection instruments, many of which provide open data sources or data for multiple uses:
  - Automatic devices including real time surveillance (counters, cameras, scanners, GPS trackers)
  - Systems for facial recognition in real time in an unrestricted environment
  - Video surveillance systems across urban areas/interchanges
  - Smart systems and technologies – mobile electronic tagging
  - Automatic number plate recognition

It will be essential to get the necessary clearances to use these data sources, some of which many argue can be intrusive to personal privacy and yet supportive of personal safety and security. Having a clear ethical strategy on the use of these data will be important for a number of DESTINATIONS measures relating to vehicle access control.

- **Analysis, data storage and dissemination,** there are two key rules: (i) That it is well documented and approved who has access to use and receive the information and (ii) there will be no dissemination of personal information without written consent. The analysis of data will not reveal or publish the intelligence from specific respondents to questionnaires or interviews/discussions. The respondents will be anonymous codes and the addresses coded by broad areas to prevent tracking (there is a good body of experience on how to avoid data tracking). Codes marking specific individuals to track their responses before and after a CIVITAS measure has been implemented will be for ‘panel analysis’ purposes. Following the analysis, the codes will be erased and the data stored as anonymous.

#### 5.1.6.2 Mission creep and Incidental findings

The Internal Ethics Reviewer will also assess whether any analysis is guilty of ‘Mission creep’; that is the use of the data beyond the permission that was given. Incidental Findings (IFs) refer to a finding uncovered during the analysis of personal data that is beyond the objectives and scope of the research; that cannot be anticipated in the design of research protocols for the research. These are most common in medical research but data, for example on the passage of personal relationships may arise in the analysis of panel waves or in the GPS tracking of activity patterns. In DESTINATIONS, there will be research into the health and well-being impacts of the sustainable mobility measures and data will be collected in panels across the 6 sites on these indicators and measurements – for example physical activity levels and stated responses from participants on their medical histories (for example respiratory illness and disease, sedentary behaviour and obesity issues etc.) and attitudes to active mobility. The project therefore needs to ensure complete protection of individual data in this area and the non-disclosure of any possible IFs that may arise.

If the data are anonymous, then IFs will not arise. In the case of personalised data such as for health variables, the use of the data for subsequent analysis for other purposes needs to be protected or made clear in the original consent forms agreed to by the individual research participants.

In DESTINATIONS, the project will use the IF guidelines published by the World Health Organisation (WHO). The partner responsible for the task on health and well-being impacts (EIP) and the PDM will ensure the full approval and protection of personal data and this will be clear in the consent forms and information sheets provided to prospective participants at the outset of the research. The PDM will also ensure that personalised data on activity patterns will receive full approval and opinion to ensure the data are protected during the project and afterwards.

### **5.1.6.3 ‘Anonymous’ and ‘Personal’ data**

In each of the DESTINATIONS cities, evaluation data will be collected that is both anonymous and personalised. The appropriate Data Protection Certificates and Approvals (DPCs) will be provided in the Ethics Compliance Report in Month 3.

#### **Anonymous data**

Data will be collected to assess the impacts of measures based on ‘before and after’ surveys. In these surveys, the data (for example on the travel patterns, attitudes and socio-demographic characteristics of the respondents) will not code specific people or households. For example, the household or person coded 001 in the before survey will not be the same household or person coded 001 in the after survey. Analysis will focus on the comparative statistics of the two samples of their respective populations: The analysis is anonymous.

Furthermore it is important that the data does not allow for the identification of the individual or household locations of the respondents; or to make it possible to identify them from an analysis of their activity patterns (such as tracking through GPS data logging). DESTINATIONS has a policy to only code the district or neighbourhood area in which the respondent lives. This will not be defined as the postal code district if that code is at the level of detail of a few streets only – the neighbourhood level will be the code for measurement.

#### **Personalised data**

Some measures will collect data to measure impacts in the form of ‘panels’ of people. A panel is a group of people who are ‘tracked’ through the evaluation and asked to complete repeat questionnaire surveys, or requested to take repeated exercises and tests at periodic intervals or ‘waves’. The strength of a panel is that you are tracking the mobility decisions made by particular individuals throughout the measure – from before implementation to perhaps one year afterwards. In this case it is essential to keep specific codes for specific individuals and to hold a database with full contact details of all panel members.

#### **The policy in DESTINATIONS**

This will be for the ownership of the data to be solely with the 6 city authorities. It will not be retained by the agencies that collect or analyse the data on their behalf and all data files will be handed over to the authorities once the analysis is completed. DESTINATIONS partners from outside of the member states where the data are collected, but who are involved in the holding, analysis and evaluation of the data will sign an appropriate agreement with each of the cities involved to confirm their compliance with the specific DPC and ‘Opinions’ that relate to the data they will collect, hold and use.

All data collected, where necessary under national law, will need a DPC. It must also conform to the EC Data Protection Directive (the terms of the revised Directive, expected during 2016). At the start of the DESTINATIONS project, the Project Data Protection Manager (DPM) and the Evaluation workpackage leader, ISIS, will review all of the data requirements and data collection mechanisms throughout the project. This will be detailed in the Ethics Compliance Report in Month 3 of the project. For each data collection element, where required, a DPC will be annexed to this report.

In addition, it is common in situations where a DPC is mandatory (or even where a DPC is not required), for the Data Protection Authority to provide an ‘opinion’ as to the detailed elements they require for data collection, storage and use. The DESTINATIONS DPM will ensure that the details listed in the respective ‘opinion statements’ are complied with in the project.

The DPC will hold a log of all of the DPCs and ‘Opinions’ and will ensure the full conformity of the project with these requirements. Where any partner deviates from these requirements, the DPM will bring the matter to the immediate notice of the project coordinator. All partners involved in data collection, storage and use will be in regular and ad hoc contact with the DPM for advice, to ensure that the risks of non-compliance are minimal. The project will define a common approach under the revised EC Directive and all sites, as public authorities engaged in ‘scientific research’ will abide by these conditions.

### **5.1.7 Ethical approval, certification and opinion**

The Ethics compliance report in Month 3 of the project will provide all of the necessary DPCs and the supporting ‘Opinions’ received, as appropriate, from:

- The data protection officer of each of the DESTINATIONS public authorities.
- The respective national data protection agencies
- The ‘internal supplementary opinions’ provided by the DESTINATIONS DPM. The DPM also has the responsibility to ensure full project conformity with the EC Directive (95/46 under revision) on data protection, on which a common DESTINATIONS compliance conditions will be established.

The data protection authorities and legislation affecting each of the DESTINATIONS sites will be as follows:

#### **Elba**

The national authority in Italy is the national authority for guaranteeing personal data protection (Garante per la protezione dei dati personali). The appropriate national law for data protection in Italy is the ‘Codice in materia di protezione dei dati personali’ (196/2003). This will be shortly revised to conform to the new revisions to the EC Directive. At the local site level in Rio and Portoferraio, a Data Protection Officer is appointed to ensure compliance among all local organisations.

#### **Las Palmas**

The national authority for guaranteeing personal data protection is the “ Agencia Espanola de Proteccion de datos”.

No approval is required for anonymous data. The DPM will advise for this data.

Personalised data requires the compliance with Article 5 (Derecho a informacion y reconocida de datos) of the national data protection law of 1999 (15/1999 – Proteccion de datos de Caracter Personal). This requires that people to be surveyed must be informed (explicitly, precisely and unequivocally) of the existence of a file, personal data treatment, method of data collection, purpose of use, possibility to access the information (amend and remove it) and the contact of the person responsible for it.

#### **Limassol**

No approval is required for anonymous data. The DPM will advise for this data. Regarding personal data, the national authority for guaranteeing personal data protection is the ‘Office of the Commissioner for Personal Data protection’. The legal base, including the terms of the EC Directive is contained in the national Data Protection Law of 2001 (amended law 37(1), 2003). In addition the Electronic communications and postal services law (112(1)/2004) that addresses unsolicited communications.

#### **Rethymno**

The Hellenic Data Protection Authority (HDPa) is the national body responsible for protecting individual freedoms against the processing of personal data. Additionally there is the Hellenic Authority for Communication Security and Privacy (ADAe) for information communicated by post, telecommunications and Internet. The legal base is the laws 2472/1997 and 3471/2006EU, incorporating the Directives 95/46/EC on data protection and 2002/58/EC on 'e-privacy'. For personalised data, the 'controller' of the data must notify the Authority and the data will be registered in the 'Files and data processing register'.

In Malta and Funchal responsible authority has been contacted. Detailed information will be provided at the start of the project.

#### **5.1.8 DESTINATIONS Project Data Manager: statement of conformity**

The statement of conformity is attached at the end of this section

#### **5.1.9 Informed consent templates**

The informed consent form consists of two parts:

- The information sheet and
- The consent certificate.

DESTINATIONS will produce a customised template for the Ethics Conformity Report in Month 3.

This time will enable us to tailor the template to our specific needs, rather than just adapt another model produced for a different research requirement.

The project will produce two templates: (i) to sample dependents such as children, the very old and those with dependent disability; (ii) independent human subjects.

#### **5.1.10 Final ethics analysis report**

At the end of the project, all of the ethical issues raised in the ex-ante project assessment in 2016 will be analysed. The strong positive social benefits anticipated will be described with quantitative evidence. The analysis will also discuss any potential adverse ethical impacts that the project may have initiated and the discussions held to remedy the problem in the future. The report will document the process of ethical review in the project, the challenges faced, their impact and the solutions found to address them. Finally the report will provide recommendations to CIVITAS on forward strategies for addressing the ethical dimension of the Programme, and to the DESTINATIONS cities for a forward strategy.

The ethical compliance and management of the DESTINATIONS project is essential and, within a multi-national, cross- continental project, not straightforward. The above text has described how the project will carefully manage and monitor the ethical dimension of the project, not only ensuring full compliance with standards, opinion and guidance, but also providing best practice to the CIVITAS community on how to use the ethical dimension of the project to add social value and innovation

Attachment: Statement of the Data Protection Manager



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## Statement

The undersigned Giorgio Ambrosino, as the Data Protection Manager for the CIVITAS DESTINATIONS project, confirms that "all data collection and processing will be carried out according to EU and national legislation".

Giorgio Ambrosino

A handwritten signature in blue ink that reads "Giorgio Ambrosino".

Livorno, April 26th 2016

### 5.2 Security

No, the project does not involve activities or results raising security issues

No, the project does not involve 'EU-classified information' as background or results

## ESTIMATED BUDGET FOR THE ACTION (page 1 of 3)

Estimated eligible <sup>1</sup> costs (per budget category)										EU contribution			Additional information		
A. Direct personnel costs		B. Direct costs of subcontracting	[C. Direct costs of fin. support]	D. Other direct costs	E. Indirect costs <sup>2</sup>	Total costs	Reimbursement rate %	Maximum EU contribution <sup>3</sup>	Maximum grant amount <sup>4</sup>	Information for indirect costs	Information for auditors	Other information:			
A.1 Employees (or equivalent) A.2 Natural persons under direct contract A.3 Seconded persons [A.6 Personnel for providing access to research infrastructure]		A.4 SME owners without salary A.5 Beneficiaries that are natural persons without salary		D.1 Travel D.2 Equipment D.3 Other goods and services D.4 Costs of large research infrastructure						Estimated costs of in-kind contributions not used on premises	Declaration of costs under Point D.4	Estimated costs of beneficiaries/ linked third parties not receiving EU funding			
Form of costs <sup>6</sup>	Actual	Unit <sup>7</sup>	Unit <sup>8</sup>		Actual	Actual	Actual	Flat-rate <sup>9</sup>							
							25%								
	(a)	Total (b)	No hours	Total (c)	(d)	(e)	(f)	(g)=0,25x ((a)+(b)+ (c)+(f) +[(h1)+(h2)]- (m))	(i)= (a)+(b)+(c)+ (d)+(e)+(f)+ (g)+(h1)+(h2)+(h3)	(j)	(k)	(l)	(m)	Yes/No	
1. HF	520039.77	0.00	0	0.00	257000.00	0.00	632765.00	288201.19	1698005.96	70.00	1188604.17	1188604.17	0.00	No	
2. AREAM	308496.00	0.00	0	0.00	145000.00	0.00	41000.00	87374.00	581870.00	100.00	581870.00	581870.00	0.00	No	
3. CMF	266626.00	0.00	0	0.00	375000.00	0.00	331000.00	149406.50	1122032.50	100.00	1122032.50	1122032.50	0.00	No	
4. SRETC	188790.00	0.00	0	0.00	290000.00	0.00	200100.00	97222.50	776112.50	100.00	776112.50	776112.50	0.00	No	
5. ARDITI	258757.00	0.00	0	0.00	13000.00	0.00	38600.00	74339.25	384696.25	100.00	384696.25	384696.25	0.00	No	
6. LTC	489206.00	0.00	0	0.00	571985.00	0.00	517180.00	251596.50	1829967.50	100.00	1829967.50	1829967.50	0.00	No	
7. LIMA	189068.00	0.00	0	0.00	360000.00	0.00	105500.00	73642.00	728210.00	100.00	728210.00	728210.00	0.00	No	
8. STRATA	361790.00	0.00	0	0.00	18000.00	0.00	29350.00	97785.00	506925.00	70.00	354847.50	354847.50	0.00	No	
9. RETH	373574.00	0.00	0	0.00	277000.00	0.00	611980.00	246388.50	1508942.50	100.00	1508942.50	1508942.50	0.00	No	
10. TUC	657436.00	0.00	0	0.00	34500.00	0.00	139750.00	199296.50	1030982.50	100.00	1030982.50	1030982.50	0.00	No	
11. RM	299382.00	0.00	0	0.00	193000.00	0.00	35900.00	83820.50	612102.50	100.00	612102.50	612102.50	0.00	No	
12. PF	398000.00	0.00	0	0.00	405000.00	0.00	57090.00	113772.50	973862.50	100.00	973862.50	973862.50	0.00	No	
13. MEMEX	445243.50	0.00	0	0.00	0.00	0.00	23490.00	117183.38	585916.88	70.00	410141.82	410141.81	0.00	No	
14. TM	243000.00	0.00	0	0.00	297637.00	0.00	258484.00	125371.00	924492.00	100.00	924492.00	924492.00	0.00	No	
15. VLC	115540.00	0.00	0	0.00	185200.00	0.00	153484.00	67256.00	521480.00	100.00	521480.00	521480.00	0.00	No	
16. UOM	169400.00	0.00	0	0.00	0.00	0.00	12464.00	45466.00	227330.00	100.00	227330.00	227330.00	0.00	No	
17. MOT	54924.00	0.00	0	0.00	39250.00	0.00	142064.00	49247.00	285485.00	100.00	285485.00	285485.00	0.00	No	
18. Guaguas	310090.00	0.00	0	0.00	340000.00	0.00	685290.00	248845.00	1584225.00	70.00	1108957.50	1108957.50	0.00	No	
19. CINESI	135665.00	0.00	0	0.00	0.00	0.00	11450.00	36778.75	183893.75	70.00	128725.63	128725.63	0.00	No	
20. LPGC	319924.00	0.00	0	0.00	234700.00	0.00	83000.00	100731.00	738355.00	100.00	738355.00	738355.00	0.00	No	
21. INELCAN	111584.00	0.00	0	0.00	0.00	0.00	16100.00	31921.00	159605.00	70.00	111723.50	111723.50	0.00	No	
22. SAGULPA	99748.00	0.00	0	0.00	40000.00	0.00	585292.00	171260.00	896300.00	70.00	627410.00	627410.00	0.00	No	
23. EPC	238707.00	0.00	0	0.00	0.00	0.00	29940.00	67161.75	335808.75	70.00	235066.13	235066.13	0.00	No	
24. ISIS	222952.00	0.00	0	0.00	0.00	0.00	27690.00	62660.50	313302.50	100.00	313302.50	313302.50	0.00	No	
25. EIP	76680.00	0.00	0	0.00	0.00	0.00	8550.00	21307.50	106537.50	70.00	74576.25	74576.25	0.00	No	
26. GV21	127160.00	0.00	0	0.00	0.00	0.00	118492.00	61413.00	307065.00	70.00	214945.50	214945.50	0.00	No	
27. II	243768.00	0.00	0	0.00	0.00	0.00	41575.00	71335.75	356678.75	70.00	249675.13	249675.13	0.00	No	
28. VECTOS	189324.73	0.00	0	0.00	0.00	0.00	36450.00	56443.68	282218.41	70.00	197552.89	197552.89	0.00	No	
29. CPMR	233579.00	0.00	0	0.00	42000.00	0.00	63620.00	74299.75	413498.75	100.00	413498.75	413498.75	0.00	No	

ESTIMATED BUDGET FOR THE ACTION (page 2 of 3)

Estimated eligible <sup>1</sup> costs (per budget category)								EU contribution			Additional information				
A. Direct personnel costs		B. Direct costs of subcontracting	[C. Direct costs of fin. support]	D. Other direct costs	E. Indirect costs <sup>2</sup>	Total costs	Reimbursement rate %	Maximum EU contribution <sup>3</sup>	Maximum grant amount <sup>4</sup>	Information for indirect costs	Information for auditors	Other information:			
A.1 Employees (or equivalent) A.2 Natural persons under direct contract A.3 Seconded persons [A.6 Personnel for providing access to research infrastructure]		A.4 SME owners without salary A.5 Beneficiaries that are natural persons without salary		D.1 Travel D.2 Equipment D.3 Other goods and services D.4 Costs of large research infrastructure						Estimated costs of in-kind contributions not used on premises	Declaration of costs under Point D.4	Estimated costs of beneficiaries/ linked third parties not receiving EU funding			
Form of costs <sup>6</sup>	Actual	Unit <sup>7</sup>	Unit <sup>8</sup>		Actual	Actual	Actual	Flat-rate <sup>9</sup>							
	(a)	Total (b)	No hours	Total (c)	(d)	(e)	(f)	(g)=0,25x ((a)+(b)+(c)+(f) +[(h1)+(h2)]-(m))	(i)= (a)+(b)+(c)+(d)+(e)+(f)+(g)+(h1)+(h2)+(h3)	(j)	(k)	(l)	(m)	Yes/No	
<b>Total consortium</b>	7648454.00	0.00		0.00	4118272.00	0.00	5037650.00	3171526.00	19975902.00		17874948.02	17874948.01	0.00		0.00



## ESTIMATED BUDGET FOR THE ACTION (page 3 of 3)

- (1) See Article 6 for the eligibility conditions
- (2) The indirect costs covered by the operating grant (received under any EU or Euratom funding programme; see Article 6.5.(b)) are ineligible under the GA. Therefore, a beneficiary that receives an operating grant during the action's duration cannot declare indirect costs for the year(s)/reporting period(s) covered by the operating grant (see Article 6.2.E).
- (3) This is the theoretical amount of EU contribution that the system calculates automatically (by multiplying all the budgeted costs by the reimbursement rate). This theoretical amount is capped by the 'maximum grant amount' (that the Commission/Agency decided to grant for the action) (see Article 5.1).
- (4) The 'maximum grant amount' is the maximum grant amount decided by the Commission/Agency. It normally corresponds to the requested grant, but may be lower.
- (5) Depending on its type, this specific cost category will or will not cover indirect costs. Specific unit costs that include indirect costs are: costs for energy efficiency measures in buildings, access costs for providing trans-national access to research infrastructure and costs for clinical studies.
- (6) See Article 5 for the forms of costs
- (7) Unit : hours worked on the action; costs per unit (hourly rate) : calculated according to beneficiary's usual accounting practice
- (8) See Annex 2a 'Additional information on the estimated budget' for the details (costs per hour (hourly rate)).
- (9) Flat rate : 25% of eligible direct costs, from which are excluded: direct costs of subcontracting, costs of in-kind contributions not used on premises, direct costs of financial support, and unit costs declared under budget category F if they include indirect costs
- (10) See Annex 2a 'Additional information on the estimated budget' for the details (units, costs per unit).
- (11) See Annex 2a 'Additional information on the estimated budget' for the details (units, costs per unit, estimated number of units, etc)
- (12) Only specific unit costs that do not include indirect costs
- (13) See Article 9 for beneficiaries not receiving EU funding
- (14) Only for linked third parties that receive EU funding

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**Agencia Regional da Energia e Ambiente da Regiao Autonoma da Madeira (AREAM) PCUP**, 05971117, established in Edificio Madeira Tecnopolo - Sitio da Penteada, Funchal 9020-105 , Portugal, PT 511 058 012 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary* No ('2')**

**in Grant Agreement No 689031 ('the Agreement')**

**between HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA and *the Innovation and Networks Executive Agency (INEA) ('the Agency')*, under the power delegated by the European Commission ('the Commission')**,

**for the action entitled 'CIVITAS DESTINATIONS (DESTINATIONS)'**.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**CAMARA MUNICIPAL DO FUNCHAL (CMF )**, 511217315, established in PRACA DO MUNICIPIO, FUNCHAL 9004 512, Portugal, PT511217315 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('3')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission')*,

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**SECRETARIA REGIONAL DA ECONOMIA, TURISMO E CULTURA (SRETC)**, NA, established in AVENIDA ARRIAGA, 18, FUNCHAL 9004519, Portugal, PT671000527 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('4')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission'),*

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**ARDITI - AGENCIA REGIONAL PARA O DESENVOLVIMENTO DA INVESTIGACAO, TECNOLOGIA E INOVACAO - ASSOCIACAO (ARDITI)** PT16, 511060408, established in CAM DA PENTEADA MADEIRA TECNOPOLO PISO 2, FUNCHAL 9020-105, Portugal, PT511060408 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('5')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency')*, under the power delegated by the European Commission (*'the Commission'*),

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**ETAIRIA TOURISTIKIS ANAPTIXIS KAI PROVOLIS PERIFERIAS LEMESOU LIMITED (LTC)** CY3, HE222647, established in FRANKLIN ROOSEVELT 170 LIMASSOL CHAMBER HOUSE 2ND FLOOR, LIMASSOL 3045, Cyprus, CY10222647I ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('6')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission'),*

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**LIMASSOL MUNICIPALITY (LIMA)**, established in ARCHIEPISKOPOU KYPRIANOU 23, LEMESOS 3600, Cyprus, CY90000245N ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('7')

**in Grant Agreement No 689031** ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission'),*

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**STRATAGEM ENERGY LTD (STRATA) EPE**, HE267434, established in AYIAS SOFIAS 56, LEMESOS 3065, Cyprus, CY10267434R ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('8')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission'),*

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary



## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**DIMOS RETHIMNIS (RETH)**, N/A, established in L. KOUNTOURIOTOU 80, RETHIMNO 74100, Greece, EL997820861 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('9')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission'),*

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**THE RESEARCH COMMITTEE OF THE TECHNICAL UNIVERSITY OF CRETE (TUC)**, established in BUILDING E4 CAMPUS KONOUPIDIANA, CHANIA 73132, Greece, EL090087411 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('10')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission'),*

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**COMUNE DI RIO MARINA (RM)**, not applicable, established in PIAZZA SALVO D ACQUISTO 7, RIO MARINA LI 57038, Italy, IT00418180493 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('11')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission')*,

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**COMUNE DI PORTOFERRAIO (PF)**, not applicable, established in VIA GIUSEPPE GARIBALDI 17, PORTOFERRAIO 57037, Italy, IT00929490498 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('12')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission')*,

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**MEMEX S.R.L. (MEMEX) SRL**, 100351/CF01121180499, established in VIA CAIROLI 30, LIVORNO 57123, Italy, IT01121180499 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('13')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission'),*

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**AUTHORITY FOR TRANSPORT IN MALTA (TM)**, N/A, established in XATT L-GHASSARA TA' L - GHENEB, MARSA MRS 1917 , Malta, MT12746420 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('14')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission')*,

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**VALLETTA KUNSILLI LOKALI (VLC)**, established in South Street 31, VALLETTA VLT11, Malta ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('15')

**in Grant Agreement No 689031** ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission')*,

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**UNIVERSITA TA MALTA (UOM)**, 952479, established in University Campus, Tal-Qroqq, MSIDA 2080, Malta, MT12894031 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('16')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission')*,

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary



## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**Ministry of Tourism (MOT)**, not applicable, established in Merchants Street, Valletta VLT 2000, Malta ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('17')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission')*,

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**GUAGUAS MUNICIPALES SOCIEDAD ANONIMA (Guaguas) SA**, GC7323, established in AREQUIPA SN POLIGONO INDUSTRIAL EL SEBADAL, LAS PALMAS DE GRAN CANARIA 35008, Spain, ESA35092683 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('18')

**in Grant Agreement No 689031** ('the Agreement')

**between HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA and *the Innovation and Networks Executive Agency (INEA) ('the Agency')***, under the power delegated by the European Commission (*'the Commission'*),

**for the action entitled 'CIVITAS DESTINATIONS (DESTINATIONS)'**.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**CINESI SL (CINESI)** SL, B153563, established in AVENIDA POMPEU FABRA 12 BAJOS, BARCELONA 08024, Spain, ESB61156816 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('19')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission'),*

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**AYUTAMIENTO DE LAS PALMAS DE GRAN CANARIA (LPGC)**, established in CALLE LEON Y CASTILLO 270, LAS PALMAS DE GRAN CANARIA 30005, Spain, ESP3501700C ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('20')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission'),*

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**INGENIERIA ELECTRONICA CANARIA SL (INELCAN) SL**, GC32209, established in EDIFICIO CENTRAL PARQUE CIENTIFICO Y TECNOLOGICO CAMPUS UNIVERSITARIO DE TAFIRA, LAS PALMAS DE GRAN CANARIA 35017, Spain, ESB35792787 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('21')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission')*,

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**SOCIEDAD MUNICIPAL DE APARCAMIENTOS DE LAS PALMAS DE GRAN CANARIA SA (SAGULPA) SA**, GC8925, established in LEON Y CASTILLO 270 OFICINAS MUNICIPALES LA PALMAS, LAS PALMAS DE GRAN CANARIA 35015, Spain, ESA35345024 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('22')

**in Grant Agreement No 689031** ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission')*,

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**EURO PROJECT CONSULT SARL (EPC) SARL**, 508511938, established in RUE RACINE 22, NANTES 44000, France, FR45508511938 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('23')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission')*,

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**ISTITUTO DI STUDI PER L'INTEGRAZIONE DEI SISTEMI SC (ISIS) SC**, 344075/CF00816470587, established in LARGO DEI LOMBARDI 4, ROMA 00186, Italy, IT00934601006 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('24')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission'),*

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary



## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**EUROPEAN INTEGRATED PROJECT (EIP) SRL**, J40399827022007/2122, established in BULEVARD ION MIHALACHE 327 BL 12 SC B ET 6 AP 59 SECTOR 1, BUCURESTI 011186, Romania, RO21223668 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('25')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission'),*

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**SUSTAINABLE SERVICES SL (GV21) SL**, M230865, established in CALLE ORENSE 18 LOCAL 6, MADRID 28020, Spain, ESB82271206 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('26')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission')*,

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**INSIGHT INNOVATION GMBH (II)** GMBH, HRB27994, established in JOSEPHSPLATZ 8, NURNBERG 90403, Germany, DE280176149 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('27')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission'),*

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**VECTOS (SOUTH) LIMITED (VECTOS) LTD**, 07591661, established in TOTTENHAM COURT ROAD 97 NETWORK BUILDING, LONDON W1T 4TP, United Kingdom, GB122346840 ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('28')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission'),*

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

## ANNEX 3

### ACCESSION FORM FOR BENEFICIARIES

**CONFERENCE DES REGIONS PERIPHERIQUES MARITIMES D EUROPE - ASSOCIATION (CPMR)** FR3, 302315916, established in RUE SAINT MARTIN 6, RENNES 35700, France ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

**hereby agrees**

**to become *beneficiary*** No ('29')

**in Grant Agreement No** 689031 ('the Agreement')

**between** HORARIOS DO FUNCHAL-TRANSPORTES PUBLICOS SA **and** *the Innovation and Networks Executive Agency (INEA) ('the Agency'), under the power delegated by the European Commission ('the Commission'),*

**for the action entitled** 'CIVITAS DESTINATIONS (DESTINATIONS)'.

**and mandates**

**the *coordinator*** to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 55.

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement the grant in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary

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MODEL ANNEX 4 FOR H2020 GENERAL MGA — MULTI

FINANCIAL STATEMENT FOR [BENEFICIARY [name]/ LINKED THIRD PARTY [name]] FOR REPORTING PERIOD [reporting period]

Eligible <sup>1</sup> costs (per budget category)											Receipts	EU contribution			Additional information		
A. Direct personnel costs		B. Direct costs of subcontracting	[C. Direct costs of fin. support]	D. Other direct costs		E. Indirect costs <sup>2</sup>		[F. Costs of ... ]			Total costs	Receipts	Reimbursement rate %	Maximum EU contribution <sup>3</sup>	Requested EU contribution	Information for indirect costs :	
A.1 Employees (or equivalent)		A.4 SME owners without salary			D.1 Travel			[F.1 Costs of ...]				Receipts of the action, to be reported in the last reporting period, according to Article 5.3.3				Costs of in-kind contributions not used on premises	
A.2 Natural persons under direct contract		A.5 Beneficiaries that are natural persons without salary			D.2 Equipment												
A.3 Seconded persons					D.3 Other goods and services												
[A.6 Personnel for providing access to research infrastructure]																	
Form of costs <sup>4</sup>	Actual	Unit	Unit		Actual	Actual	Actual	Actual	Flat-rate <sup>5</sup>	Unit		Unit	k	l	m	n	o
									25%								
	a	Total b	No hours	Total c	d	[e]	f	[g]	h=0,25 x (a+b+c+f+[g] + [i1] <sup>6</sup> + [i2] <sup>6</sup> - o)		No units	Total [i1]	Total [i2]	j = a+b+c+d+[e] + f + [g] + h+[i1] + [i2]			
[short name beneficiary/linked third party]																	

The beneficiary/linked third party hereby confirms that:  
 The information provided is complete, reliable and true.  
 The costs declared are eligible (see Article 6).  
 The costs can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits and investigations (see Articles 17, 18 and 22).  
 For the last reporting period: that all the receipts have been declared (see Article 5.3.3).

Please declare all eligible costs, even if they exceed the amounts indicated in the estimated budget (see Annex 2). Only amounts that were declared in your individual financial statements can be taken into account lateron, in order to replace other costs that are found to be ineligible.

<sup>1</sup> See Article 6 for the eligibility conditions  
<sup>2</sup> The indirect costs claimed must be free of any amounts covered by an operating grant (received under any EU or Euratom funding programme; see Article 6.2.E). If you have received an operating grant during this reporting period, you cannot claim any indirect costs.  
<sup>3</sup> This is the *theoretical* amount of EU contribution that the system calculates automatically (by multiplying the reimbursement rate by the total costs declared). The amount you request (in the column 'requested EU contribution') may have to be less (e.g. if you and the other beneficiaries are above budget, if the 90% limit (see Article 21) is reached, etc).  
<sup>4</sup> See Article 5 for the form of costs  
<sup>5</sup> Flat rate : 25% of eligible direct costs, from which are excluded: direct costs of subcontracting, costs of in-kind contributions not used on premises, direct costs of financial support, and unit costs declared under budget category F if they include indirect costs (see Article 6.2.E)  
<sup>6</sup> Only specific unit costs that do not include indirect costs

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

**ANNEX 5**

**MODEL FOR THE CERTIFICATE ON THE FINANCIAL STATEMENTS**

- For options [*in italics in square brackets*]: choose the applicable option. Options not chosen should be deleted.
- For fields in [grey in square brackets]: enter the appropriate data

**TABLE OF CONTENTS**

**TERMS OF REFERENCE FOR AN INDEPENDENT REPORT OF FACTUAL FINDINGS ON COSTS DECLARED UNDER A GRANT AGREEMENT FINANCED UNDER THE HORIZON 2020 RESEARCH FRAMEWORK PROGRAMME..... 2**

**INDEPENDENT REPORT OF FACTUAL FINDINGS ON COSTS DECLARED UNDER A GRANT AGREEMENT FINANCED UNDER THE HORIZON 2020 RESEARCH FRAMEWORK PROGRAMME ..... 7**

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

**Terms of Reference for an Independent Report of Factual Findings on costs declared under a Grant Agreement financed under the Horizon 2020 Research and Innovation Framework Programme**

This document sets out the **'Terms of Reference (ToR)'** under which

[OPTION 1: [insert name of the beneficiary] ('the Beneficiary')] [OPTION 2: [insert name of the linked third party] ('the Linked Third Party'), third party linked to the Beneficiary [insert name of the beneficiary] ('the Beneficiary')]

agrees to engage

[insert legal name of the auditor] ('the Auditor')

to produce an independent report of factual findings ('the Report') concerning the Financial Statement(s)<sup>1</sup> drawn up by the [Beneficiary] [Linked Third Party] for the Horizon 2020 grant agreement [insert number of the grant agreement, title of the action, acronym and duration from/to] ('the Agreement'), and

to issue a Certificate on the Financial Statements' ('CFS') referred to in Article 20.4 of the Agreement based on the compulsory reporting template stipulated by the Commission.

The Agreement has been concluded under the Horizon 2020 Research and Innovation Framework Programme (H2020) between the Beneficiary and [OPTION 1: the European Union, represented by the European Commission ('the Commission')][ OPTION 2: the European Atomic Energy Community (Euratom,) represented by the European Commission ('the Commission')][OPTION 3: the [Research Executive Agency (REA)] [European Research Council Executive Agency (ERCEA)] [Innovation and Networks Executive Agency (INEA)] [Executive Agency for Small and Medium-sized Enterprises (EASME)] ('the Agency'), under the powers delegated by the European Commission ('the Commission').]

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<sup>1</sup> By which costs under the Agreement are declared (see template 'Model Financial Statements' in Annex 4 to the Grant Agreement).



## H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

The *[Commission]* *[Agency]* is mentioned as a signatory of the Agreement with the Beneficiary only. The *[European Union]**[Euratom]**[Agency]* is not a party to this engagement.

### 1.1 Subject of the engagement

The coordinator must submit to the *[Commission]**[Agency]* the final report within 60 days following the end of the last reporting period which should include, amongst other documents, a CFS for each beneficiary and for each linked third party that requests a total contribution of EUR 325 000 or more, as reimbursement of actual costs and unit costs calculated on the basis of its usual cost accounting practices (see Article 20.4 of the Agreement). The CFS must cover all reporting periods of the beneficiary or linked third party indicated above.

The Beneficiary must submit to the coordinator the CFS for itself and for its linked third party(ies), if the CFS must be included in the final report according to Article 20.4 of the Agreement..

The CFS is composed of two separate documents:

- The Terms of Reference ('the ToR') to be signed by the *[Beneficiary]* *[Linked Third Party]* and the Auditor;
- The Auditor's Independent Report of Factual Findings ('the Report') to be issued on the Auditor's letterhead, dated, stamped and signed by the Auditor (or the competent public officer) which includes the agreed-upon procedures ('the Procedures') to be performed by the Auditor, and the standard factual findings ('the Findings') to be confirmed by the Auditor.

If the CFS must be included in the final report according to Article 20.4 of the Agreement, the request for payment of the balance relating to the Agreement cannot be made without the CFS. However, the payment for reimbursement of costs covered by the CFS does not preclude the *[Commission]*,*[Agency]*, the European Anti-Fraud Office and the European Court of Auditors from carrying out checks, reviews, audits and investigations in accordance with Article 22 of the Agreement.

### 1.2 Responsibilities

The *[Beneficiary]* *[Linked Third Party]*:

## H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

- must draw up the Financial Statement(s) for the action financed by the Agreement in compliance with the obligations under the Agreement. The Financial Statement(s) must be drawn up according to the *[Beneficiary's] [Linked Third Party's]* accounting and book-keeping system and the underlying accounts and records;
- must send the Financial Statement(s) to the Auditor;
- is responsible and liable for the accuracy of the Financial Statement(s);
- is responsible for the completeness and accuracy of the information provided to enable the Auditor to carry out the Procedures. It must provide the Auditor with a written representation letter supporting these statements. The written representation letter must state the period covered by the statements and must be dated;
- accepts that the Auditor cannot carry out the Procedures unless it is given full access to the *[Beneficiary's] [Linked Third Party's]* staff and accounting as well as any other relevant records and documentation.

### The Auditor:

- *[Option 1 by default: is qualified to carry out statutory audits of accounting documents in accordance with Directive 2006/43/EC of the European Parliament and of the Council of 17 May 2006 on statutory audits of annual accounts and consolidated accounts, amending Council Directives 78/660/EEC and 83/349/EEC and repealing Council Directive 84/253/EEC or similar national regulations].*
- *[Option 2 if the Beneficiary or Linked Third Party has an independent Public Officer: is a competent and independent Public Officer for which the relevant national authorities have established the legal capacity to audit the Beneficiary].*
- *[Option 3 if the Beneficiary or Linked Third Party is an international organisation: is an [internal] [external] auditor in accordance with the internal financial regulations and procedures of the international organisation].*

### The Auditor:

- must be independent from the Beneficiary *[and the Linked Third Party]*, in particular, it must not have been involved in preparing the *[Beneficiary's] [Linked Third Party's]* Financial Statement(s);
- must plan work so that the Procedures may be carried out and the Findings may be assessed;
- must adhere to the Procedures laid down and the compulsory report format;
- must carry out the engagement in accordance with this ToR;
- must document matters which are important to support the Report;
- must base its Report on the evidence gathered;
- must submit the Report to the *[Beneficiary] [Linked Third Party]*.

The Commission sets out the Procedures to be carried out by the Auditor. The Auditor is not responsible for their suitability or pertinence. As this engagement is not an assurance engagement, the Auditor does not provide an audit opinion or a statement of assurance.

### 1.3 Applicable Standards

## H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

The Auditor must comply with these Terms of Reference and with<sup>2</sup>:

- the International Standard on Related Services ('ISRS') 4400 *Engagements to perform Agreed-upon Procedures regarding Financial Information* as issued by the International Auditing and Assurance Standards Board (IAASB);
- the *Code of Ethics for Professional Accountants* issued by the International Ethics Standards Board for Accountants (IESBA). Although ISRS 4400 states that independence is not a requirement for engagements to carry out agreed-upon procedures, the [Commission][Agency] requires that the Auditor also complies with the Code's independence requirements.

The Auditor's Report must state that there is no conflict of interests in establishing this Report between the Auditor and the Beneficiary [and the Linked Third Party], and must specify - if the service is invoiced - the total fee paid to the Auditor for providing the Report.

### 1.4 Reporting

The Report must be written in the language of the Agreement (see Article 20.7).

Under Article 22 of the Agreement, the [Commission] [Agency], the European Anti-Fraud Office and the Court of Auditors have the right to audit any work that is carried out under the action and for which costs are declared from [the European Union] [Euratom] budget. This includes work related to this engagement. The Auditor must provide access to all working papers (e.g. recalculation of hourly rates, verification of the time declared for the action) related to this assignment if the [Commission] [Agency], the European Anti-Fraud Office or the European Court of Auditors requests them.

### 1.5 Timing

The Report must be provided by [dd Month yyyy].

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<sup>2</sup> Supreme Audit Institutions applying INTOSAI-standards may carry out the Procedures according to the corresponding International Standards of Supreme Audit Institutions and code of ethics issued by INTOSAI instead of the International Standard on Related Services ('ISRS') 4400 and the Code of Ethics for Professional Accountants issued by the IAASB and the IESBA.

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

**1.6 Other terms**

*[The [Beneficiary] [Linked Third Party] and the Auditor can use this section to agree other specific terms, such as the Auditor's fees, liability, applicable law, etc. Those specific terms must not contradict the terms specified above.]*

[legal name of the Auditor]

[legal name of the [Beneficiary][Linked Third Party]]

[name & function of authorised representative][name & function of authorised representative]

[dd Month yyyy]

[dd Month yyyy]

Signature of the Auditor

Signature of the [Beneficiary][Linked Third Party]

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

**Independent Report of Factual Findings on costs declared under Horizon 2020 Research and Innovation Framework Programme**

*(To be printed on the Auditor's letterhead)*

To

[ name of contact person(s)], [Position]

[ *Beneficiary's* ] [ *Linked Third Party's* name ]

[ Address]

[ dd Month yyyy]

Dear [Name of contact person(s)],

As agreed under the terms of reference dated [dd Month yyyy]

with [OPTION 1: *insert name of the beneficiary*] ('the Beneficiary') [OPTION 2: *insert name of the linked third party*] ('the Linked Third Party'), third party linked to the Beneficiary [*insert name of the beneficiary*] ('the Beneficiary'),

we

[name of the auditor ] ('the Auditor'),

established at

[full address/city/state/province/country],

represented by

[name and function of an authorised representative],

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

have carried out the procedures agreed with you regarding the costs declared in the Financial Statement(s)<sup>3</sup> of the [Beneficiary] [Linked Third Party] concerning the grant agreement

[insert grant agreement reference: number, title of the action and acronym] ('the Agreement'),

with a total cost declared of

[total amount] EUR,

and a total of actual costs and 'direct personnel costs declared as unit costs calculated in accordance with the [Beneficiary's] [Linked Third Party's] usual cost accounting practices' declared of

[sum of total actual costs and total direct personnel costs declared as unit costs calculated in accordance with the [Beneficiary's] [Linked Third Party's] usual cost accounting practices] EUR

and **hereby provide our Independent Report of Factual Findings ('the Report')** using the compulsory report format agreed with you.

### **The Report**

Our engagement was carried out in accordance with the terms of reference ('the ToR') appended to this Report. The Report includes the agreed-upon procedures ('the Procedures') carried out and the standard factual findings ('the Findings') examined.

The Procedures were carried out solely to assist the [Commission] [Agency] in evaluating whether the [Beneficiary's] [Linked Third Party's] costs in the accompanying Financial Statement(s) were declared in accordance with the Agreement. The [Commission] [Agency] draws its own conclusions from the Report and any additional information it may require.

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<sup>3</sup> By which the Beneficiary declares costs under the Agreement (see template 'Model Financial Statement' in Annex 4 to the Agreement).

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

The scope of the Procedures was defined by the Commission. Therefore, the Auditor is not responsible for their suitability or pertinence. Since the Procedures carried out constitute neither an audit nor a review made in accordance with International Standards on Auditing or International Standards on Review Engagements, the Auditor does not give a statement of assurance on the Financial Statements.

Had the Auditor carried out additional procedures or an audit of the [Beneficiary's] [Linked Third Party's] Financial Statements in accordance with International Standards on Auditing or International Standards on Review Engagements, other matters might have come to its attention and would have been included in the Report.

**Not applicable Findings**

We examined the Financial Statement(s) stated above and considered the following Findings not applicable:

*Explanation (to be removed from the Report):*

*If a Finding was not applicable, it must be marked as 'N.A.' ('Not applicable') in the corresponding row on the right-hand column of the table and means that the Finding did not have to be corroborated by the Auditor and the related Procedure(s) did not have to be carried out.*

*The reasons of the non-application of a certain Finding must be obvious i.e.*

- i) if no cost was declared under a certain category then the related Finding(s) and Procedure(s) are not applicable;*
- ii) if the condition set to apply certain Procedure(s) are not met the related Finding(s) and those Procedure(s) are not applicable. For instance, for 'beneficiaries with accounts established in a currency other than euro' the Procedure and Finding related to 'beneficiaries with accounts established in euro' are not applicable. Similarly, if no additional remuneration is paid, the related Finding(s) and Procedure(s) for additional remuneration are not applicable.*

**List here all Findings considered not applicable for the present engagement and explain the reasons of the non-applicability.**

....

**Exceptions**

Apart from the exceptions listed below, the [Beneficiary] [Linked Third Party] provided the Auditor all the documentation and accounting information needed by the Auditor to carry out the requested Procedures and evaluate the Findings.

## H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

### Explanation (to be removed from the Report):

- If the Auditor was not able to successfully complete a procedure requested, it must be marked as 'E' ('Exception') in the corresponding row on the right-hand column of the table. The reason such as the inability to reconcile key information or the unavailability of data that prevents the Auditor from carrying out the Procedure must be indicated below.
- If the Auditor cannot corroborate a standard finding after having carried out the corresponding procedure, it must also be marked as 'E' ('Exception') and, where possible, the reasons why the Finding was not fulfilled and its possible impact must be explained here below.

**List here any exceptions and add any information on the cause and possible consequences of each exception, if known. If the exception is quantifiable, include the corresponding amount.**

....

### Example (to be removed from the Report):

1. The Beneficiary was unable to substantiate the Finding number 1 on ... because ....
2. Finding number 30 was not fulfilled because the methodology used by the Beneficiary to calculate unit costs was different from the one approved by the Commission. The differences were as follows: ...
3. After carrying out the agreed procedures to confirm the Finding number 31, the Auditor found a difference of \_\_\_\_\_ EUR. The difference can be explained by ...

### Further Remarks

In addition to reporting on the results of the specific procedures carried out, the Auditor would like to make the following general remarks:

### Example (to be removed from the Report):

1. Regarding Finding number 8 the conditions for additional remuneration were considered as fulfilled because ...
2. In order to be able to confirm the Finding number 15 we carried out the following additional procedures: ....

### Use of this Report

This Report may be used only for the purpose described in the above objective. It was prepared solely for the confidential use of the [Beneficiary] [Linked Third Party] and the [Commission] [Agency], and only to be submitted to the [Commission] [Agency] in connection with the requirements set out in Article 20.4 of the Agreement. The Report may not be used by the [Beneficiary] [Linked Third Party] or by the [Commission] [Agency] for any other purpose, nor may it



H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

be distributed to any other parties. The [Commission] [Agency] may only disclose the Report to authorised parties, in particular to the European Anti-Fraud Office (OLAF) and the European Court of Auditors.

This Report relates only to the Financial Statement(s) submitted to the [Commission] [Agency] by the [Beneficiary] [Linked Third Party] for the Agreement. Therefore, it does not extend to any other of the [Beneficiary's] [Linked Third Party's] Financial Statement(s).

There was no conflict of interest<sup>4</sup> between the Auditor and the Beneficiary [and Linked Third Party] in establishing this Report. The total fee paid to the Auditor for providing the Report was EUR [ ] (including EUR [ ] of deductible VAT).

We look forward to discussing our Report with you and would be pleased to provide any further information or assistance.

[legal name of the Auditor]

[name and function of an authorised representative]

[dd Month yyyy]

Signature of the Auditor

---

<sup>4</sup> A conflict of interest arises when the Auditor's objectivity to establish the certificate is compromised in fact or in appearance when the Auditor for instance:

- was involved in the preparation of the Financial Statements;
- stands to benefit directly should the certificate be accepted;
- has a close relationship with any person representing the beneficiary;
- is a director, trustee or partner of the beneficiary; or
- is in any other situation that compromises his or her independence or ability to establish the certificate impartially.

**Agreed-upon procedures to be performed and standard factual findings to be confirmed by the Auditor**

The European Commission reserves the right to i) provide the auditor with additional guidance regarding the procedures to be followed or the facts to be ascertained and the way in which to present them (this may include sample coverage and findings) or to ii) change the procedures, by notifying the Beneficiary in writing. The procedures carried out by the auditor to confirm the standard factual finding are listed in the table below.

If this certificate relates to a Linked Third Party, any reference here below to 'the Beneficiary' is to be considered as a reference to 'the Linked Third Party'.

The 'result' column has three different options: 'C', 'E' and 'N.A.':

- 'C' stands for 'confirmed' and means that the auditor can confirm the 'standard factual finding' and, therefore, there is no exception to be reported.
- 'E' stands for 'exception' and means that the Auditor carried out the procedures but cannot confirm the 'standard factual finding', or that the Auditor was not able to carry out a specific procedure (e.g. because it was impossible to reconcile key information or data were unavailable),
- 'N.A.' stands for 'not applicable' and means that the Finding did not have to be examined by the Auditor and the related Procedure(s) did not have to be carried out. The reasons of the non-application of a certain Finding must be obvious i.e. i) if no cost was declared under a certain category then the related Finding(s) and Procedure(s) are not applicable; ii) if the condition set to apply certain Procedure(s) are not met then the related Finding(s) and Procedure(s) are not applicable. For instance, for 'beneficiaries with accounts established in a currency other than the euro' the Procedure related to 'beneficiaries with accounts established in euro' is not applicable. Similarly, if no additional remuneration is paid, the related Finding(s) and Procedure(s) for additional remuneration are not applicable.

Ref	Procedures	Standard factual finding	Result (C / E / N.A.)
A	<b>ACTUAL PERSONNEL COSTS AND UNIT COSTS CALCULATED BY THE BENEFICIARY IN ACCORDANCE WITH ITS USUAL COST ACCOUNTING PRACTICE</b>		

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

Ref	Procedures	Standard factual finding	Result (C / E / N.A.)
	<p>The Auditor draws a sample of persons whose costs were declared in the Financial Statement(s) to carry out the procedures indicated in the consecutive points of this section A.</p> <p><i>(The sample should be selected randomly so that it is representative. Full coverage is required if there are fewer than 10 people (including employees, natural persons working under a direct contract and personnel seconded by a third party), otherwise the sample should have a minimum of 10 people, or 10% of the total, whichever number is the highest)</i></p> <p>The Auditor sampled [ ] people out of the total of [ ] people.</p>		
<b>A.1</b>	<p><b>PERSONNEL COSTS</b></p> <p><u>For the persons included in the sample and working under an employment contract or equivalent act (general procedures for individual actual personnel costs and personnel costs declared as unit costs)</u></p> <p>To confirm standard factual findings 1-5 listed in the next column, the Auditor reviewed following information/documents provided by the Beneficiary:</p> <ul style="list-style-type: none"> <li>○ a list of the persons included in the sample indicating the period(s) during which they worked for the action, their position (classification or category) and type of contract;</li> <li>○ the payslips of the employees included in the sample;</li> <li>○ reconciliation of the personnel costs declared in the Financial Statement(s) with the accounting system (project accounting and general ledger) and payroll system;</li> <li>○ information concerning the employment status and employment conditions of personnel included in the sample, in particular their employment contracts or equivalent;</li> </ul>	<p>1) The employees were i) directly hired by the Beneficiary in accordance with its national legislation, ii) under the Beneficiary's sole technical supervision and responsibility and iii) remunerated in accordance with the Beneficiary's usual practices.</p> <p>2) Personnel costs were recorded in the Beneficiary's accounts/payroll system.</p> <p>3) Costs were adequately supported and reconciled with the accounts and payroll</p>	

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

Ref	Procedures	Standard factual finding	Result (C / E / N.A.)
	<ul style="list-style-type: none"> <li>○ the Beneficiary’s usual policy regarding payroll matters (e.g. salary policy, overtime policy, variable pay);</li> <li>○ applicable national law on taxes, labour and social security and</li> <li>○ any other document that supports the personnel costs declared.</li> </ul> <p>The Auditor also verified the eligibility of all components of the retribution (see Article 6 GA) and recalculated the personnel costs for employees included in the sample.</p>	<p>records.</p> <p>4) Personnel costs did not contain any ineligible elements.</p> <p>5) There were no discrepancies between the personnel costs charged to the action and the costs recalculated by the Auditor.</p>	
	<p><i>Further procedures if ‘additional remuneration’ is paid</i></p> <p>To confirm standard factual findings 6-9 listed in the next column, the Auditor:</p> <ul style="list-style-type: none"> <li>○ reviewed relevant documents provided by the Beneficiary (legal form, legal/statutory obligations, the Beneficiary’s usual policy on additional remuneration, criteria used for its calculation...);</li> <li>○ recalculated the amount of additional remuneration eligible for the action based on the supporting documents received (full-time or part-time work, exclusive or non-exclusive dedication to the action, etc.) to arrive at the applicable FTE/year and pro-rata rate (see data collected in the course of carrying out the procedures under A.2 ‘Productive hours’ and A.4 ‘Time recording system’).</li> </ul>	<p>6) The Beneficiary paying “additional remuneration” was a non-profit legal entity.</p> <p>7) The amount of additional remuneration paid corresponded to the Beneficiary’s usual remuneration practices and was consistently paid whenever the same kind of work or expertise was required.</p>	

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

Ref	Procedures	Standard factual finding	Result (C / E / N.A.)
	<p><i>IF ANY PART OF THE REMUNERATION PAID TO THE EMPLOYEE IS NOT MANDATORY ACCORDING TO THE NATIONAL LAW OR THE EMPLOYMENT CONTRACT ("ADDITIONAL REMUNERATION") AND IS ELIGIBLE UNDER THE PROVISIONS OF ARTICLE 6.2.A.1, THIS CAN BE CHARGED AS ELIGIBLE COST TO THE ACTION UP TO THE FOLLOWING AMOUNT:</i></p> <p><i>(A) IF THE PERSON WORKS FULL TIME AND EXCLUSIVELY ON THE ACTION DURING THE FULL YEAR: UP TO EUR 8 000/YEAR;</i></p> <p><i>(B) IF THE PERSON WORKS EXCLUSIVELY ON THE ACTION BUT NOT FULL-TIME OR NOT FOR THE FULL YEAR: UP TO THE CORRESPONDING PRO-RATA AMOUNT OF EUR 8 000, OR</i></p> <p><i>(C) IF THE PERSON DOES NOT WORK EXCLUSIVELY ON THE ACTION: UP TO A PRO-RATA AMOUNT CALCULATED IN ACCORDANCE TO ARTICLE 6.2.A.1.</i></p>	<p>8) The criteria used to calculate the additional remuneration were objective and generally applied by the Beneficiary regardless of the source of funding used.</p>	
		<p>9) The amount of additional remuneration included in the personnel costs charged to the action was capped at EUR 8,000 per FTE/year (up to the equivalent pro-rata amount if the person did not work on the action full-time during the year or did not work exclusively on the action).</p>	
	<p><i>Additional procedures in case “unit costs calculated by the Beneficiary in accordance with its usual cost accounting practices” is applied:</i></p> <p>Apart from carrying out the procedures indicated above to confirm standard factual findings 1-5 and, if applicable, also 6-9, the Auditor carried out following procedures to confirm standard factual findings 10-13 listed in the next column:</p>	<p>10) The personnel costs included in the Financial Statement were calculated in accordance with the Beneficiary's usual cost accounting practice. This methodology was consistently used in all H2020 actions.</p>	

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

Ref	Procedures	Standard factual finding	Result (C / E / N.A.)
	<ul style="list-style-type: none"> <li>○ obtained a description of the Beneficiary's usual cost accounting practice to calculate unit costs;</li> <li>○ reviewed whether the Beneficiary's usual cost accounting practice was applied for the Financial Statements subject of the present CFS;</li> <li>○ verified the employees included in the sample were charged under the correct category (in accordance with the criteria used by the Beneficiary to establish personnel categories) by reviewing the contract/HR-record or analytical accounting records;</li> <li>○ verified that there is no difference between the total amount of personnel costs used in calculating the cost per unit and the total amount of personnel costs recorded in the statutory accounts;</li> <li>○ verified whether actual personnel costs were adjusted on the basis of budgeted or estimated elements and, if so, verified whether those elements used are actually relevant for the calculation, objective and supported by documents.</li> </ul>	11) The employees were charged under the correct category.	
		12) Total personnel costs used in calculating the unit costs were consistent with the expenses recorded in the statutory accounts.	
		13) Any estimated or budgeted element used by the Beneficiary in its unit-cost calculation were relevant for calculating personnel costs and corresponded to objective and verifiable information.	
	<p><u>For natural persons included in the sample and working with the Beneficiary under a direct contract other than an employment contract, such as consultants (no subcontractors).</u></p> <p>To confirm standard factual findings 14-18 listed in the next column the Auditor reviewed following information/documents provided by the Beneficiary:</p> <ul style="list-style-type: none"> <li>○ the contracts, especially the cost, contract duration, work description, place of work, ownership of the results and reporting obligations to the Beneficiary;</li> </ul>	14) The natural persons reported to the Beneficiary (worked under the Beneficiary's instructions).	
		15) They worked on the Beneficiary's premises (unless otherwise agreed with the Beneficiary).	

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

Ref	Procedures	Standard factual finding	Result (C / E / N.A.)
	<ul style="list-style-type: none"> <li>○ the employment conditions of staff in the same category to compare costs and;</li> <li>○ any other document that supports the costs declared and its registration (e.g. invoices, accounting records, etc.).</li> </ul>	16) The results of work carried out belong to the Beneficiary.	
		17) Their costs were not significantly different from those for staff who performed similar tasks under an employment contract with the Beneficiary.	
		18) The costs were supported by audit evidence and registered in the accounts.	
	<p><u>For personnel seconded by a third party and included in the sample (not subcontractors)</u></p> <p>To confirm standard factual findings 19-22 listed in the next column, the Auditor reviewed following information/documents provided by the Beneficiary:</p> <ul style="list-style-type: none"> <li>○ their secondment contract(s) notably regarding costs, duration, work description, place of work and ownership of the results;</li> <li>○ if there is reimbursement by the Beneficiary to the third party for the resource made available (in-kind contribution against payment): any documentation that supports the costs declared (e.g. contract, invoice, bank payment, and proof of registration in its accounting/payroll, etc.) and reconciliation of the Financial Statement(s) with the accounting system (project accounting and general ledger) as well as any proof that the amount invoiced by the third party did not include any profit;</li> </ul>	19) Seconded personnel reported to the Beneficiary and worked on the Beneficiary’s premises (unless otherwise agreed with the Beneficiary).	
		20) The results of work carried out belong to the Beneficiary.	
		<p><i>If personnel is seconded against payment:</i></p> <p>21) The costs declared were supported with documentation and recorded in the</p>	

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

Ref	Procedures	Standard factual finding	Result (C / E / N.A.)
	<ul style="list-style-type: none"> <li>○ if there is no reimbursement by the Beneficiary to the third party for the resource made available (in-kind contribution free of charge): a proof of the actual cost borne by the Third Party for the resource made available free of charge to the Beneficiary such as a statement of costs incurred by the Third Party and proof of the registration in the Third Party's accounting/payroll;</li> <li>○ any other document that supports the costs declared (e.g. invoices, etc.).</li> </ul>	<p>Beneficiary's accounts. The third party did not include any profit.</p> <p><i>If personnel is seconded free of charge:</i></p> <p>22) The costs declared did not exceed the third party's cost as recorded in the accounts of the third party and were supported with documentation.</p>	
<b>A.2</b>	<p><b>PRODUCTIVE HOURS</b></p> <p>To confirm standard factual findings 23-28 listed in the next column, the Auditor reviewed relevant documents, especially national legislation, labour agreements and contracts and time records of the persons included in the sample, to verify that:</p> <ul style="list-style-type: none"> <li>○ the annual productive hours applied were calculated in accordance with one of the methods described below,</li> <li>○ the full-time equivalent (FTEs) ratios for employees not working full-time were correctly calculated.</li> </ul>	<p>23) The Beneficiary applied method [<i>choose one option and delete the others</i>]</p> <p>[A: 1720 hours]</p> <p>[B: the 'total number of hours worked']</p> <p>[C: 'annual productive hours' used correspond to usual accounting practices]</p>	



H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

Ref	Procedures	Standard factual finding	Result (C / E / N.A.)
	<p>If the Beneficiary applied method B, the auditor verified that the correctness in which the total number of hours worked was calculated and that the contracts specified the annual workable hours.</p> <p>If the Beneficiary applied method C, the auditor verified that the ‘annual productive hours’ applied when calculating the hourly rate were equivalent to at least 90 % of the ‘standard annual workable hours’. The Auditor can only do this if the calculation of the standard annual workable hours can be supported by records, such as national legislation, labour agreements, and contracts.</p> <p><i>BENEFICIARY’S PRODUCTIVE HOURS’ FOR PERSONS WORKING FULL TIME SHALL BE ONE OF THE FOLLOWING METHODS:</i></p> <p><i>A. 1720 ANNUAL PRODUCTIVE HOURS (PRO-RATA FOR PERSONS NOT WORKING FULL-TIME)</i></p> <p><i>B. THE TOTAL NUMBER OF HOURS WORKED BY THE PERSON FOR THE BENEFICIARY IN THE YEAR (THIS METHOD IS ALSO REFERRED TO AS ‘TOTAL NUMBER OF HOURS WORKED’ IN THE NEXT COLUMN). THE CALCULATION OF THE TOTAL NUMBER OF HOURS WORKED WAS DONE AS FOLLOWS: ANNUAL WORKABLE HOURS OF THE PERSON ACCORDING TO THE EMPLOYMENT CONTRACT, APPLICABLE LABOUR AGREEMENT OR NATIONAL LAW PLUS OVERTIME WORKED MINUS ABSENCES (SUCH AS SICK LEAVE OR SPECIAL LEAVE).</i></p>	<p>24) Productive hours were calculated annually.</p> <p>25) For employees not working full-time the full-time equivalent (FTE) ratio was correctly applied.</p> <p><i>If the Beneficiary applied method B.</i></p> <p>26) The calculation of the number of ‘annual workable hours’, overtime and absences was verifiable based on the documents provided by the Beneficiary.</p> <p><i>If the Beneficiary applied method C.</i></p> <p>27) The calculation of the number of ‘standard annual workable hours’ was verifiable based on the documents provided by the Beneficiary.</p>	

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

Ref	Procedures	Standard factual finding	Result (C / E / N.A.)
	<p><i>C. THE STANDARD NUMBER OF ANNUAL HOURS GENERALLY APPLIED BY THE BENEFICIARY FOR ITS PERSONNEL IN ACCORDANCE WITH ITS USUAL COST ACCOUNTING PRACTICES (THIS METHOD IS ALSO REFERRED TO AS 'TOTAL ANNUAL PRODUCTIVE HOURS' IN THE NEXT COLUMN). THIS NUMBER MUST BE AT LEAST 90% OF THE STANDARD ANNUAL WORKABLE HOURS.</i></p> <p><i>'ANNUAL WORKABLE HOURS' MEANS THE PERIOD DURING WHICH THE PERSONNEL MUST BE WORKING, AT THE EMPLOYER'S DISPOSAL AND CARRYING OUT HIS/HER ACTIVITY OR DUTIES UNDER THE EMPLOYMENT CONTRACT, APPLICABLE COLLECTIVE LABOUR AGREEMENT OR NATIONAL WORKING TIME LEGISLATION.</i></p>	<p>28) The 'annual productive hours' used for calculating the hourly rate were consistent with the usual cost accounting practices of the Beneficiary and were equivalent to at least 90 % of the 'annual workable hours'.</p>	
<p><b>A.3</b></p>	<p><b>HOURLY PERSONNEL RATES</b></p> <p><u>l) For unit costs calculated in accordance to the Beneficiary's usual cost accounting practice (unit costs):</u></p> <p>If the Beneficiary has a "Certificate on Methodology to calculate unit costs " (CoMUC) approved by the Commission, the Beneficiary provides the Auditor with a description of the approved methodology and the Commission's letter of acceptance. The Auditor verified that the Beneficiary has indeed used the methodology approved. If so, no further verification is necessary.</p> <p>If the Beneficiary does not have a "Certificate on Methodology" (CoMUC) approved by the</p>	<p>29) The Beneficiary applied [choose one option and delete the other]:</p> <p>[Option I: "Unit costs (hourly rates) were calculated in accordance with the Beneficiary's usual cost accounting practices"]</p> <p>[Option II: Individual hourly rates were applied]</p>	

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

Ref	Procedures	Standard factual finding	Result (C / E / N.A.)
	<p>Commission, or if the methodology approved was not applied, then the Auditor:</p> <ul style="list-style-type: none"> <li>○ reviewed the documentation provided by the Beneficiary, including manuals and internal guidelines that explain how to calculate hourly rates;</li> <li>○ recalculated the unit costs (hourly rates) of staff included in the sample following the results of the procedures carried out in A.1 and A.2.</li> </ul> <p><u>II) For individual hourly rates:</u></p> <p>The Auditor:</p> <ul style="list-style-type: none"> <li>○ reviewed the documentation provided by the Beneficiary, including manuals and internal guidelines that explain how to calculate hourly rates;</li> <li>○ recalculated the hourly rates of staff included in the sample following the results of the procedures carried out in A.1 and A.2.</li> </ul> <p><u>“UNIT COSTS CALCULATED BY THE BENEFICIARY IN ACCORDANCE WITH ITS USUAL COST ACCOUNTING PRACTICES”:</u></p> <p><i>IT IS CALCULATED BY DIVIDING THE TOTAL AMOUNT OF PERSONNEL COSTS OF THE CATEGORY TO WHICH THE EMPLOYEE BELONGS VERIFIED IN LINE WITH PROCEDURE A.1 BY THE NUMBER OF FTE AND THE ANNUAL TOTAL PRODUCTIVE HOURS OF THE SAME CATEGORY CALCULATED BY THE BENEFICIARY IN ACCORDANCE WITH PROCEDURE A.2.</i></p> <p><u>HOURLY RATE FOR INDIVIDUAL ACTUAL PERSONAL COSTS:</u></p> <p><i>IT IS CALCULATED BY DIVIDING THE TOTAL AMOUNT OF PERSONNEL COSTS OF AN EMPLOYEE VERIFIED IN LINE WITH</i></p>	<p><i>For option I concerning unit costs and if the Beneficiary applies the methodology approved by the Commission (CoMUC):</i></p> <p>30) The Beneficiary used the Commission-approved methodology to calculate hourly rates. It corresponded to the organisation's usual cost accounting practices and was applied consistently for all activities irrespective of the source of funding.</p> <p><i>For option I concerning unit costs and if the Beneficiary applies a methodology not approved by the Commission:</i></p> <p>31) The unit costs re-calculated by the Auditor were the same as the rates applied by the Beneficiary.</p> <p><i>For option II concerning individual hourly rates:</i></p>	

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

Ref	Procedures	Standard factual finding	Result (C / E / N.A.)
	<i>PROCEDURE A.1 BY THE NUMBER OF ANNUAL PRODUCTIVE HOURS VERIFIED IN LINE WITH PROCEDURE A.2.</i>	32) The individual rates re-calculated by the Auditor were the same as the rates applied by the Beneficiary.	
<b>A.4</b>	<p><b>TIME RECORDING SYSTEM</b></p> <p>To verify that the time recording system ensures the fulfilment of all minimum requirements and that the hours declared for the action were correct, accurate and properly authorised and supported by documentation, the Auditor made the following checks for the persons included in the sample that declare time as worked for the action on the basis of time records:</p> <ul style="list-style-type: none"> <li>○ description of the time recording system provided by the Beneficiary (registration, authorisation, processing in the HR-system);</li> <li>○ its actual implementation;</li> <li>○ time records were signed at least monthly by the employees (on paper or electronically) and authorised by the project manager or another manager;</li> <li>○ the hours declared were worked within the project period;</li> <li>○ there were no hours declared as worked for the action if HR-records showed absence due to holidays or sickness (further cross-checks with travels are carried out in B.1 below) ;</li> </ul>	<p>33) All persons recorded their time dedicated to the action on a <b>daily/ weekly/ monthly</b> basis using a <b>paper/computer-based</b> system. <i>(delete the answers that are not applicable)</i></p> <p>34) Their time-records were authorised at least monthly by the project manager or other superior.</p> <p>35) Hours declared were worked within the project period and were consistent with the presences/absences recorded in HR-records.</p>	

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

Ref	Procedures	Standard factual finding	Result (C / E / N.A.)
	<p>○ the hours charged to the action matched those in the time recording system.</p> <p><i>ONLY THE HOURS WORKED ON THE ACTION CAN BE CHARGED. ALL WORKING TIME TO BE CHARGED SHOULD BE RECORDED THROUGHOUT THE DURATION OF THE PROJECT, ADEQUATELY SUPPORTED BY EVIDENCE OF THEIR REALITY AND RELIABILITY (SEE SPECIFIC PROVISIONS BELOW FOR PERSONS WORKING EXCLUSIVELY FOR THE ACTION WITHOUT TIME RECORDS).</i></p>	<p>36) There were no discrepancies between the number of hours charged to the action and the number of hours recorded.</p>	
	<p><u>If the persons are working exclusively for the action and without time records</u></p> <p>For the persons selected that worked exclusively for the action without time records, the Auditor verified evidence available demonstrating that they were in reality exclusively dedicated to the action and that the Beneficiary signed a declaration confirming that they have worked exclusively for the action.</p>	<p>37) The exclusive dedication is supported by a declaration signed by the Beneficiary's and by any other evidence gathered.</p>	
<b>B</b>	<b>COSTS OF SUBCONTRACTING</b>		
<b>B.1</b>	<p><b>The Auditor obtained the detail/breakdown of subcontracting costs and sampled _____ cost items selected randomly</b> (<i>full coverage is required if there are fewer than 10 items, otherwise the sample should have a minimum of 10 item, or 10% of the total, whichever number is highest</i>).</p> <p>To confirm standard factual findings 38-42 listed in the next column, the Auditor reviewed the</p>	<p>38) The use of claimed subcontracting costs was foreseen in Annex 1 and costs were declared in the Financial Statements under the subcontracting category.</p>	

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

Ref	Procedures	Standard factual finding	Result (C / E / N.A.)
	<p>following for the items included in the sample:</p> <ul style="list-style-type: none"> <li>○ the use of subcontractors was foreseen in Annex 1;</li> <li>○ subcontracting costs were declared in the subcontracting category of the Financial Statement;</li> <li>○ supporting documents on the selection and award procedure were followed;</li> <li>○ the Beneficiary ensured best value for money (key elements to appreciate the respect of this principle are the award of the subcontract to the bid offering best price-quality ratio, under conditions of transparency and equal treatment. In case an existing framework contract was used the Beneficiary ensured it was established on the basis of the principle of best value for money under conditions of transparency and equal treatment).</li> </ul> <p>In particular,</p> <ol style="list-style-type: none"> <li>i. if the Beneficiary acted as a contracting authority within the meaning of Directive 2004/18/EC or of Directive 2004/17/EC, the Auditor verified that the applicable national law on public procurement was followed and that the subcontracting complied with the Terms and Conditions of the Agreement.</li> <li>ii. if the Beneficiary did not fall under the above-mentioned category the Auditor verified that the Beneficiary followed their usual procurement rules and respected the Terms and Conditions of the Agreement..</li> </ol> <p>For the items included in the sample the Auditor also verified that:</p> <ul style="list-style-type: none"> <li>○ the subcontracts were not awarded to other Beneficiaries in the consortium;</li> </ul>	<p>39) There were documents of requests to different providers, different offers and assessment of the offers before selection of the provider in line with internal procedures and procurement rules. Subcontracts were awarded in accordance with the principle of best value for money.</p> <p><i>(When different offers were not collected the Auditor explains the reasons provided by the Beneficiary under the caption “Exceptions” of the Report. The Commission will analyse this information to evaluate whether these costs might be accepted as eligible)</i></p> <p>40) The subcontracts were not awarded to other Beneficiaries of the consortium.</p>	

## H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

Ref	Procedures	Standard factual finding	Result (C / E / N.A.)
	<ul style="list-style-type: none"> <li>○ there were signed agreements between the Beneficiary and the subcontractor;</li> <li>○ there was evidence that the services were provided by subcontractor;</li> </ul>	41) All subcontracts were supported by signed agreements between the Beneficiary and the subcontractor.	
		42) There was evidence that the services were provided by the subcontractors.	
<b>C</b>	<b>COSTS OF PROVIDING FINANCIAL SUPPORT TO THIRD PARTIES</b>		
<b>C.1</b>	<p><b>The Auditor obtained the detail/breakdown of the costs of providing financial support to third parties and sampled [redacted] cost items selected randomly</b> <i>(full coverage is required if there are fewer than 10 items, otherwise the sample should have a minimum of 10 item, or 10% of the total, whichever number is highest).</i></p> <p>The Auditor verified that the following minimum conditions were met:</p> <ul style="list-style-type: none"> <li>a) the maximum amount of financial support for each third party did not exceed EUR 60 000, unless explicitly mentioned in Annex 1;</li> <li>b) the financial support to third parties was agreed in Annex 1 of the Agreement and the other provisions on financial support to third parties included in Annex 1 were</li> </ul>	43) All minimum conditions were met	

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

Ref	Procedures	Standard factual finding	Result (C / E / N.A.)
	respected.		



## H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

D	OTHER ACTUAL DIRECT COSTS		
D.1	<p><b>COSTS OF TRAVEL AND RELATED SUBSISTENCE ALLOWANCES</b></p> <p><b>The Auditor sampled [ ] cost items selected randomly</b> <i>(full coverage is required if there are fewer than 10 items, otherwise the sample should have a minimum of 10 item, or 10% of the total, whichever number is the highest).</i></p> <p>The Auditor inspected the sample and verified that:</p> <ul style="list-style-type: none"> <li>○ travel and subsistence costs were consistent with the Beneficiary's usual policy for travel. In this context, the Beneficiary provided evidence of its normal policy for travel costs (e.g. use of first class tickets, reimbursement by the Beneficiary on the basis of actual costs, a lump sum or per diem) to enable the Auditor to compare the travel costs charged with this policy;</li> <li>○ travel costs are correctly identified and allocated to the action (e.g. trips are directly linked to the action) by reviewing relevant supporting documents such as minutes of meetings, workshops or conferences, their registration in the correct project account, their consistency with time records or with the dates/duration of the workshop/conference;</li> <li>○ no ineligible costs or excessive or reckless expenditure was declared.</li> </ul>	44) Costs were incurred, approved and reimbursed in line with the Beneficiary's usual policy for travels.	
		45) There was a link between the trip and the action.	
		46) The supporting documents were consistent with each other regarding subject of the trip, dates, duration and reconciled with time records and accounting.	
		47) No ineligible costs or excessive or reckless expenditure was declared.	
D.2	<p><b>DEPRECIATION COSTS FOR EQUIPMENT, INFRASTRUCTURE OR OTHER ASSETS</b></p> <p><b>The Auditor sampled [ ] cost items selected randomly</b> <i>(full coverage is required if there are fewer than 10 items, otherwise the sample should have a minimum of 10 item, or 10% of the total, whichever number is the highest).</i></p> <p>For “equipment, infrastructure or other assets” [from now on called “asset(s)”] selected in the</p>	48) Procurement rules, principles and guides were followed.	
		49) There was a link between the grant agreement and the asset charged to the action.	

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

	<p>sample the Auditor verified that:</p> <ul style="list-style-type: none"> <li>○ the assets were acquired in conformity with the Beneficiary's internal guidelines and procedures;</li> <li>○ they were correctly allocated to the action (with supporting documents such as delivery note invoice or any other proof demonstrating the link to the action)</li> <li>○ they were entered in the accounting system;</li> <li>○ the extent to which the assets were used for the action (as a percentage) was supported by reliable documentation (e.g. usage overview table);</li> </ul> <p>The Auditor recalculated the depreciation costs and verified that they were in line with the applicable rules in the Beneficiary's country and with the Beneficiary's usual accounting policy (e.g. depreciation calculated on the acquisition value).</p> <p>The Auditor verified that no ineligible costs such as deductible VAT, exchange rate losses, excessive or reckless expenditure were declared (see Article 6.5 GA).</p>	50) The asset charged to the action was traceable to the accounting records and the underlying documents.	
		51) The depreciation method used to charge the asset to the action was in line with the applicable rules of the Beneficiary's country and the Beneficiary's usual accounting policy.	
		52) The amount charged corresponded to the actual usage for the action.	
		53) No ineligible costs or excessive or reckless expenditure were declared.	
<b>D.3</b>	<p><b>COSTS OF OTHER GOODS AND SERVICES</b></p> <p><b>The Auditor sampled [redacted] cost items selected randomly</b> (<i>full coverage is required if there are fewer than 10 items, otherwise the sample should have a minimum of 10 item, or 10% of the total, whichever number is highest</i>).</p> <p>For the purchase of goods, works or services included in the sample the Auditor verified that:</p> <ul style="list-style-type: none"> <li>○ the contracts did not cover tasks described in Annex 1;</li> </ul>	54) Contracts for works or services did not cover tasks described in Annex 1.	
		55) Costs were allocated to the correct action and the goods were not placed in the inventory of durable equipment.	

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

	<ul style="list-style-type: none"> <li>○ they were correctly identified, allocated to the proper action, entered in the accounting system (traceable to underlying documents such as purchase orders, invoices and accounting);</li> <li>○ the goods were not placed in the inventory of durable equipment;</li> <li>○ the costs charged to the action were accounted in line with the Beneficiary's usual accounting practices;</li> <li>○ no ineligible costs or excessive or reckless expenditure were declared (see Article 6 GA).</li> </ul> <p>In addition, the Auditor verified that these goods and services were acquired in conformity with the Beneficiary's internal guidelines and procedures, in particular:</p> <ul style="list-style-type: none"> <li>○ if Beneficiary acted as a contracting authority within the meaning of Directive 2004/18/EC or of Directive 2004/17/EC, the Auditor verified that the applicable national law on public procurement was followed and that the procurement contract complied with the Terms and Conditions of the Agreement.</li> <li>○ if the Beneficiary did not fall into the category above, the Auditor verified that the Beneficiary followed their usual procurement rules and respected the Terms and Conditions of the Agreement.</li> </ul> <p>For the items included in the sample the Auditor also verified that:</p> <ul style="list-style-type: none"> <li>○ the Beneficiary ensured best value for money (key elements to appreciate the respect of this principle are the award of the contract to the bid offering best price-quality ratio, under conditions of transparency and equal treatment. In case an existing framework contract was used the Auditor also verified that the Beneficiary ensured it was established on the basis of the principle of best value for money under conditions of transparency and equal treatment);</li> </ul> <p><i>SUCH GOODS AND SERVICES INCLUDE, FOR INSTANCE, CONSUMABLES AND SUPPLIES, DISSEMINATION (INCLUDING OPEN ACCESS), PROTECTION OF RESULTS, SPECIFIC EVALUATION OF THE ACTION IF IT IS REQUIRED BY THE</i></p>	<p>56) The costs were charged in line with the Beneficiary's accounting policy and were adequately supported.</p>	
		<p>57) No ineligible costs or excessive or reckless expenditure were declared. For internal invoices/charges only the cost element was charged, without any mark-ups.</p>	
		<p>58) Procurement rules, principles and guides were followed. There were documents of requests to different providers, different offers and assessment of the offers before selection of the provider in line with internal procedures and procurement rules. The purchases were made in accordance with the principle of best value for money.</p> <p><i>(When different offers were not collected the Auditor explains the reasons provided by the Beneficiary under the</i></p>	

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

	<p><i>AGREEMENT, CERTIFICATES ON THE FINANCIAL STATEMENTS IF THEY ARE REQUIRED BY THE AGREEMENT AND CERTIFICATES ON THE METHODOLOGY, TRANSLATIONS, REPRODUCTION.</i></p>	<p><i>caption “Exceptions” of the Report. The Commission will analyse this information to evaluate whether these costs might be accepted as eligible)</i></p>	
<p><b>D.4</b></p>	<p><b>AGGREGATED CAPITALISED AND OPERATING COSTS OF RESEARCH INFRASTRUCTURE</b></p> <p>The Auditor ensured the existence of a positive ex-ante assessment (issued by the EC Services) of the cost accounting methodology of the Beneficiary allowing it to apply the guidelines on direct costing for large research infrastructures in Horizon 2020.</p> <p><i><b>In the cases that a positive ex-ante assessment has been issued (see the standard factual findings 59-60 on the next column),</b></i></p> <p>The Auditor ensured that the beneficiary has applied consistently the methodology that is explained and approved in the positive ex ante assessment;</p> <p><i><b>In the cases that a positive ex-ante assessment has NOT been issued (see the standard factual findings 61 on the next column),</b></i></p> <p>The Auditor verified that no costs of Large Research Infrastructure have been charged as direct costs in any costs category;</p>	<p>59) The costs declared as direct costs for Large Research Infrastructures (in the appropriate line of the Financial Statement) comply with the methodology described in the positive ex-ante assessment report.</p>	
		<p>60) Any difference between the methodology applied and the one positively assessed was extensively described and adjusted accordingly.</p>	
		<p>61) The direct costs declared were free from any indirect costs items related to the Large Research Infrastructure.</p>	

## H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

	<p><b><i>In the cases that a draft ex-ante assessment report has been issued with recommendation for further changes (see the standard factual findings 61 on the next column),</i></b></p> <ul style="list-style-type: none"> <li>The Auditor followed the same procedure as above (when a positive ex-ante assessment has NOT yet been issued) and paid particular attention (testing reinforced) to the cost items for which the draft ex-ante assessment either rejected the inclusion as direct costs for Large Research Infrastructures or issued recommendations.</li> </ul>		
<b>E</b>	<b>USE OF EXCHANGE RATES</b>		
<b>E.1</b>	<p><u>a) For Beneficiaries with accounts established in a currency other than euros</u></p> <p><b>The Auditor sampled [redacted] cost items selected randomly and verified that the exchange rates used for converting other currencies into euros were in accordance with the following rules established in the Agreement ( full coverage is required if there are fewer than 10 items, otherwise the sample should have a minimum of 10 item, or 10% of the total, whichever number is highest):</b></p> <p><i>COSTS INCURRED IN ANOTHER CURRENCY SHALL BE CONVERTED INTO EURO AT THE AVERAGE OF THE DAILY EXCHANGE RATES PUBLISHED IN THE C SERIES OF OFFICIAL JOURNAL OF THE EUROPEAN UNION (<a href="https://www.ecb.int/stats/exchange/eurofxref/html/index.en.html">https://www.ecb.int/stats/exchange/eurofxref/html/index.en.html</a> ), DETERMINED OVER THE CORRESPONDING REPORTING PERIOD.</i></p> <p><i>IF NO DAILY EURO EXCHANGE RATE IS PUBLISHED IN THE OFFICIAL JOURNAL OF THE EUROPEAN UNION FOR THE CURRENCY IN QUESTION, CONVERSION SHALL BE MADE AT THE AVERAGE OF THE MONTHLY ACCOUNTING RATES ESTABLISHED BY THE COMMISSION AND PUBLISHED ON ITS WEBSITE (<a href="http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/inforeuro_en.cfm">http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/inforeuro_en.cfm</a> ),</i></p>	62) The exchange rates used to convert other currencies into Euros were in accordance with the rules established of the Grant Agreement and there was no difference in the final figures.	

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

	<p><i>DETERMINED OVER THE CORRESPONDING REPORTING PERIOD.</i></p>		
	<p><u>b) For Beneficiaries with accounts established in euros</u></p> <p><b>The Auditor sampled [redacted] cost items selected randomly and verified that the exchange rates used for converting other currencies into euros were in accordance with the following rules established in the Agreement ( full coverage is required if there are fewer than 10 items, otherwise the sample should have a minimum of 10 item, or 10% of the total, whichever number is highest):</b></p> <p><i>COSTS INCURRED IN ANOTHER CURRENCY SHALL BE CONVERTED INTO EURO BY APPLYING THE BENEFICIARY’S USUAL ACCOUNTING PRACTICES.</i></p>	<p>63) The Beneficiary applied its usual accounting practices.</p>	

***[legal name of the audit firm]***

***[name and function of an authorised representative]***

***[dd Month yyyy]***

***<Signature of the Auditor>***

**ANNEX 6**

**MODEL FOR THE CERTIFICATE ON THE METHODOLOGY**

- For options [*in italics in square brackets*]: choose the applicable option. Options not chosen should be deleted.
- For fields in [grey in square brackets]: enter the appropriate data.

**TABLE OF CONTENTS**

**TERMS OF REFERENCE FOR AN AUDIT ENGAGEMENT FOR A METHODOLOGY CERTIFICATE IN CONNECTION WITH ONE OR MORE GRANT AGREEMENTS FINANCED UNDER THE HORIZON 2020 RESEARCH AND INNOVATION FRAMEWORK PROGRAMME..... 2**

**INDEPENDENT REPORT OF FACTUAL FINDINGS ON THE METHODOLOGY CONCERNING GRANT AGREEMENTS FINANCED UNDER THE HORIZON 2020 RESEARCH AND INNOVATION FRAMEWORK PROGRAMME ..... 7**

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

**Terms of reference for an audit engagement for a methodology certificate in connection with one or more grant agreements financed under the Horizon 2020 Research and Innovation Framework Programme**

This document sets out the **'Terms of Reference (ToR)'** under which

*[OPTION 1: [insert name of the beneficiary] ('the Beneficiary')] [OPTION 2: [insert name of the linked third party] ('the Linked Third Party'), third party linked to the Beneficiary [insert name of the beneficiary] ('the Beneficiary')]*

agrees to engage

**[insert legal name of the auditor]** ('the Auditor')

to produce an independent report of factual findings ('the Report') concerning the *[Beneficiary's]* *[Linked Third Party's]* usual accounting practices for calculating and claiming direct personnel costs declared as unit costs ('the Methodology') in connection with grant agreements financed under the Horizon 2020 Research and Innovation Framework Programme.

The procedures to be carried out for the assessment of the methodology will be based on the grant agreement(s) detailed below:

**[title and number of the grant agreement(s)]** ('the Agreement(s)')

The Agreement(s) has(have) been concluded between the Beneficiary and *[OPTION 1: the European Union, represented by the European Commission ('the Commission')]* *[OPTION 2: the European Atomic Energy Community (Euratom), represented by the European Commission ('the Commission')]* *[OPTION 3: the [Research Executive Agency (REA)] [European Research Council Executive Agency (ERCEA)] [Innovation and Networks Executive Agency (INEA)] [Executive Agency for Small and Medium-sized Enterprises (EASME)] ('the Agency'), under the powers delegated by the European Commission ('the Commission').]*



[H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014](#)

The *[Commission] [Agency]* is mentioned as a signatory of the Agreement with the Beneficiary only. The *[European Union] [Euratom] [Agency]* is not a party to this engagement.

### 1.1 Subject of the engagement

According to Article 18.1.2 of the Agreement, beneficiaries *[and linked third parties]* that declare direct personnel costs as unit costs calculated in accordance with their usual cost accounting practices may submit to the *[Commission] [Agency]*, for approval, a certificate on the methodology ('CoMUC') stating that there are adequate records and documentation to prove that their cost accounting practices used comply with the conditions set out in Point A of Article 6.2.

The subject of this engagement is the CoMUC which is composed of two separate documents:

- the Terms of Reference ('the ToR') to be signed by the *[Beneficiary] [Linked Third Party]* and the Auditor;
- the Auditor's Independent Report of Factual Findings ('the Report') issued on the Auditor's letterhead, dated, stamped and signed by the Auditor which includes; the standard statements ('the Statements') evaluated and signed by the *[Beneficiary] [Linked Third Party]*, the agreed-upon procedures ('the Procedures') performed by the Auditor and the standard factual findings ('the Findings') assessed by the Auditor. The Statements, Procedures and Findings are summarised in the table that forms part of the Report.

The information provided through the Statements, the Procedures and the Findings will enable the Commission to draw conclusions regarding the existence of the *[Beneficiary's] [Linked Third Party's]* usual cost accounting practice and its suitability to ensure that direct personnel costs claimed on that basis comply with the provisions of the Agreement. The Commission draws its own conclusions from the Report and any additional information it may require.

### 1.2 Responsibilities

The parties to this agreement are the *[Beneficiary] [Linked Third Party]* and the Auditor.

The *[Beneficiary] [Linked Third Party]*:

[H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014](#)

- is responsible for preparing financial statements for the Agreement(s) ('the Financial Statements') in compliance with those Agreements;
- is responsible for providing the Financial Statement(s) to the Auditor and enabling the Auditor to reconcile them with the [Beneficiary's] [Linked Third Party's] accounting and bookkeeping system and the underlying accounts and records. The Financial Statement(s) will be used as a basis for the procedures which the Auditor will carry out under this ToR;
- is responsible for its Methodology and liable for the accuracy of the Financial Statement(s);
- is responsible for endorsing or refuting the Statements indicated under the heading 'Statements to be made by the Beneficiary/ Linked Third Party' in the first column of the table that forms part of the Report;
- must provide the Auditor with a signed and dated representation letter;
- accepts that the ability of the Auditor to carry out the Procedures effectively depends upon the [Beneficiary] [Linked Third Party] providing full and free access to the [Beneficiary's] [Linked Third Party's] staff and to its accounting and other relevant records.

The Auditor:

- *[Option 1 by default: is qualified to carry out statutory audits of accounting documents in accordance with Directive 2006/43/EC of the European Parliament and of the Council of 17 May 2006 on statutory audits of annual accounts and consolidated accounts, amending Council Directives 78/660/EEC and 83/349/EEC and repealing Council Directive 84/253/EEC or similar national regulations].*
- *[Option 2 if the Beneficiary or Linked Third Party has an independent Public Officer: is a competent and independent Public Officer for which the relevant national authorities have established the legal capacity to audit the Beneficiary].*
- *[Option 3 if the Beneficiary or Linked Third Party is an international organisation: is an [internal] [external] auditor in accordance with the internal financial regulations and procedures of the international organisation].*

The Auditor:

- must be independent from the Beneficiary [and the Linked Third Party], in particular, it must not have been involved in preparing the Beneficiary's [and Linked Third Party's] Financial Statement(s);
- must plan work so that the Procedures may be carried out and the Findings may be assessed;
- must adhere to the Procedures laid down and the compulsory report format;
- must carry out the engagement in accordance with these ToR;
- must document matters which are important to support the Report;
- must base its Report on the evidence gathered;
- must submit the Report to the [Beneficiary] [Linked Third Party].

The Commission sets out the Procedures to be carried out and the Findings to be endorsed by the Auditor. The Auditor is not responsible for their suitability or pertinence. As this engagement is not an assurance engagement the Auditor does not provide an audit opinion or a statement of assurance.

### 1.3 Applicable Standards

The Auditor must comply with these Terms of Reference and with<sup>1</sup>:

- the International Standard on Related Services ('ISRS') 4400 *Engagements to perform Agreed-upon Procedures regarding Financial Information* as issued by the International Auditing and Assurance Standards Board (IAASB);
- the *Code of Ethics for Professional Accountants* issued by the International Ethics Standards Board for Accountants (IESBA). Although ISRS 4400 states that independence is not a requirement for engagements to carry out agreed-upon procedures, the Commission requires that the Auditor also complies with the Code's independence requirements.

The Auditor's Report must state that there was no conflict of interests in establishing this Report between the Auditor and the Beneficiary [*and the Linked Third Party*] that could have a bearing on the Report, and must specify – if the service is invoiced - the total fee paid to the Auditor for providing the Report.

### 1.4 Reporting

The Report must be written in the language of the Agreement (see Article 20.7 of the Agreement).

Under Article 22 of the Agreement, the Commission, [*the Agency*], the European Anti-Fraud Office and the Court of Auditors have the right to audit any work that is carried out under the action and for which costs are claimed from [*the European Union*] [*Euratom*] budget. This includes work related to this engagement. The Auditor must provide access to all working papers related to this assignment if the Commission, [*the Agency*], the European Anti-Fraud Office or the European Court of Auditors requests them.

### 1.5 Timing

The Report must be provided by [dd Month yyyy].

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<sup>1</sup> Supreme Audit Institutions applying INTOSAI-standards may carry out the Procedures according to the corresponding International Standards of Supreme Audit Institutions and code of ethics issued by INTOSAI instead of the International Standard on Related Services ('ISRS') 4400 and the Code of Ethics for Professional Accountants issued by the IAASB and the IESBA.

## 1.6 Other Terms

*[The [Beneficiary] [Linked Third Party] and the Auditor can use this section to agree other specific terms, such as the Auditor's fees, liability, applicable law, etc. Those specific terms must not contradict the terms specified above.]*

[legal name of the Auditor]

[legal name of the [Beneficiary] [Linked Third Party]]

[name & title of authorised representative]

[name & title of authorised representative]

[dd Month yyyy]

[dd Month yyyy]

Signature of the Auditor Signature

Signature of the [Beneficiary] [Linked Third Party]

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

**Independent report of factual findings on the methodology concerning grant agreements financed under the Horizon 2020 Research and Innovation Framework Programme**

*(To be printed on letterhead paper of the auditor)*

To

[ name of contact person(s)], [Position]

[[Beneficiary's] [Linked Third Party's] name]

[ Address]

[ dd Month yyyy]

Dear [Name of contact person(s)],

As agreed under the terms of reference dated [dd Month yyyy]

with [OPTION 1: [insert name of the beneficiary] ('the Beneficiary')] [OPTION 2: [insert name of the linked third party] ('the Linked Third Party'), third party linked to the Beneficiary [insert name of the beneficiary] ('the Beneficiary')],

we

[ name of the auditor] ('the Auditor'),

established at

[full address/city/state/province/country],

represented by

[name and function of an authorised representative],

[H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014](#)

have carried out the agreed-upon procedures ('the Procedures') and provide hereby our Independent Report of Factual Findings ('the Report'), concerning the *[Beneficiary's] [Linked Third Party's]* usual accounting practices for calculating and declaring direct personnel costs declared as unit costs ('the Methodology').

You requested certain procedures to be carried out in connection with the grant(s)

[title and number of the grant agreement(s)] ('the Agreement(s)').

## The Report

Our engagement was carried out in accordance with the terms of reference ('the ToR') appended to this Report. The Report includes: the standard statements ('the Statements') made by the *[Beneficiary] [Linked Third Party]*, the agreed-upon procedures ('the Procedures') carried out and the standard factual findings ('the Findings') confirmed by us.

The engagement involved carrying out the Procedures and assessing the Findings and the documentation requested appended to this Report, the results of which the Commission uses to draw conclusions regarding the acceptability of the Methodology applied by the *[Beneficiary] [Linked Third Party]*.

The Report covers the methodology used from [dd Month yyyy]. In the event that the *[Beneficiary] [Linked Third Party]* changes this methodology, the Report will not be applicable to any Financial Statement<sup>2</sup> submitted thereafter.

The scope of the Procedures and the definition of the standard statements and findings were determined solely by the Commission. Therefore, the Auditor is not responsible for their suitability or pertinence.

Since the Procedures carried out constitute neither an audit nor a review made in accordance with International Standards on Auditing or International Standards on Review Engagements, we do not

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<sup>2</sup> Financial Statement in this context refers solely to Annex 4 of the Agreement by which the Beneficiary declares costs under the Agreement.

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

give a statement of assurance on the costs declared on the basis of the [Beneficiary's] [Linked Third Party's] Methodology. Had we carried out additional procedures or had we performed an audit or review in accordance with these standards, other matters might have come to its attention and would have been included in the Report.

### Exceptions

Apart from the exceptions listed below, the [Beneficiary] [Linked Third Party] agreed with the standard Statements and provided the Auditor all the documentation and accounting information needed by the Auditor to carry out the requested Procedures and corroborate the standard Findings.

**List here any exception and add any information on the cause and possible consequences of each exception, if known. If the exception is quantifiable, also indicate the corresponding amount.**

.....

*Explanation of possible exceptions in the form of examples (to be removed from the Report):*

- i. the [Beneficiary] [Linked Third Party] did not agree with the standard Statement number ... because...;*
- ii. the Auditor could not carry out the procedure ... established because .... (e.g. due to the inability to reconcile key information or the unavailability or inconsistency of data);*
- iii. the Auditor could not confirm or corroborate the standard Finding number ... because ....*

### Remarks

We would like to add the following remarks relevant for the proper understanding of the Methodology applied by the [Beneficiary] [Linked Third Party] or the results reported:

*Example (to be removed from the Report):*

*Regarding the methodology applied to calculate hourly rates ...*

*Regarding standard Finding 15 it has to be noted that ...*

*The [Beneficiary] [Linked Third Party] explained the deviation from the benchmark statement XXIV concerning time recording for personnel with no exclusive dedication to the action in the following manner:*

...

### Annexes

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

Please provide the following documents to the auditor and annex them to the report when submitting this CoMUC to the Commission:

1. Brief description of the methodology for calculating personnel costs, productive hours and hourly rates;
2. Brief description of the time recording system in place;
3. An example of the time records used by the [Beneficiary] [Linked Third Party];
4. Description of any budgeted or estimated elements applied, together with an explanation as to why they are relevant for calculating the personnel costs and how they are based on objective and verifiable information;
5. A summary sheet with the hourly rate for direct personnel declared by the [Beneficiary] [Linked Third Party] and recalculated by the Auditor for each staff member included in the sample (the names do not need to be reported);
6. A comparative table summarising for each person selected in the sample a) the time claimed by the [Beneficiary] [Linked Third Party] in the Financial Statement(s) and b) the time according to the time record verified by the Auditor;
7. A copy of the letter of representation provided to the Auditor.

### Use of this Report

This Report has been drawn up solely for the purpose given under Point 1.1 Reasons for the engagement.

The Report:

- is confidential and is intended to be submitted to the Commission by the [Beneficiary] [Linked Third Party] in connection with Article 18.1.2 of the Agreement;
- may not be used by the [Beneficiary] [Linked Third Party] or by the Commission for any other purpose, nor distributed to any other parties;
- may be disclosed by the Commission only to authorised parties, in particular the European Anti-Fraud Office (OLAF) and the European Court of Auditors.
- relates only to the usual cost accounting practices specified above and does not constitute a report on the Financial Statements of the [Beneficiary] [Linked Third Party].

No conflict of interest<sup>3</sup> exists between the Auditor and the Beneficiary [and the Linked Third Party] that could have a bearing on the Report. The total fee paid to the Auditor for producing the Report was EUR [ ] (including EUR [ ] of deductible VAT).

<sup>3</sup> A conflict of interest arises when the Auditor's objectivity to establish the certificate is compromised in fact or in appearance when the Auditor for instance:

- was involved in the preparation of the Financial Statements;



[H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014](#)

We look forward to discussing our Report with you and would be pleased to provide any further information or assistance which may be required.

Yours sincerely

[legal name of the Auditor]

[name and title of the authorised representative]

[dd Month yyyy]

Signature of the Auditor

- 
- stands to benefit directly should the certificate be accepted;
  - has a close relationship with any person representing the beneficiary;
  - is a director, trustee or partner of the beneficiary; or
  - is in any other situation that compromises his or her independence or ability to establish the certificate impartially.

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

**Statements to be made by the Beneficiary/Linked Third Party ('the Statements') and Procedures to be carried out by the Auditor ('the Procedures') and standard factual findings ('the Findings') to be confirmed by the Auditor**

The Commission reserves the right to provide the auditor with guidance regarding the Statements to be made, the Procedures to be carried out or the Findings to be ascertained and the way in which to present them. The Commission reserves the right to vary the Statements, Procedures or Findings by written notification to the Beneficiary/Linked Third Party to adapt the procedures to changes in the grant agreement(s) or to any other circumstances.

If this methodology certificate relates to the Linked Third Party's usual accounting practices for calculating and claiming direct personnel costs declared as unit costs any reference here below to 'the Beneficiary' is to be considered as a reference to 'the Linked Third Party'.

<i>Please explain any discrepancies in the body of the Report.</i>	
<b>Statements to be made by Beneficiary</b>	<b>Procedures to be carried out and Findings to be confirmed by the Auditor</b>
<p><b>A. Use of the Methodology</b></p> <p>I. The cost accounting practice described below has been in use since [dd Month yyyy].</p> <p>II. The next planned alteration to the methodology used by the Beneficiary will be from [dd Month yyyy].</p>	<p><b>Procedure:</b></p> <p>✓ The Auditor checked these dates against the documentation the Beneficiary has provided.</p> <p><b>Factual finding:</b></p> <p>1. The dates provided by the Beneficiary were consistent with the documentation.</p>
<p><b>B. Description of the Methodology</b></p> <p>III. The methodology to calculate unit costs is being used in a consistent manner and is reflected in the relevant procedures.</p> <p><i>[Please describe the methodology your entity uses to calculate <u>personnel</u> costs, productive hours and hourly rates, present your description to the Auditor and annex it to this certificate]</i></p> <p><i>[If the statement of section "B. Description of the methodology" cannot be endorsed by the Beneficiary or there is no written methodology to calculate unit costs it should be listed here below and reported as exception by the Auditor in the main Report of</i></p>	<p><b>Procedure:</b></p> <p>✓ The Auditor reviewed the description, the relevant manuals and/or internal guidance documents describing the methodology.</p> <p><b>Factual finding:</b></p> <p>2. The brief description was consistent with the relevant manuals, internal guidance and/or other documentary evidence the Auditor has reviewed.</p> <p>3. The methodology was generally applied by the Beneficiary as part of its usual costs accounting practices.</p>

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

<b>Please explain any discrepancies in the body of the Report.</b>	
<b>Statements to be made by Beneficiary</b>	<b>Procedures to be carried out and Findings to be confirmed by the Auditor</b>
<i>Factual Findings:</i> - ...]	
<p><b>C. Personnel costs</b></p> <p><u>General</u></p> <p>IV. The unit costs (hourly rates) are limited to salaries including during parental leave, social security contributions, taxes and other costs included in the remuneration required under national law and the employment contract or equivalent appointing act;</p> <p>V. Employees are hired directly by the Beneficiary in accordance with national law, and work under its sole supervision and responsibility;</p> <p>VI. The Beneficiary remunerates its employees in accordance with its usual practices. This means that personnel costs are charged in line with the Beneficiary's usual payroll policy (e.g. salary policy, overtime policy, variable pay) and no special conditions exist for employees assigned to tasks relating to the European Union or Euratom, unless explicitly provided for in the grant agreement(s);</p> <p>VII. The Beneficiary allocates its employees to the relevant group/category/cost centre for the purpose of the unit cost calculation in line with the usual cost accounting practice;</p> <p>VIII. Personnel costs are based on the payroll system and accounting system.</p> <p>IX. Any exceptional adjustments of actual personnel costs resulted from relevant budgeted or estimated elements and were based on objective and verifiable information. <i>[Please describe the 'budgeted or estimated elements' and their relevance to personnel costs, and explain how they were reasonable and based on objective and verifiable information, present your explanation to the Auditor and annex it to this certificate].</i></p> <p>X. Personnel costs claimed do not contain any of the following ineligible costs: costs related to return on capital; debt and debt service charges; provisions for future losses</p>	<p><b>Procedure:</b></p> <p><i>The Auditor draws a sample of employees to carry out the procedures indicated in this section C and the following sections D to F.</i></p> <p><i>[The Auditor has drawn a random sample of 10 full-time equivalents made up of employees assigned to the action(s). If fewer than 10 full-time equivalents are assigned to the action(s), the Auditor has selected a sample of 10 full-time equivalents consisting of all employees assigned to the action(s), complemented by other employees irrespective of their assignments.]. For this sample:</i></p> <ul style="list-style-type: none"> <li>✓ the Auditor reviewed all documents relating to personnel costs such as employment contracts, payslips, payroll policy (e.g. salary policy, overtime policy, variable pay policy), accounting and payroll records, applicable national tax, labour and social security law and any other documents corroborating the personnel costs claimed;</li> <li>✓ in particular, the Auditor reviewed the employment contracts of the employees in the sample to verify that:             <ul style="list-style-type: none"> <li>i. they were employed directly by the Beneficiary in accordance with applicable national legislation;</li> <li>ii. they were working under the sole technical supervision and responsibility of the latter;</li> <li>iii. they were remunerated in accordance with the Beneficiary's usual practices;</li> <li>iv. they were allocated to the correct group/category/cost centre for the purposes of calculating the unit cost in line with the Beneficiary's usual cost accounting practices;</li> </ul> </li> <li>✓ the Auditor verified that any ineligible items or any costs claimed under other costs categories or costs covered by other types of grant or by other grants financed from the European Union budget have not been taken</li> </ul>

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

<b>Please explain any discrepancies in the body of the Report.</b>	
<b>Statements to be made by Beneficiary</b>	<b>Procedures to be carried out and Findings to be confirmed by the Auditor</b>
<p>or debts; interest owed; doubtful debts; currency exchange losses; bank costs charged by the Beneficiary's bank for transfers from the Commission/Agency; excessive or reckless expenditure; deductible VAT or costs incurred during suspension of the implementation of the action.</p> <p>XI. Personnel costs were not declared under another EU or Euratom grant (including grants awarded by a Member State and financed by the EU budget and grants awarded by bodies other than the Commission/Agency for the purpose of implementing the EU budget).</p> <p><u>If additional remuneration as referred to in the grant agreement(s) is paid</u></p> <p>XII. The Beneficiary is a non-profit legal entity;</p> <p>XIII. The additional remuneration is part of the beneficiary's usual remuneration practices and paid consistently whenever the relevant work or expertise is required;</p> <p>XIV. The criteria used to calculate the additional remuneration are objective and generally applied regardless of the source of funding;</p> <p>XV. The additional remuneration included in the personnel costs used to calculate the hourly rates for the grant agreement(s) is capped at EUR 8 000 per full-time equivalent (reduced proportionately if the employee is not assigned exclusively to the action).</p> <p><u>If certain statement(s) of section "C. Personnel costs" cannot be endorsed by the Beneficiary they should be listed here below and reported as exception by the Auditor in the main Report of</u></p>	<p>into account when calculating the personnel costs;</p> <ul style="list-style-type: none"> <li>✓ the Auditor numerically reconciled the total amount of personnel costs used to calculate the unit cost with the total amount of personnel costs recorded in the statutory accounts and the payroll system.</li> <li>✓ to the extent that actual personnel costs were adjusted on the basis of budgeted or estimated elements, the Auditor carefully examined those elements and checked the information source to confirm that they correspond to objective and verifiable information;</li> <li>✓ if additional remuneration has been claimed, the Auditor verified that the Beneficiary was a non-profit legal entity, that the amount was capped at EUR 8000 per full-time equivalent and that it was reduced proportionately for employees not assigned exclusively to the action(s).</li> <li>✓ the Auditor recalculated the personnel costs for the employees in the sample.</li> </ul> <p><b>Factual finding:</b></p> <ol style="list-style-type: none"> <li>4. All the components of the remuneration that have been claimed as personnel costs are supported by underlying documentation.</li> <li>5. The employees in the sample were employed directly by the Beneficiary in accordance with applicable national law and were working under its sole supervision and responsibility.</li> <li>6. Their employment contracts were in line with the Beneficiary's usual policy;</li> <li>7. Personnel costs were duly documented and consisted solely of salaries, social security contributions (pension contributions, health insurance, unemployment fund contributions, etc.), taxes and other statutory costs included in the remuneration (holiday pay, thirteenth month's pay, etc.);</li> <li>8. The totals used to calculate the personnel unit costs are consistent with those registered in the payroll and accounting records;</li> <li>9. To the extent that actual personnel costs were adjusted on the basis of budgeted or estimated elements, those elements were</li> </ol>

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

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<p><b>Factual Findings:</b></p> <p>- ...]</p>	<p>relevant for calculating the personnel costs and correspond to objective and verifiable information. The budgeted or estimated elements used are: — (indicate the elements and their values).</p> <p>10. Personnel costs contained no ineligible elements;</p> <p>11. Specific conditions for eligibility were fulfilled when additional remuneration was paid: a) the Beneficiary is registered in the grant agreements as a non-profit legal entity; b) it was paid according to objective criteria generally applied regardless of the source of funding used and c) remuneration was capped at EUR 8000 per full-time equivalent (or up to up to the equivalent pro-rata amount if the person did not work on the action full-time during the year or did not work exclusively on the action).</p>
<p><b>D. Productive hours</b></p> <p>XVI. The number of productive hours per full-time employee applied is <i>[delete as appropriate]</i>:</p> <p>A. 1720 productive hours per year for a person working full-time (corresponding pro-rata for persons not working full time).</p> <p>B. the total number of hours worked in the year by a person for the Beneficiary</p> <p>C. the standard number of annual hours generally applied by the beneficiary for its personnel in accordance with its usual cost accounting practices. This number must be at least 90% of the standard annual workable hours.</p> <p><u>If method B is applied</u></p> <p>XVII. The calculation of the total number of hours worked was done as follows: annual workable hours of the person according to the employment contract, applicable labour agreement or national law plus overtime worked minus absences (such as sick leave and special leave).</p> <p>XVIII. 'Annual workable hours' are hours</p>	<p><b>Procedure (same sample basis as for Section C: Personnel costs):</b></p> <ul style="list-style-type: none"> <li>✓ The Auditor verified that the number of productive hours applied is in accordance with method A, B or C.</li> <li>✓ The Auditor checked that the number of productive hours per full-time employee is correct and that it is reduced proportionately for employees not exclusively assigned to the action(s).</li> <li>✓ If method B is applied the Auditor verified i) the manner in which the total number of hours worked was done and ii) that the contract specified the annual workable hours by inspecting all the relevant documents, national legislation, labour agreements and contracts.</li> <li>✓ If method C is applied the Auditor reviewed the manner in which the standard number of working hours per year has been calculated by inspecting all the relevant documents, national legislation, labour agreements and contracts and verified that the number of productive hours per year used for these calculations was at least 90% of the standard number of working hours per year.</li> </ul>

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

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<p>during which the personnel must be working, at the employer’s disposal and carrying out his/her activity or duties under the employment contract, applicable collective labour agreement or national working time legislation.</p> <p>XIX. The contract (applicable collective labour agreement or national working time legislation) do specify the working time enabling to calculate the annual workable hours.</p> <p><u>If method C is applied</u></p> <p>XX. The standard number of productive hours per year is that of a full-time equivalent; for employees not assigned exclusively to the action(s) this number is reduced proportionately.</p> <p>XXI. The number of productive hours per year on which the hourly rate is based i) corresponds to the Beneficiary’s usual accounting practices; ii) is at least 90% of the standard number of workable (working) hours per year.</p> <p>XXII. Standard workable (working) hours are hours during which personnel are at the Beneficiary’s disposal performing the duties described in the relevant employment contract, collective labour agreement or national labour legislation. The number of standard annual workable (working) hours that the Beneficiary claims is supported by labour contracts, national legislation and other documentary evidence.</p> <p><i>[If certain statement(s) of section “D. Productive hours” cannot be endorsed by the Beneficiary they should be listed here below and reported as exception by the Auditor:</i></p> <p>- ...]</p>	<p><b>Factual finding:</b></p> <p><u>General</u></p> <p>12. The Beneficiary applied a number of productive hours consistent with method A, B or C detailed in the left-hand column.</p> <p>13. The number of productive hours per year per full-time employee was accurate and was proportionately reduced for employees not working full-time or exclusively for the action.</p> <p><u>If method B is applied</u></p> <p>14. The number of ‘annual workable hours’, overtime and absences was verifiable based on the documents provided by the Beneficiary and the calculation of the total number of hours worked was accurate.</p> <p>15. The contract specified the working time enabling to calculate the annual workable hours.</p> <p><u>If method C is applied</u></p> <p>16. The calculation of the number of productive hours per year corresponded to the usual costs accounting practice of the Beneficiary.</p> <p>17. The calculation of the standard number of workable (working) hours per year was corroborated by the documents presented by the Beneficiary.</p> <p>18. The number of productive hours per year used for the calculation of the hourly rate was at least 90% of the number of workable (working) hours per year.</p>
<p><b>E. Hourly rates</b></p> <p>The hourly rates are correct because:</p> <p>XXIII. Hourly rates are correctly calculated since they result from dividing annual personnel</p>	<p><b>Procedure</b></p> <ul style="list-style-type: none"> <li>✓ The Auditor has obtained a list of all personnel rates calculated by the Beneficiary in accordance with the methodology used.</li> <li>✓ The Auditor has obtained a list of all the relevant employees, based on which the</li> </ul>

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

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<p>costs by the productive hours of a given year and group (e.g. staff category or department or cost centre depending on the methodology applied) and they are in line with the statements made in section C. and D. above.</p> <p><i>[If the statement of section 'E. Hourly rates' cannot be endorsed by the Beneficiary they should be listed here below and reported as exception by the Auditor:</i></p> <p>- ...]</p>	<p>personnel rate(s) are calculated.</p> <p>For 10 full-time equivalent employees selected at random (same sample basis as Section C: Personnel costs):</p> <ul style="list-style-type: none"> <li>✓ The Auditor recalculated the hourly rates.</li> <li>✓ The Auditor verified that the methodology applied corresponds to the usual accounting practices of the organisation and is applied consistently for all activities of the organisation on the basis of objective criteria irrespective of the source of funding.</li> </ul> <p><b>Factual finding:</b></p> <p>19. No differences arose from the recalculation of the hourly rate for the employees included in the sample.</p>
<p><b>F. Time recording</b></p> <p>XXIV. Time recording is in place for all persons with no exclusive dedication to one Horizon 2020 action. At least all hours worked in connection with the grant agreement(s) are registered on a <b>daily/weekly/monthly</b> basis <i>[delete as appropriate]</i> using a <b>paper/computer-based system</b> <i>[delete as appropriate]</i>;</p> <p>XXV. For persons exclusively assigned to one Horizon 2020 activity the Beneficiary has either signed a declaration to that effect or has put arrangements in place to record their working time;</p> <p>XXVI. Records of time worked have been signed by the person concerned (on paper or electronically) and approved by the action manager or line manager at least monthly;</p> <p>XXVII. Measures are in place to prevent staff from:</p> <ul style="list-style-type: none"> <li>i. recording the same hours twice,</li> <li>ii. recording working hours during absence periods (e.g. holidays, sick leave),</li> <li>iii. recording more than the number of productive hours per year used to calculate the hourly rates, and</li> </ul>	<p><b>Procedure</b></p> <ul style="list-style-type: none"> <li>✓ The Auditor reviewed the brief description, all relevant manuals and/or internal guidance describing the methodology used to record time.</li> </ul> <p>The Auditor reviewed the time records of the random sample of 10 full-time equivalents referred to under Section C: Personnel costs, and verified in particular:</p> <ul style="list-style-type: none"> <li>✓ that time records were available for all persons with not exclusive assignment to the action;</li> <li>✓ that time records were available for persons working exclusively for a Horizon 2020 action, or, alternatively, that a declaration signed by the Beneficiary was available for them certifying that they were working exclusively for a Horizon 2020 action;</li> <li>✓ that time records were signed and approved in due time and that all minimum requirements were fulfilled;</li> <li>✓ that the persons worked for the action in the periods claimed;</li> <li>✓ that no more hours were claimed than the productive hours used to calculate the hourly</li> </ul>

H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

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<p>iv. recording hours worked outside the action period.</p> <p>XXVIII. No working time was recorded outside the action period;</p> <p>XXIX. No more hours were claimed than the productive hours used to calculate the hourly personnel rates.</p> <p><i>[Please provide a brief description of the <u>time recording system</u> in place together with the measures applied to ensure its reliability to the Auditor and annex it to the present certificate<sup>4</sup>].</i></p> <p><i>[If certain statement(s) of section “F. Time recording” cannot be endorsed by the Beneficiary they should be listed here below and reported as exception by the Auditor:</i></p> <p>- ...]</p>	<p>personnel rates;</p> <ul style="list-style-type: none"> <li>✓ that internal controls were in place to prevent that time is recorded twice, during absences for holidays or sick leave; that more hours are claimed per person per year for Horizon 2020 actions than the number of productive hours per year used to calculate the hourly rates; that working time is recorded outside the action period;</li> <li>✓ the Auditor cross-checked the information with human-resources records to verify consistency and to ensure that the internal controls have been effective. In addition, the Auditor has verified that no more hours were charged to Horizon 2020 actions per person per year than the number of productive hours per year used to calculate the hourly rates, and verified that no time worked outside the action period was charged to the action.</li> </ul> <p><b>Factual finding:</b></p> <ol style="list-style-type: none"> <li>20. The brief description, manuals and/or internal guidance on time recording provided by the Beneficiary were consistent with management reports/records and other documents reviewed and were generally applied by the Beneficiary to produce the financial statements.</li> <li>21. For the random sample time was recorded or, in the case of employees working exclusively for the action, either a signed declaration or time records were available;</li> <li>22. For the random sample the time records were signed by the employee and the action manager/line manager, at least monthly.</li> <li>23. Working time claimed for the action occurred in the periods claimed;</li> <li>24. No more hours were claimed than the number productive hours used to calculate the hourly</li> </ol>

<sup>4</sup> The description of the time recording system must state among others information on the content of the time records, its coverage (full or action time-recording, for all personnel or only for personnel involved in H2020 actions), its degree of detail (whether there is a reference to the particular tasks accomplished), its form, periodicity of the time registration and authorisation (paper or a computer-based system; on a daily, weekly or monthly basis; signed and countersigned by whom), controls applied to prevent double-charging of time or ensure consistency with HR-records such as absences and travels as well as its information flow up to its use for the preparation of the Financial Statements.



H2020 Model Grant Agreements: H2020 General MGA — Multi: September 2014

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	<p>personnel rates;</p> <p>25. There is proof that the Beneficiary has checked that working time has not been claimed twice, that it is consistent with absence records and the number of productive hours per year, and that no working time has been claimed outside the action period.</p> <p>26. Working time claimed is consistent with that on record at the human-resources department.</p>

**[official name of the [Beneficiary] [Linked Third Party]]**

**[official name of the Auditor]**

**[name and title of authorised representative]**

**[name and title of authorised representative]**

**[dd Month yyyy]**

**[dd Month yyyy]**

**<Signature of the [Beneficiary] [Linked Third Party]>**

**<Signature of the Auditor>**



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