

## O.6.2 MIMOSA Permanent cross-border network to foster a stable dialogue at cross border level

The SusMob Network:  
roadmap for sustainable mobility  
cooperation at cross-border level

### Document Control Sheet

Project Number:	10249002
Project Acronym	MIMOSA
Project Title	Maritime and Multimodal Sustainable passenger transport solutions and services
Start Date	01/01/2020
End Date	30/06/2023
Duration	36 months

Related Activity:	A.6.2 Establishing a permanent cross-border Network to foster a stable dialogue at cross-border level
Deliverable Name:	O.6.2 MIMOSA Permanent cross-border network to foster a stable dialogue at cross border level
Type of Deliverable	Output
Language	English
Work Package Title	Transferring and capitalizing results
Work Package Number	WP6
Work Package Leader	PP3 (Institute for Transport and Logistics Foundation)

Status	Final
Author(s)	PP3
Version	1
Deliverable Due Date	June 2023
Delivery Date	06/2023

## Index

1 Introduction	5
1.2 Aim of the document	6
2 Overview of the SusMob Network	8
2.1 Main logic, aims and activities	8
2.2 Management and governance	11
2.3 Membership	15
3 Financial management	17
3.1 Activities and projected costs	17
3.2 Funding	21
4 Promotional strategies	22
4.1 Logo and LinkedIn	22
4.2 Main activities related to promotion	23
4.3 SusMob Network online platform	26
5 Next steps	30
6 Annexes	31

## 1 Introduction

MIMOSA (*Maritime and Multimodal Sustainable passenger transport solutions and services*) is a project co-funded by the Interreg V - A Italy-Croatia CBC 2014 - 2020 programme, in the priority axis "Maritime Transport", started on 01/01/2020 and with planned end date 30/06/2023.

The objective of the project concerns low level of cross-border connectivity, which is addressed through the development of visible results, ranging from multimodal solutions to innovative and smart tools and technologies, dealing with the common challenge of increasing multimodality and reducing the impact of transport on the environment. The planned activities also include the establishment of a permanent Network for the promotion of public transport and sustainable mobility of passengers at the European level (Activity 6.2), whose responsibility lies with the ITL Foundation.

MIMOSA aims to improve the quality, safety and environmental sustainability of services, and in particular of maritime and coastal transport nodes, by promoting multimodality and, eventually, a new cross-border approach to passenger mobility in the Programme area.

This will be possible also through a renewed focus on cooperation between local and regional authorities as well as stakeholders and operators, in order to provide citizens and tourists with a wider range of sustainable mobility options, based on a shared knowledge of transport demand and passenger habits and needs.

For these reasons, the project is addressed to a wide range of subjects, including public authorities from local to national level, companies, transport and multimodal hub operators, infrastructure providers, transport associations and the general public.

Broad and varied is also the MIMOSA partnership, which encompasses 18 members spanning across the whole Italy-Croatia Programme area. The project's lead partner is the Executive Secretariat of the Central European Initiative (CEI) based in Trieste. In addition, the consortium is composed of:

- a. national authorities (Croatian Ministry Of Regional Development and EU Funds - Department for islands);
- b. regional authorities (Friuli-Venezia-Giulia Region, Abruzzo Region, Puglia Region, Dubrovnik Neretva County);
- c. regional agencies (Institute for Transport and Logistics Foundation, Regional Development Agency of Primorje Gorski Kotar County, Public Institution Development Agency of Lika-Senj County – Lira, Istrian Development Agency – Ida Ltd.);

- d. universities (Ca' Foscari University of Venice and the Faculty of Maritime Studies of the University of Rijeka);
- e. port authorities and transport operators (HZ Passenger Transport Ltd, Central Adriatic Ports Authority, Sibenik Port Authority, Split Port Authority, Rovinj Port Authority, County Port Authority Zadar).



The partnership is the starting point of the cooperation and the quality of a project depends on the ability to pool different competencies in order to achieve the overall results through the establishment of strong links with the target groups addressed by the project.

### 1.2 Aim of the document

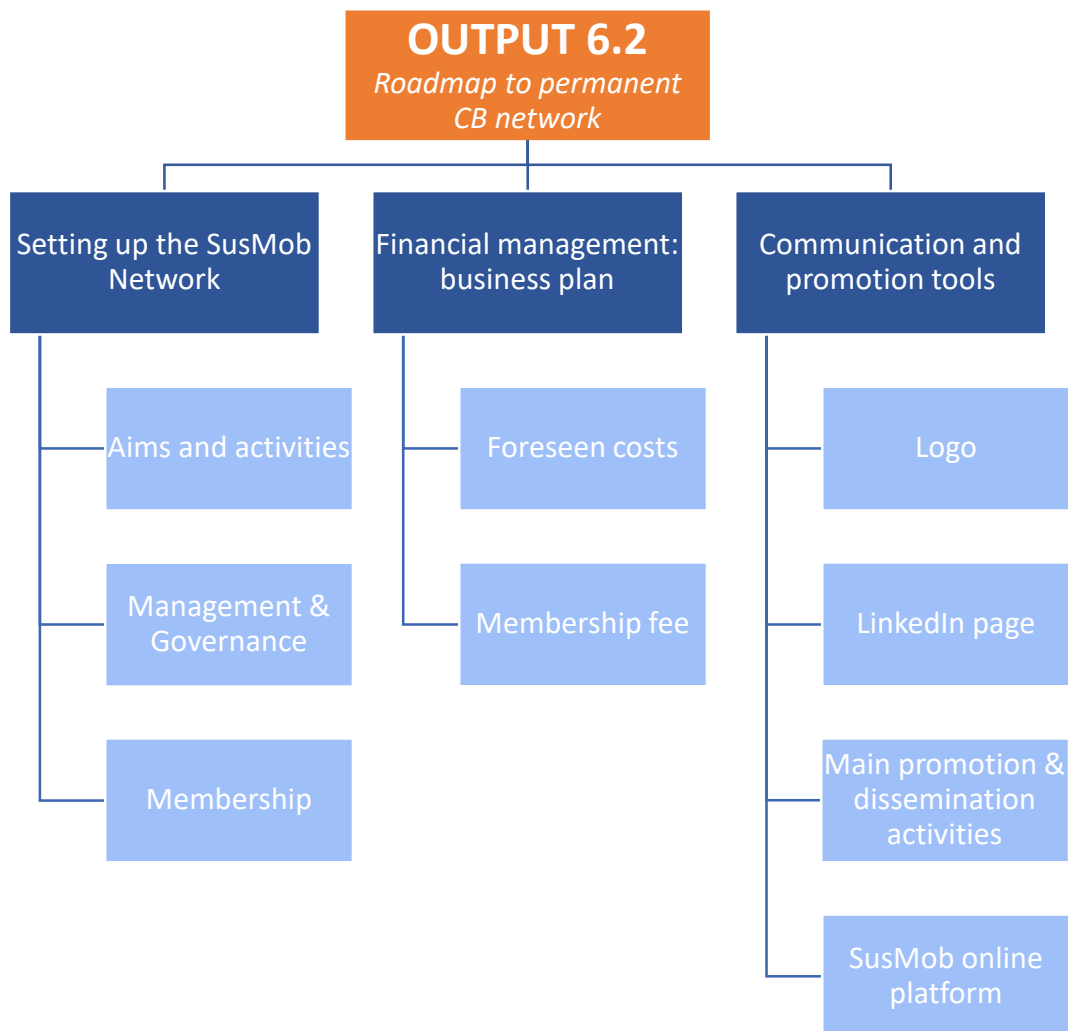
The ITL Foundation, partner in the Mimosa project, is responsible for the Activity 6.2 concerning the establishment and initial management of the Transnational Network funded within the framework of the project. It is important to underline that the Network, established in cooperation with the other partners, will continue its activities also after the end of the MIMOSA project (June 2023) under the coordination of the Friuli-Venezia Giulia Region.

An articulated process of activities has been devised to provide a complete and in-depth overview of such network, whose provisional name, aims, activities, governance, membership structure and financial management have been presented to partners and will be further finetuned after the project's closure. These activities have followed the indications provided in the "Methodology for

setting up a permanent cross-border Network, to foster a stable dialogue at Cross- Border level” (D.6.2.2), thus ensuring a coherent framework throughout all project’s documents.

Therefore, this document aims to represent a roadmap to reach an efficient cooperation on cross-border sustainable mobility through the establishment of the SusMob network, thus representing output 6.2 and reaching the objectives that have been set for Activity 6.2.

In particular, the roadmap concerns three main elements related to the network, as underlined in the figure below, that reflect the contents of the following chapters. Additional information will be provided through the list of annexes that are attached at the end of this document.



## 2 Overview of the SusMob Network

### 2.1 Main logic, aims and activities.

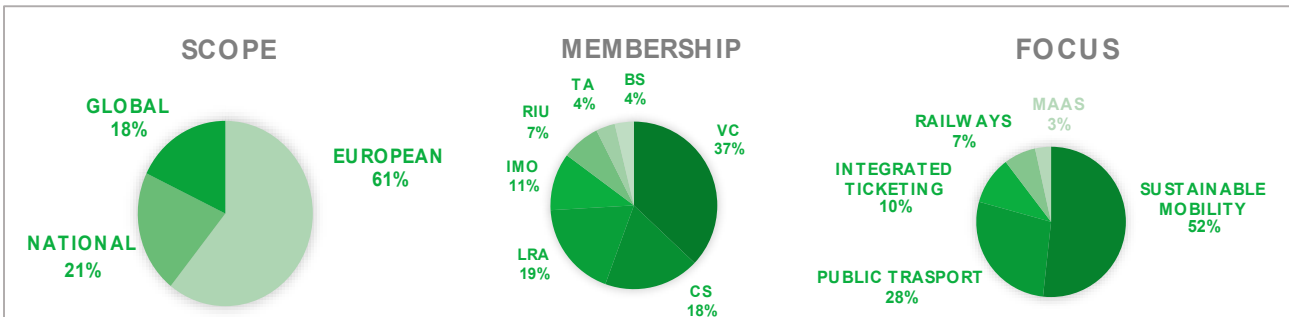
In line with the MIMOSA Application Form and the indications provided by the Methodology presented within D.6.2.2, the Permanent cross-border Network on Sustainable Mobility (SusMob Network) can be defined as a **permanent technical and political network** where experienced stakeholders can discuss actions and strategies to promote sustainable transport solutions at regional, national and macro-regional levels. Therefore, it is a **long-term platform** where the representatives of different EU regions/counties can develop synergies on sustainable transport solutions, thus allowing all the MIMOSA partners to reinforce their cooperation and keep it active even **after the project's conclusion**, capitalizing on its results. Nevertheless, the SusMob Network will be open not only to MIMOSA partners but to all the interested authorities, stakeholders and entities working on these topics.

A specific analysis has been carried out to have a better overview of the existing associations and network promoting sustainable transport at the national, European and global levels: 38 case studies were listed and categorized according to three main parameters:

- 1) **SCOPE**. This category represents the level at which the members are located, activities organized, therefore the scale at which the case study operates:
  - a. National scale (*N*);
  - b. European scale (*E*);
  - c. Global scale (*G*);
- 2) **FOCUS**. This category identifies the main topic on which the activities of the case studies focus:
  - a. Sustainable mobility (*SM*),
  - b. Railways (*R*),
  - c. Public transport (*PT*),
  - d. Maas (*MA*)
  - e. Integrated ticketing (*IT*);
- 3) **MEMBERSHIP**. The last category focuses on the type of partnership working with each network:
  - a. Businesses and SME (*BS*),
  - b. Civil society (*CS*),

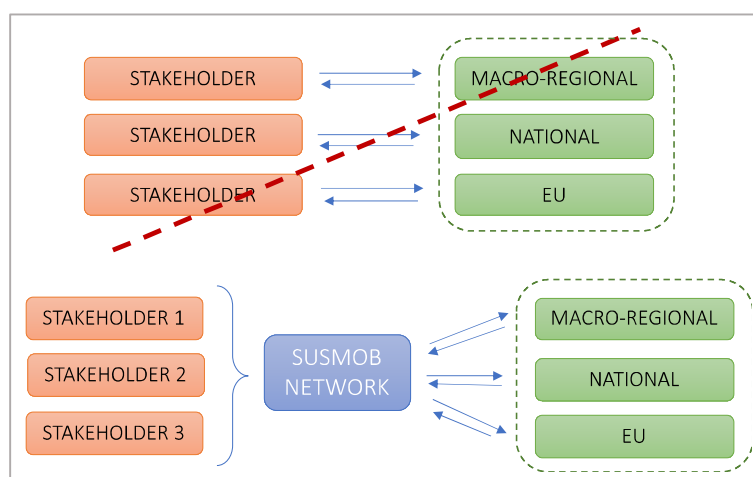


- c. Infrastructure managers and operators (IMO),
- d. Local and regional authorities (LRA),
- e. Transport authorities (TA),
- f. Transport research institutes and universities (RIU) e
- g. Various categories (VC).



The existing entities result in a diverse and variegated landscape of associations, each with its peculiarities in terms of focus and membership. In this framework, the SusMob network will cover a specific role based on the members’ first-hand experience on the topics to be addressed through the collective activities that will be developed.

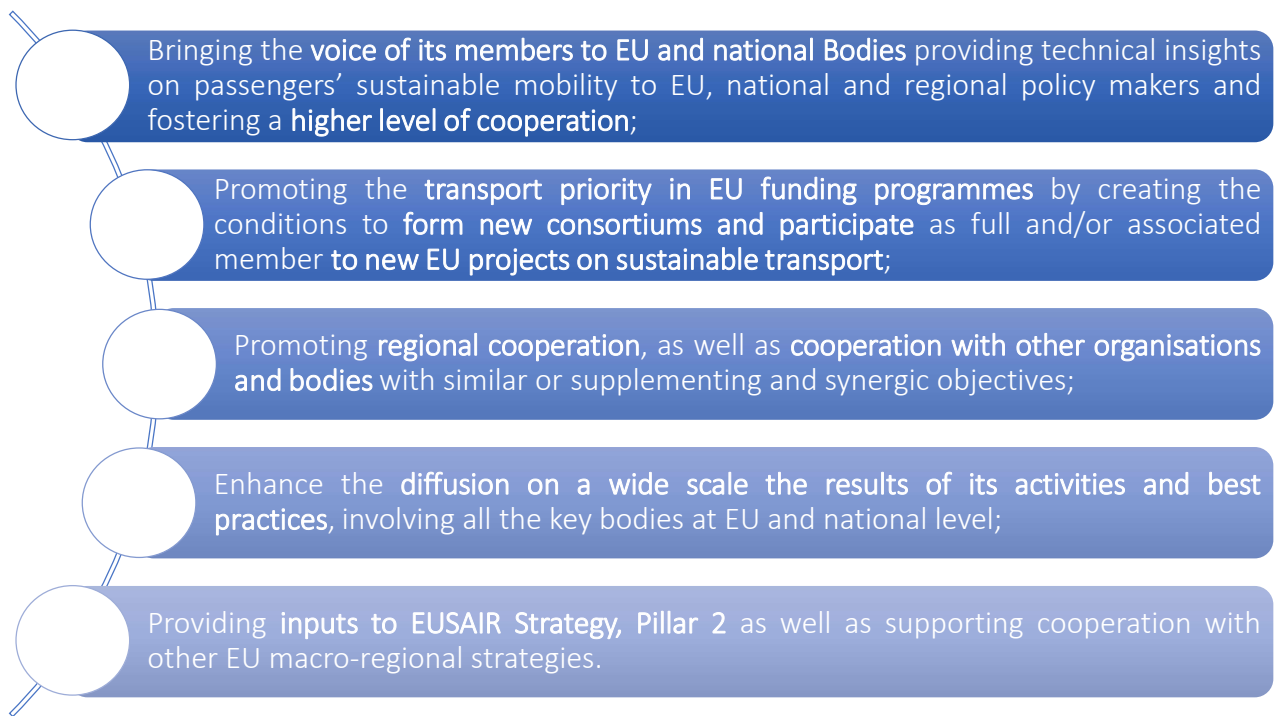
As a matter of fact, the SusMob Network will rely on the strong relationships that have been fostered during the project’s lifetime to promote and better disseminate the needs and priorities of local and regional authorities related to sustainable passengers’ mobility, with a special focus – among other themes – to cross-border mobility. In this light, it will allow to have a **stronger voice within macro-regional, national and EU contexts.**



Therefore, the **added benefits** of joining such network include:

- To **capitalize and scale up the results, cooperation and institutional dialogue** started thanks to the MIMOSA project;
- To **learn and share best practices and innovative solutions** from like-minded entities, authorities, operators and stakeholders;
- To have an **established platform to cooperate on new proposals** for innovative projects co-funded by EU and national resources.

In line with this main logic, the objectives foreseen for the SusMob Network are listed in the figure below. In any case, these will be further finetuned through the adoption of the “Articles of the Association” after the **formal establishment of the SusMob Network**.



To achieve these objectives, the potential activities to be carried out by the SusMob network range from the proactive drafting of documents such as position papers, tools and roadmaps (to be valeted by a specific scientific body internal to the network), to the cooperation with other associations and institutions in order to influence the policy-making, promote the network and its activities and participate to innovative EU-funded projects and initiatives.

In addition to these, the ordinary management of the network and its members is also of fundamental importance to ensure an efficient functioning and complete the envisioned tasks.

A complete list of the three macro-categories and their relative sub-areas is presented in the table below.

<b>1</b>	<b>ADMINISTRATIVE &amp; GENERAL MANAGEMENT</b>
1.1	All the necessary activities connected to the ordinary management of the network
<b>2</b>	<b>PROACTIVE ACTIVITIES, INCLUDING THE PRODUCTION OF POSITION PAPERS, TOOLS, ROADMAPS AND PARTICIPATION TO EU FUNDED PROJECTS</b>
2.1	Preparation and diffusion of position papers and/or roadmaps with the help of the scientific commission
2.2	Promotion of participation to EU funded projects on sustainable transport both as full and associated partners
<b>3</b>	<b>COOPERATION WITH OTHER ASSOCIATIONS/INSTITUTIONS TO PROMOTE NETWORK AIMS</b>
3.1	Organization of thematic events involving priority stakeholders (PROMOTION IN)
3.2	Participation to fairs/events of different territorial levels (PROMOTION OUT)
3.3	Participation to working groups and specific thematic meetings with priority stakeholders and institutions (POLICY)

This list will also have to be finetuned through specific members’ meetings before the formal establishment of the SusMob Network.

## 2.2 Management and governance

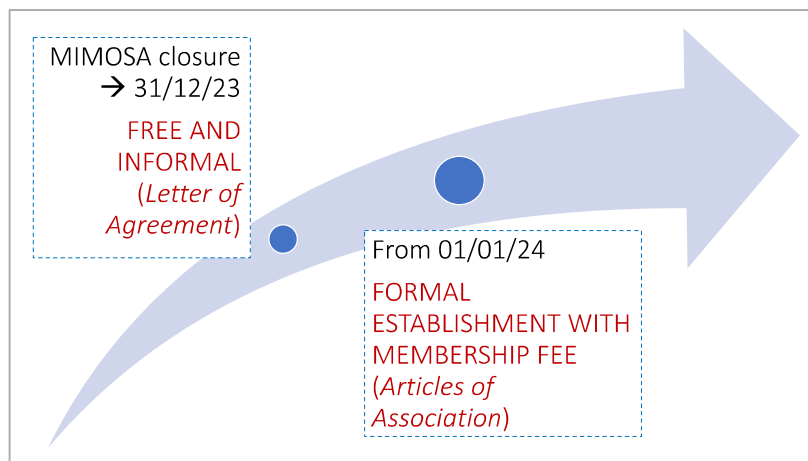
To present the management and governance structures of the SusMob Network, a distinction between three different phases shall be made:

- *Setting-up phase*, lasting until the end of the MIMOSA project;
- *Informal phase*, from 01/07/23 to 31/12/23;
- *Formal phase*, starting from 01/01/24.



The setting up phase represents the very early stages of the Network, whose existence has been determined through the signature by the MIMOSA partners of the “Agreement on MIMOSA Permanent cross-border network to foster a stable dialogue at cross border level and able to influence policies at national and EUSAIR level” (D.6.1.5). Until the end of MIMOSA, the SusMob Network will be coordinated by **PP3 Institute for Transport and Logistics (ITL)** in collaboration with the Lead partner Central European Initiative Executive Secretariat (CEI-ES), PP1 Friuli-Venezia-Giulia Region and PP7 Ministry of Regional Development and European Union Funds - Directorate for Islands, Sector for Sustainable Island Development Policy and Preparation of Development Programs.

After the MIMOSA project conclusion, the Network, still in its informal version, will be free of charge for members and will be managed by **Friuli-Venezia-Giulia Region** on the basis of the Letter of Agreement (D.1.6.5) signed by MIMOSA partners.



During this first phase, the details on the governance, legal nature and membership (including the amount of members' fees) of the network will be discussed and finetuned by current members, together with the "Articles of Association" to be finalized and approved on the basis of the draft prepared by ITL Foundation and already disseminated among MIMOSA partners.

Then, from the start of 2024, the SusMob Network will be formally established, according to the legal nature that will be identified by members as more appropriate. From a desk research, two legal entities have been identified as the main options to structure the future activities of the SusMob network. These are<sup>1</sup>:

- a. **Non-profit association** according to Italian legislation – DECRETO LEGISLATIVO 3 luglio 2017, n. 117;
- b. **European Economic Interest Grouping (EEIG)** according to EU legislation – Regulation (EEC) n. 2137/85.

Considering the examples analysed in other contexts and the similar aim of other inspiring initiatives such as Open ENLoCC, the most appropriate solution seems to be the first one, also in terms of bureaucratic commitment for its establishment.

With reference to the formal establishment of the association and considering the need to simplify bureaucratic steps, as well as following the discussion held with the partnership during the last technical meeting, the options provided by FVG Region are resumed in the following list:

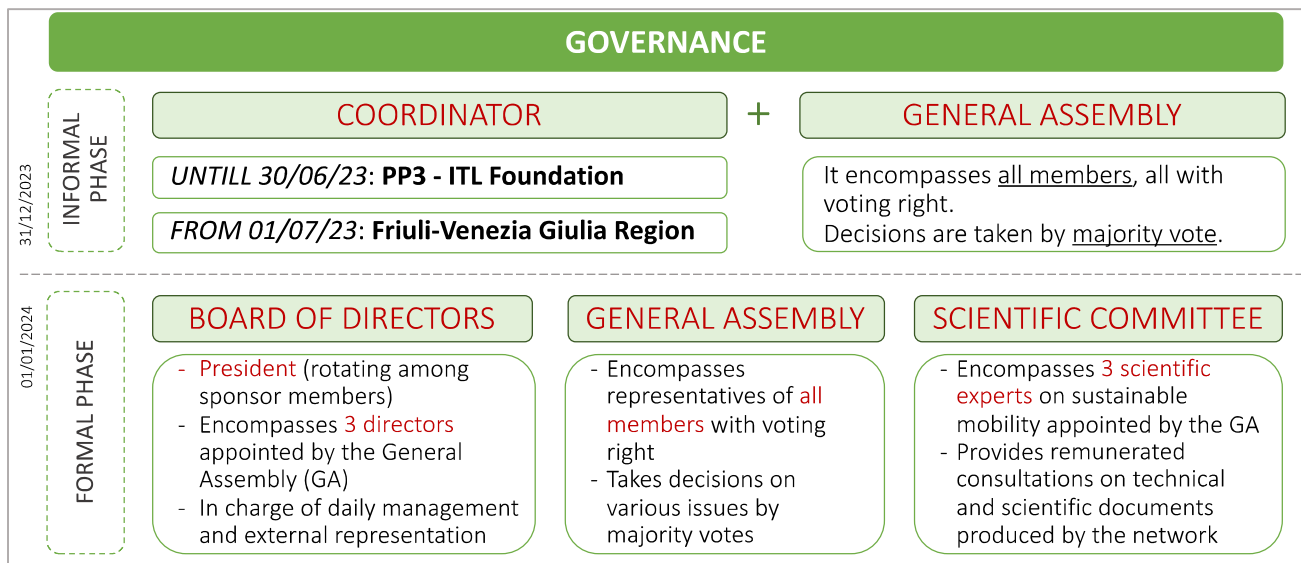
- Formally be the founder of the Network by establishing a non-profit association, which would require a specific legislative act approved at the regional level;
- Join the already established association as a member, which would entail a decision by the regional government to approve the annual fee and enter the Network;
- Establish the association through the EGTC "Euregio Senza Confini" to which FVG Region is part together with the Veneto Region and Carinthia.

The second and third options would be preferable due to fewer bureaucratic requirements.

Concerning the **governance of the Network**, a simplified structure has been foreseen for the informal phase lasting until the end of 2023, while three main entities shall be set up at the beginning of the formal phase, as underlined in the figure below.

---

<sup>1</sup> More information on both legal entities are available in the document attached as Annex III.



During the first informal phase, the governance of SusMob will encompass two entities:

- The **COORDINATOR** of the network (namely the ITL Foundation until the end of the project and then the FVG Region), which will be in charge of the ordinary management and communication with and among members, including the convening and organization of virtual and physical meetings;
- The **GENERAL ASSEMBLY**, which will be composed of one representative of each member of SusMob and will be in charge of taking the most important decisions concerning the Network by majority votes (50% + 1), including the approval of the Articles of Association.

Starting from 01/01/24, a more articulated structure of governance is envisioned, still to be further finetuned before the end of the informal phase. It will be based on four main entities, namely:

- The **BOARD OF DIRECTORS**, composed of 3 Directors periodically appointed by the General Assembly and a **PRESIDENT** (rotating among premium members and representing a local/regional authority or entity governed by public law); together, they will be in charge of the ordinary management of the network and the communication with members, as well as the formal representation of SusMob towards institutions at all levels and in the framework of promotional events and international fairs, with the support of all members when necessary.
- The **GENERAL ASSEMBLY**, which will be similar to that of the informal phase and will be composed of one representative of all members of SusMob with voting rights and will be in charge of taking the most important decisions on various issues by majority votes.

- The **SCIENTIFIC COMMITTEE**, which will encompass 3 scientific experts on sustainable mobility periodically appointed by the General Assembly and remunerated through the Network’s funds; the role of the committee will be to gather the inputs provided by members and supervise the technical and scientific documents that will be produced by the Network according to the indications of the General Assembly and Board of Directors, thus ensuring their scientific accuracy and significance.
- The work of the Scientific Committee will be coordinated by a **TECHNICAL ADVISOR** collecting and driving the inputs of members coming from the different Network’s activities (blog, participation to fairs, events, EU funding opportunities etc.).

Additional governance structures might be evaluated with members and set up during the Network’s lifetime on the mandate of the General Assembly.

### 2.3 Membership

Similarly to the management and governance section, a distinction between two different phases shall be made. The starting point of the SusMob Network’s membership is strictly related to the MIMOSA project, as all the members of the consortium have committed to adhere to the Network as full members – at least – during its informal phase.

However, after its formal establishment foreseen for January 2024, the Network will be open for other entities, associations and stakeholders to join as active members of SusMob, thus contributing to its activities.





In order to pursue the aims that have been outlined above and due to the strategic dimension of the activities to be carried out by the Network, the members shall preferably represent **high-level local and regional stakeholders, authorities, entities and agencies governed by public law** that are directly involved in the definition of the regional and/or national policies and measures on sustainable mobility promotion. Therefore, members shall already demonstrate a **proven competence on the key topics addressed by SusMob**, in order to foster a strategic dialogue on these themes.

**No limits concerning the geographical location** of members are foreseen, as the level of the actions that the Network intends to pursue goes from the local to the European one. However, despite this preference, all membership applications by interested entities will be considered by the Network.

Three **different membership levels** have been envisioned, each with specific benefits and a different annual fee. The three levels are premium, full and associated. An overview of the benefits foreseen for each of these levels is provided in the following table.

	Service 1	Service 2	Service 3	Service 4	Service 5	Service 6	Service 7
	<i>Newsletter 2/year</i>	<i>Private access to platform</i>	<i>Interaction with blog</i>	<i>Activities report</i>	<i>Voting right</i>	<i>Board of director</i>	<i>President</i>
<b>PREMIUM</b>	YES	YES	YES	YES	YES	YES	YES
<b>FULL</b>	YES	YES	YES	YES	YES	YES	NO
<b>ASSOCIATED</b>	YES	YES	NO	NO	TBD	NO	NO

While the premium members will have all the benefits, the full members won't be able to have their representative elected as President of the Network. On the contrary, the role and possibilities of associated members will be more limited and include the subscription to the newsletter to be sent twice a year and the access to the private section of the SusMob platform, which will include a documents repository and an interactive blog that will allow members to share news and insights on ongoing activities and projects, as well as scientific and technical pieces on a range of issues connected to public transport and sustainable passengers mobility.

This configuration has been proposed to MIMOSA partners and will be further finetuned before the Network's formal establishment.



### 3 Financial management

#### 3.1 Activities and projected costs

In order to obtain a projection of costs, a **list of 14 potential activities** has been prepared. The activities are organized according to the macro-categories previously presented, namely:

1. Administrative and general management (“ADMIN&MAN”);
2. Proactive activities, including the production of position papers, tools, roadmaps and participation to EU funded projects (“PROA&PROJ”);
3. Cooperation with other associations and/or institutions to promote network aims (“COOP&PROM”).

Moreover, in the following table **each activity has been deemed as mandatory or not** on the basis of its significance to ensure a correct and efficient functioning of the Network. The choice to include additional activities would depend on the decisions taken by the members and their willingness to pay a more significant membership fee.

TYPE	MANDATORY	DESCRIPTION
1.1_ADMIN&MAN	YES	Forfeit <b>administrative costs connected to general topics</b> (i.e. bank account, accountability, activation of mobile phone etc.)
1.2_ADMIN&MAN	NO	Costs associated with acquiring a comprehensive <b>office</b> administration software suite, including features such as cloud storage, team collaboration, and productivity tools (e.g. Microsoft One Drive, Teams, Office)
1.3_ADMIN&MAN	NO	Costs connected to a <b>physical office/place assigned to the association</b> in the form of reimbursement to one of the members
1.4_ADMIN&MAN	YES	Cost related to a periodic effort for the <b>maintenance and updating of the online platform</b>
1.5_ADMIN&MAN	YES	Cost related to a <b>secretariat service</b> for interactive dialogue with members

1.6_ADMIN&MAN	NO	Costs for renting <b>location for formal periodic meetings</b>
2.1_PROA&PROJ	YES	Cost for the commitment of a <b>technical advisor collecting and driving the inputs of members</b> according to feedbacks received from the association activities (blog, participation to fairs, events, EU funding opportunities etc.)
2.2_PROA&PROJ	YES	Forfeit fees for <b>scientific advisors validating documents</b> produced by the Association
3.1_COOP&PROM	NO	Forfeit costs for <b>production of promotional material</b> (digital & not)
3.2_COOP&PROM	NO	Reimbursement of fees for participating to <b>international thematic conferences/events/fairs</b> to promote SUSMOB network and related initiatives
3.3_COOP&PROM	NO	Reimbursement of T&A costs for participating to <b>international conferences/events/fairs</b> to promote SUSMOB network and related initiatives
3.4_COOP&PROM	NO	Reimbursement of T&A costs for participating to <b>cross-fertilization meetings with other projects and/or initiatives and/or associations</b> to promote SUSMOB network and related initiatives
3.5_COOP&PROM	NO	Reimbursement of T&A costs for participating to <b>meetings with institutional stakeholders</b> in each country to promote the SUSMOB network and related initiatives
3.6_COOP&PROM	YES	Cost for <b>annual thematic event</b> promoting SUSMOB network and related initiatives

Starting from this list, **two scenarios** have been hypothesized:

- A **minimum scenario**, which excludes non-mandatory activities and reduces the entity of quantities and units per year of mandatory ones;
- A **maximum scenario**, which is more encompassing and includes all activities proposed.

Both scenarios with the relative amounts allocated for each activity are presented in the tables below, which also include the total resources required to implement what is foreseen respectively in the minimum and maximum scenarios.

<i>MINIMUM SCENARIO</i>					
TYPE	UNIT	UNIT/YEAR	UNIT/YEAR ADDITIONAL	€/UNIT	TOTAL
1.1_ADMIN&MAN	Nr.	1	1	1.800 €	<b>1.800 €</b>
1.2_ADMIN&MAN	Nr.	0	1	1.800 €	- €
1.3_ADMIN&MAN	Nr.	0	1	150 €	- €
1.4_ADMIN&MAN	Nr.	0,5	12	230 €	<b>1.380 €</b>
1.5_ADMIN&MAN	Nr.	1	12	230 €	<b>2.760 €</b>
1.6_ADMIN&MAN	Nr.	0	1	500 €	- €
2.1_PROA&PROJ	Nr.	1	12	230 €	<b>2.760 €</b>
2.2_PROA&PROJ	Nr.	1	3	300 €	<b>900 €</b>
3.1_COOP&PROM	Nr.	0	4	200 €	- €
3.2_COOP&PROM	Nr.	0	1	500 €	- €
3.3_COOP&PROM	Nr.	1	1	600 €	<b>600 €</b>
3.4_COOP&PROM	Nr.	1	2	400 €	<b>800 €</b>
3.5_COOP&PROM	Nr.	3	1	250 €	<b>750 €</b>
3.6_COOP&PROM	Nr.	1	1	5.000 €	<b>5.000 €</b>
<b>TOTAL</b>					<b>16.750 €</b>

The minimum scenario would include **9 different activities** where the most consistent amounts are devoted to the organization of an annual thematic event to disseminate and promote the initiatives carried out by SusMob, as well as the cost related to a secretariat service to maintain an interactive dialogue with members and the amount necessary to involve a technical advisor collecting and driving the inputs of members.

Overall, the resources needed to implement this minimum vision amount to **16.750 €**.

<i>MAXIMUM SCENARIO</i>					
TYPE	UNIT	UNIT/YEAR	UNIT/YEAR ADDITIONAL	€/UNIT	TOTAL
1.1_ADMIN&MAN	Nr.	1	1	1.800 €	<b>1.800 €</b>
1.2_ADMIN&MAN	Nr.	1	1	200 €	<b>200 €</b>
1.3_ADMIN&MAN	Nr.	12	1	150 €	<b>1.800 €</b>
1.4_ADMIN&MAN	Nr.	1	12	230 €	<b>2.760 €</b>
1.5_ADMIN&MAN	Nr.	2	12	230 €	<b>5.520 €</b>
1.6_ADMIN&MAN	Nr.	1	1	500 €	<b>500 €</b>
2.1_PROA&PROJ	Nr.	2	12	230 €	<b>5.520 €</b>
2.2_PROA&PROJ	Nr.	2	3	300 €	<b>1.800 €</b>
3.1_COOP&PROM	Nr.	1	4	200 €	<b>800 €</b>
3.2_COOP&PROM	Nr.	2	2	500 €	<b>2.000 €</b>
3.3_COOP&PROM	Nr.	2	2	600 €	<b>2.400 €</b>
3.4_COOP&PROM	Nr.	3	2	400 €	<b>2.400 €</b>
3.5_COOP&PROM	Nr.	6	2	250 €	<b>3.000 €</b>
3.6_COOP&PROM	Nr.	1	1	5.000 €	<b>5.000 €</b>
<b>TOTAL</b>					<b>35.500 €</b>

Concerning the maximum scenario, the allocation of the highest amounts of resources would be the same of the minimum one, however in this case **all the activities** foreseen would be included and implemented, thus requiring a total amount of **35.500 €**.

The list of activities proposed and costs hypothesized have been shared with the MIMOSA partners and will be further finetuned throughout the informal phase of the Network, in order to reach a final vision before the formal establishment of SusMob.

### 3.2 Funding

The main source of funding for the ordinary activities carried out by the SusMob Network, and foreseen by the tables above, lies in the **annual membership fees** that will be paid by members.

On the basis of the costs foreseen for each scenario, a **division by membership level and number of members** has been prepared and is presented below.

The numbers of members for each level have resulted from the following reasoning: 18 out of the 18 MIMOSA partners have expressed the intention to join the Network, of which one third (6) as premium members and the rest (12) as full members.

In addition, each member shall commit to recruit another interested entity, stakeholder or institution to join as associated member, thus amounting to a total of 18 associated members.

LEVEL	NR MEMBERS	MEMBERS ANNUAL FEE	
		MINIMUM SCENARIO	MAXIMUM SCENARIO
<i>PREMIUM</i>	6	1.000 €	2.500 €
<i>FULL</i>	12	500 €	1.000 €
<i>ASSOCIATED</i>	18	300 €	500 €
<b>TOTAL</b>		<b>17.400 €</b>	<b>36.000 €</b>

According to this division, the annual membership fee would vary between the 300 € and 1.000 € foreseen in the minimum scenario to the 500 € and 2.500 € that would be required to implement the maximum scenario.

**Additional funding** may be gathered from **voluntary contributions**, as well as from **specific funded activities** that will require the implementation of precise and limited initiatives and projects.

This would be the case of EU-funded projects of transnational cooperation, for which the resources would be collected by public funds to implement the activities agreed upon and foreseen by the project itself. These initiatives are not part of the Network's ordinary budget that has been presented above, but, in case, they will necessarily require additional specific funding and related planning of budget.

## 4 Promotional strategies

In order to expand and reinforce the network, communication and promotion activities will be of fundamental importance, especially during the first phase of the network lifetime. In this purpose, tools like the network's logo, LinkedIn page and online platform represent additional resources that have the potential to greatly enhance the efficacy of the actions of dissemination and promotion that will be carried out by the partners.

### 4.1 Logo and LinkedIn

In order to **foster the visual identity of the network**, the following **logo** was proposed as a draft to represent the SusMob Network.



The SusMob Network draft logo draws inspiration from the symbol of the London underground, as to recall the concept of public transport, which is one of the key topics addressed by the Network. The main focus on sustainable transport is also reiterated by the 6 symbols placed in the

surrounding circle, while the map of the European Union intends to underline its macro-regional and European scope. Last but not least, the colours are intended as a reference to those of the MIMOSA project and Interreg Italy-Croatia Programme, as to remind the origin of the Network.

In addition to the logo, which shall be used in all official communications, promotional material and online platform, another powerful tool that will be set up shortly is the **SusMob Network's LinkedIn page**, which was deemed as the most appropriate social network to promote SusMob's activities, disseminate results and attracts entities, associations and public authorities to join the Network as new members.

This will be done also through the cooperation and effort of the current members, which will be invited to share the SusMob's page through their official social media channels, as to enlarge the Network's reach and contacts.

This LinkedIn page will be managed by the coordinator of the Network (ITL until the end of the MIMOSA project and then FVG Region) with the cooperation of all members, who can leverage the audience offered to promote specific initiatives or disseminate innovative projects and documents related to the SusMob Network's aims.

#### 4.2 Main activities related to promotion

As already underlined, dissemination and promotion of the Network's aims and activities is crucial to obtain more visibility and credibility to continue to influence policy-making and drive innovative initiatives to keep advocating for a more efficient and sustainable mobility for passengers.

In this purpose, a high number of activities could be implemented to reach this aim. The following list presents the most significant ones:

##### 1. **Participation to international and European fairs, events and exhibitions**

These occasions offer substantial opportunities to enhance the visibility of SusMob, also thanks to the effort of its members that may be individually participating to a certain event, as well as to networking with like-minded entities to build synergies and, eventually, implement shared initiatives. This is the case of EU funded project, whose proposal often requires strong partnership to obtain successful results.

Some (non-exhaustive) examples of national, European and international fairs and events that are potentially interesting to the Network are the following:



WHAT	WHEN	WHERE
<i>Next generation mobility</i>	Indicatively JUNE	TURIN, Italy
<i>Adriatic Sea forum</i>	Indicatively MAY	Itinerant event
<i>European weeks of the regions</i>	Indicatively OCTOBER	BRUXELLES, Belgium
<i>Connecting Europe days</i>	Indicatively MAY	Itinerant event
<i>Transport Research Arena</i>	Indicatively APRIL	Itinerant event
<i>UITP Global Public Transport Summit</i>	Indicatively JUNE	Itinerant event
<i>Next Mobility Exhibition</i>	Indicatively OCTOBER	MILAN, Italy
<i>European Sustainable Energy Week</i>	Indicatively JUNE	Spread at the EU level
<i>Mobility Solution Show</i>	Indicatively OCTOBER	TOULOUSE, France
<i>European Mobility Week</i>	Indicatively SEPTEMBER	Spread at the EU level
<i>ECOMONDO International fair</i>	Indicatively NOVEMBER	RIMINI, Italy
...		

While some of these require a charge to exhibitors and participants, some others are totally free of charge, thus representing even better and more financially sustainable opportunities for the Network.

## 2. Registration to EU Transparency Register<sup>2</sup>

The EU transparency register is a database that lists organisations that try to influence the law-making and policy implementation process of the EU institutions, thus making visible what interests are being pursued, by whom and with what budgets. The aim is to ensure a higher level of public scrutiny, giving citizens and other interest groups the possibility to track such activities.

Considering the aims that the SusMob Network intends to pursue, the registration to the Register would allow a higher room for manoeuvre and legitimacy to engage with EU institutions and agencies to represent its members' needs and priorities, thus trying to influence policy-making.

<sup>2</sup> The EU Transparency Register can be consulted at the following page: <https://ec.europa.eu/transparencyregister/public/consultation/search.do?locale=en&reset=>



3. Involvement in **meetings with macro-regional** (e.g. EUSAIR), **national and EU institutions** (e.g. **EU Commission expert groups**<sup>3</sup>) also as observers

The engagement with organized groups of consultation of institutions at all levels is of fundamental importance to provide relevant inputs and amplify the voice of the Network's members, as their concerns can be directly reported to those who prepare policies, legislation and strategic documents, thus having a real impact on how passengers' mobility is conceived and organized.

Some examples of such organized groups are the Thematic Steering Group for the "Pillar 2 – Connecting the region" of EUSAIR strategy, as well as the EU Commission expert groups related to sustainable transport and passengers' mobility.

4. Preparation and diffusion of **promotional material**, both digital and not (e.g. **gadgets with Network's logo**, and so on)

The realization of promotional materials is foreseen mainly for dissemination purpose and it is meant to help spreading the Network's name and activities to expand its reach. The material should be distributed at fairs and events, as well as during meetings with relevant and high-level stakeholders.

These were a few examples of the activities that could be carried out. As in other sections, the final decision lays on future members who will have to establish a precise plan of activities, including the choice of the most significant fairs and events to which the Network should take part.

---

<sup>3</sup> More information on EU Commission expert groups are available at the following page: <https://ec.europa.eu/transparency/expert-groups-register/screen/expert-groups-explained?lang=en>

### 4.3 SusMob Network online platform

The SusMob Network online platform is an additional tool that allows to better disseminate and promote the SusMob Network. Its structure with several sections has been conceived and implemented taking into account the purpose it was required to serve.

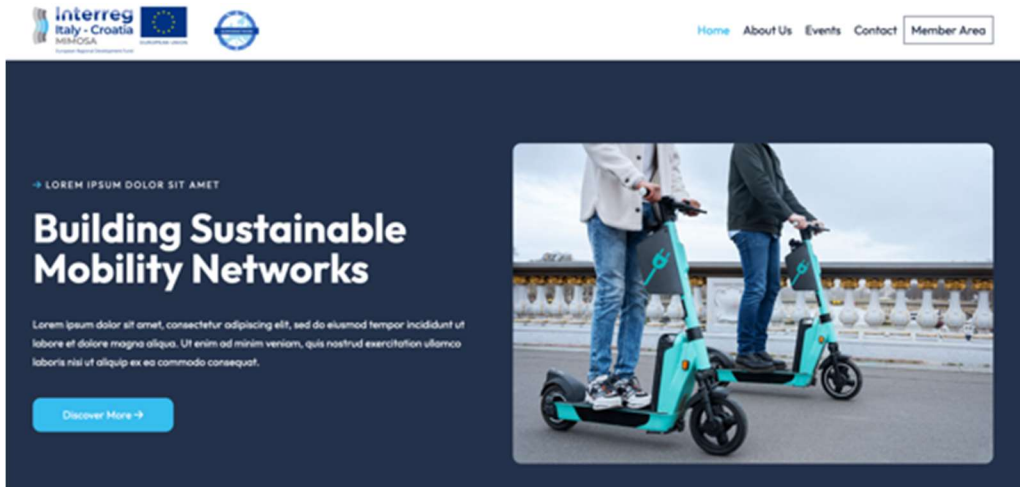
In particular, the platform represents:

- A **point of access for interested entities** to discover more about the Network and its activities and to send specific inquiries and requests through the contact form;
- A **showcase to present itself, its members and to promote upcoming events** and fairs that the network organizes or to which it participates as speaker/exhibitor;
- A **reference point for members** (through the private area) **to share relevant information and maintain stable relations** among the adhering entities and stakeholders also after the end of the MIMOSA project.

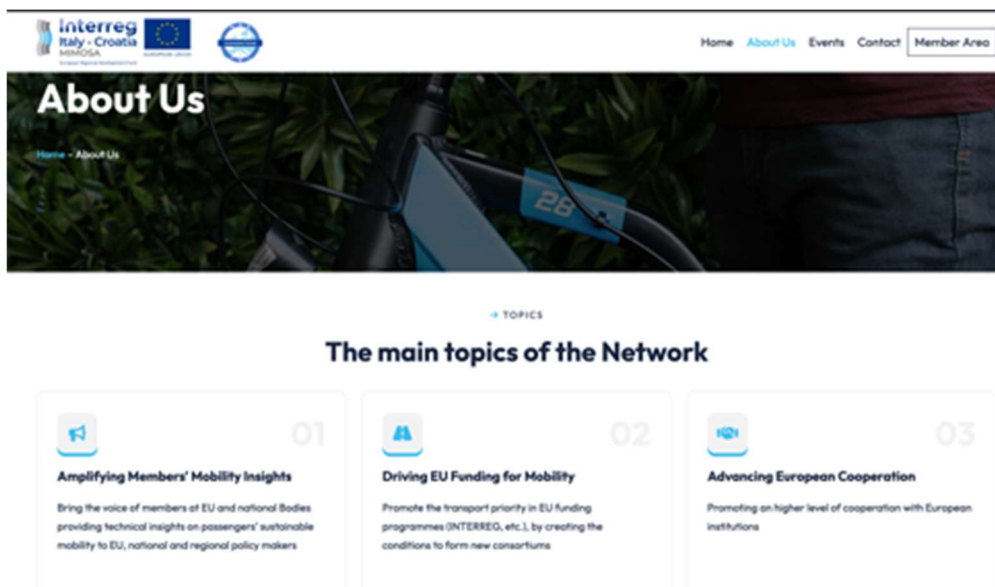
The online platform presents **two different structures according to the typology of user**. As a matter of fact, the **public area** of the platform will be made of three main sections (about us, events, contact), while the **private area** is accessible only by registered users and also contains a document repository and an interactive blog dedicated to the Network's members.



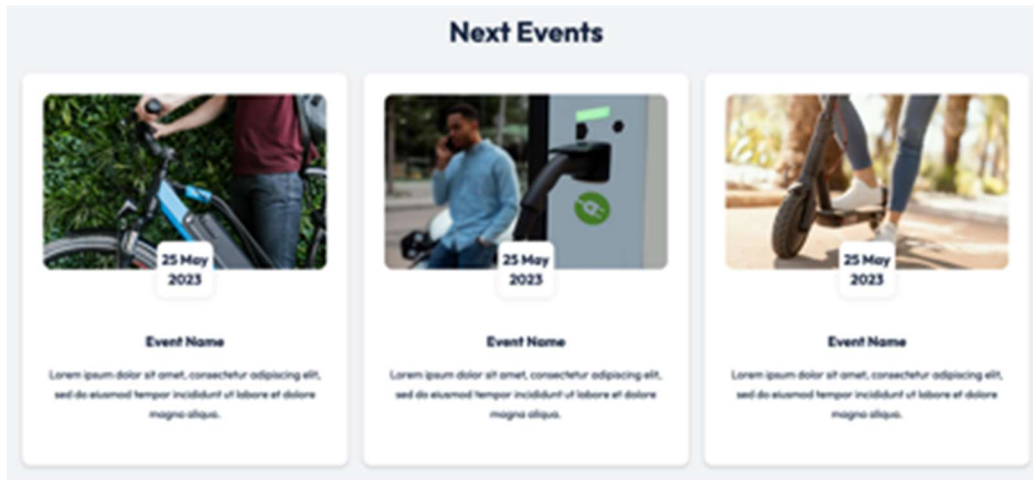
The **HOME** page is the same for both the public and private areas and contains a brief presentation of the Network and a call to action to discover more through the following sections.



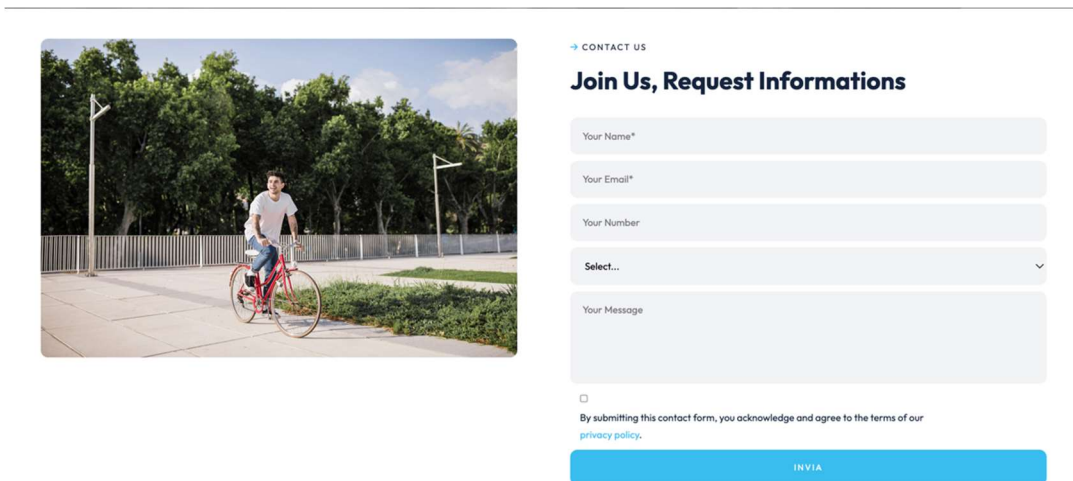
The **ABOUT US** section presents an overview of the key topics addressed by the Network, a brief presentation of the MIMOSA project which gave life to the Network and lastly a short paragraph on how to join the Network and the different membership possibilities available.



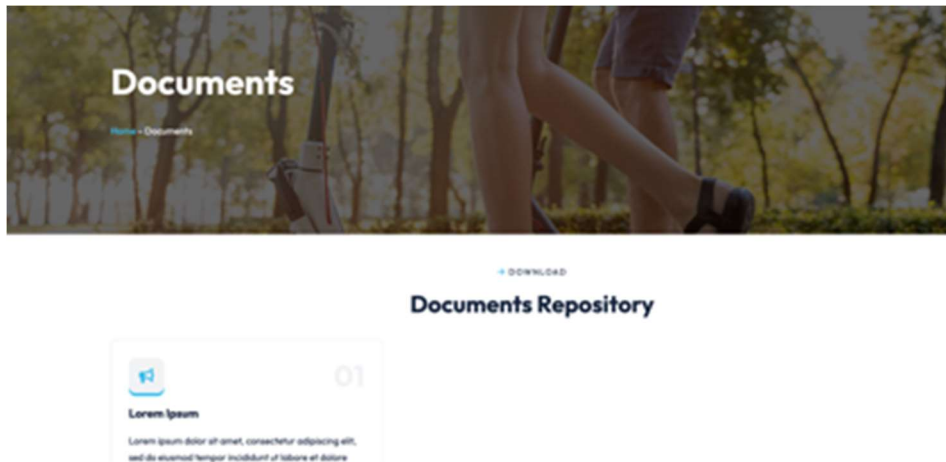
The **EVENTS** section provides an overview of upcoming fairs and appointments that see the involvement of SusMob as the organizer and/or a participant/exhibitor, including the date, location and more specific information depending on each event. It may also contain indications on the next general assembly and/or internal technical meetings to be agreed with members.



The **CONTACT** section offers the opportunity to directly send inquiries and ask specific information on the Network and its activities, including the membership options.

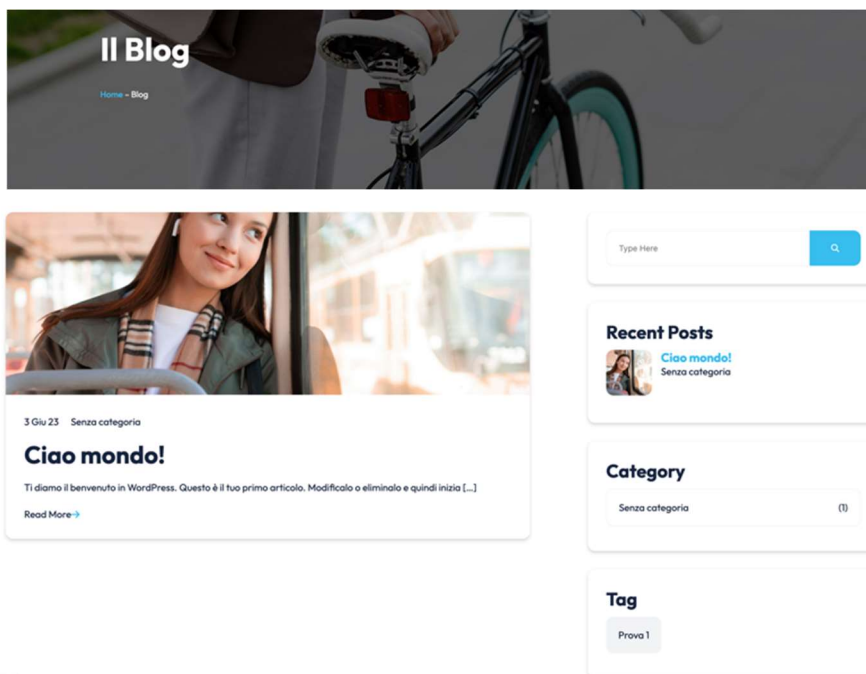


Looking at the private area, the **DOCUMENT** section intends to be a repository of the most important documents concerning the Network and its management and beyond. In this way, members can independently consult the rules that regulate the life of the Network and the relations with the other members.



Last but not least, the **BLOG** area will allow members to read and comment on articles and news that will be posted by other members in relation to different tags and categories, which are still under definition. The articles might concern:

- The explanation of new Italian and EU legislation,
- The presentation of innovative tools and solutions to improve sustainable passengers' mobility,
- The dissemination of news related to opportunities linked to EU and national funding, and so on.



## 5 Next steps

The next steps related to the management and establishment of the SusMob Network are resumed in the following figure.

**BY THE END OF 06/2023** the SusMob online platform will be online in its final version and fully active with all the relevant information.

**FROM 01/07/2023 TO 31/12/2023** Friuli-Venezia-Giulia Region will be in charge of the network coordination, with the support of the ITL Foundation, and the network will be free of charges.

**BY THE END OF 2023** a **FIRST VIRTUAL MEETING DEDICATED TO THE FUTURE OF THE NETWORK** will be organized to discuss the main structure of the network and its legal nature, as well as to define a first draft of the Articles of the Association (on the basis of the document already produced by ITL).

**BY THE END OF 2023** a **more in depth virtual meeting with all the interested partners** will be organized to deal with:

- **Bureaucratic aspects**, including the finalization of the Articles of Association,
- Final definition of **membership fees' amounts**,
- Definition of **2024 technical activities**, including potential events and international fairs to attend.

**FROM 01/01/2024** the **SUSMOB NETWORK WILL BE FORMALLY ESTABLISHED**. Partners will join through a dedicated letter of adhesion (stating the membership level they intend to adopt) and approval of the articles of association. The adhesion will not be compulsory.



## 6 Annexes

The following documents are attached as annexes:

1. **Annex I.** Draft Articles of Association
2. **Annex II.** Analysis of existing EU networks on sustainable mobility
3. **Annex III.** Main options to establish the legal nature of the SusMob Network
4. **Annex IV.** SusMob Network – Business plan (Excel document)
5. **Annex V.** Roundtable “Cooperation for sustainable mobility at cross border level and future vision”: main outcomes

## **Annex I.**

### **Draft Articles of Association**



# DRAFT ARTICLES OF THE DE FACTO ASSOCIATION

## Index

I.	ARTICLES OF ASSOCIATION OF “SUSMOB NETWORK” .....	3
II.	NAME, CORPORATE SEAT, STATUS & DURATION .....	3
	ARTICLE 1. NAME.....	3
	ARTICLE 2. CONTACT POINTS .....	3
	ARTICLE 3. STATUS .....	3
	ARTICLE 4. DURATION .....	3
III.	PURPOSE & ACTIVITIES.....	4
	ARTICLE 5. PURPOSE & ACTIVITIES.....	4
IV.	MEMBERS.....	4
	ARTICLE 6. MEMBERSHIP STRUCTURE .....	4
	ARTICLE 7. CONDITIONS FOR ADMISSION .....	5
	ARTICLE 8. MEMBERSHIP RIGHTS .....	5
	ARTICLE 9. MEMBERSHIP OBLIGATIONS .....	5
	ARTICLE 10. END OF MEMBERSHIP .....	5
V.	DECISION MAKING BODIES AND PROCEDURES .....	5
	ARTICLE 11. DECISION MAKING BODIES OF THE ASSOCIATIONS.....	5
V.1.	GENERAL ASSEMBLY .....	6
	ARTICLE 12. COMPOSITION.....	6
	ARTICLE 13. CALLING.....	6
	ARTICLE 14. PRESENCE .....	6
	ARTICLE 15. VOTING .....	6
	ARTICLE 16. EXCLUSIVE COMPETENCES.....	7
	ARTICLE 17. MINUTES.....	7
V.2.	THE BOARD OF DIRECTORS .....	7
	ARTICLE 18. COMPOSITION AND COMPETENCES .....	7
	ARTICLE 19. MEETINGS.....	7
	ARTICLE 20. DELIBERATION AND VOTING .....	8
	ARTICLE 21. MINUTES.....	8
	ARTICLE 22. EXTERNAL REPRESENTATION .....	8
	ARTICLE 23. END OF MANDATE.....	8
VI.	VARIA.....	8
	ARTICLE 24. TERMINATION/LIQUIDATION/WINDING UP .....	8
	ARTICLE 25. AMENDMENTS TO THE ARTICLES OF ASSOCIATION .....	8

ARTICLE 26. INCORPORATION OF MEMBERS.....	8
ARTICLE 27. LANGUAGE .....	9
ARTICLE 28. COMPULSORY PROVISIONS AND ARBITRATION .....	9

# I. ARTICLES OF ASSOCIATION OF “SUSMOB NETWORK”

## Preamble

Sustainable transport and mobility are key issues for economic prosperity and to guarantee the achievement of the targets set by the European Commission in terms of reduction of emissions, energy savings and promotion of active mobility.

In order to further promote sustainable passenger transport solutions and services at regional, national, cross border and transnational level, a European platform enhancing a strong partnership for regional mobility development is needed.

The Interreg IT-HR MIMOSA strategic Project “Maritime and multimodal sustainable passenger transport solutions and services” aims at improving passenger mobility in the cross-border area between Italy and Croatia, supporting scalable and transferrable initiatives on passenger transport.

The Sustainable Mobility Network (SusMob Network) intends to represent the basis to ensure cooperation at the European level of regional institutions dealing with economic development in mobility.

The SusMob Network members can count on this open network as a cooperation platform for know-how transfer, for the development of joint projects with the aim of solving interregional/international transport and mobility problems.

Upon the initiative of the MIMOSA Project Partners the de facto association named “Sustainable Mobility Network”-“SusMob Network”- is hereby established.

## II. NAME, CORPORATE SEAT, STATUS & DURATION

### ARTICLE 1. NAME

The “Sustainable Mobility Network” (hereinafter abbreviated as “SusMob Network” or “de facto Association”) is a MIMOSA project Output. It is an unincorporated professional association with no legal rights.

### ARTICLE 2. CONTACT POINTS

The contact point of the de facto association is located at the office of the Institute for Transport and Logistics (from now ITL), in viale A. Moro 38, 40127 Bologna, Italy.

The coordination seat may be transferred to any other location within the European Union by a decision of the General Assembly.

### ARTICLE 3. STATUS

The Association is a de facto association open to the membership of Bodies located in EU and Third Countries with interests related to SusMob Network. SusMob Network is an unincorporated professional association with no legal rights.

### ARTICLE 4. DURATION

The de facto association shall be set up until the end of 2032.

The duration may be prolonged, at any time, by decision of its General Assembly.

SusMob Network may be voluntarily dissolved by decision of its General Assembly.

### III. PURPOSE & ACTIVITIES

#### ARTICLE 5. PURPOSE & ACTIVITIES

SusMob Network purpose is to:

- **Bring the voice of its members at EU and national Bodies' levels**, providing **technical insights** on passengers' sustainable mobility to EU, national and regional policy makers;
- **Promote the transport priority in EU funding programmes** (INTERREG, etc.), by creating the conditions to form new consortiums;
- Promote a higher level of cooperation with European institutions;
- Conclude cooperation agreements with other organisations and bodies with similar or supplementing and synergic objectives;
- Diffuse the results of its activities and the best practices on a wide scale, involving all the key bodies at EU level;
- Work together on the **participation in new EU projects** on sustainable transports;
- Provide inputs to **EUSAIR Strategy, Pillar 2** as well as support cooperation with other EU Macro Regional Strategies;
- Promote **regional cooperation**.

In order to meet this corporate purpose, the de facto association can conduct the following activities:

- Preparation and diffusion of **Position paper** on specific topics;
- **Participation to the dialogue with the European Bodies**, in particular Commission, the European Council and the European Parliament through the Transparency Register<sup>1</sup>;
- Preparation and presentation of **Roadmaps**;
- Organization of **Thematic events**;
- Definition and promotion of **MIMOSA specific policy tools** (MoUs, strategies, etc.);
- Any other activity proposed by the General Assembly in line with the scope of the Association.

### IV. MEMBERS

#### ARTICLE 6. MEMBERSHIP STRUCTURE

The de facto association envisages two (2) categories of members:

- **Full members** are regions and Bodies Governed by Public Law<sup>2</sup> having an influence at regional level (NUTS3). The full members have not, as a primary focus, the provision of private consultant services and/or the conduct of profit-oriented activities and that have been provisionally accepted as a member by decision of the Board of Directors, whereby such decision of the Board of Directors needs confirmation by the General Assembly.

---

<sup>1</sup> For more information please go to <https://ec.europa.eu/transparencyregister>

<sup>2</sup> Article 2(1) and 4 of Directive 2014/24/EU

- **Associated members** are all the interested organizations/entities at regional, national and international level. The Associated partners have not the right to vote in the General Assembly and are accepted on basis of written agreement being negotiated and signed between them and Association. Following its formal written request, the Associated members can be admitted as Full members by a decision of the Board of Directors and of the General Assembly if they are considered as Bodies governed by public law.

#### ARTICLE 7. CONDITIONS FOR ADMISSION

There shall be at all times at least 4 (four) full members in total. Membership can be sought by registered application addressed to the Board of Directors. The applicant must demonstrate the interest related to the de facto association and assure full compliance with the objectives of the network and its Articles of de facto Association. The Board of Directors provisionally decides on the admission of new members, whereby such decision of the Board of Directors needs confirmation by the General Assembly.

#### ARTICLE 8. MEMBERSHIP RIGHTS

All Full and Associated members have the right to attend General Assembly meetings, to be heard at those meetings and to raise suggestions. Only full members have voting rights at the General Assembly meetings.

#### ARTICLE 9. MEMBERSHIP OBLIGATIONS

All Full and Associated members have the obligation to behave in conformity with the interests of the network. The participation to the network is free of charge.

#### ARTICLE 10. END OF MEMBERSHIP

Membership status terminates automatically in each of the following circumstances:

1. Written notification by a Member (Full or Associated), to the Board of Directors, to terminate membership status. The termination of membership status will then take effect as from the beginning of the next calendar year;
2. Death of a Member;
3. In case of a legal person: Bankruptcy or liquidation;
4. In case of Full Member, continued failure of refusal to pay membership fees, after such member was invited by the Board of Directors to rectify that situation whereby the Board of Directors had set an applicable deadline for payment;
5. Exclusion through a 2/3 majority vote of Members with voting rights in the General Assembly. In this scenario, the affected Member shall have the right to defend himself at the General Assembly meeting and the exclusion will only take effect as from the date of written notification to the affected Member.

The end of membership cannot give rise to any right of the (former) member to any form of compensation or refund of fee.

## V. DECISION MAKING BODIES AND PROCEDURES

#### ARTICLE 11. DECISION MAKING BODIES OF THE ASSOCIATIONS

Decision making bodies of the de facto Associations are the following:

- a) General Assembly
- b) Board of Directors

Decision Making Bodies are supported by a Secretariat, which participates to the meetings of the Board of Directors.

## V.1. GENERAL ASSEMBLY

### ARTICLE 12. COMPOSITION

The General Assembly includes all members and is presided by the President of the Board of Directors or, in his/her absence, by the Vice-President of the Board of Directors.

Each full Member must appoint a permanent representative physical person for the purposes of its representation within the Association. This representative can subdelegate to one of his/her colleagues, e.g. if he/she cannot attend a meeting. The coordinates of such physical person are notified in writing to the President of the Board of Directors.

The President or, in his/her absence, the Vice President, can appoint a Secretary to verify the presence list, calculate votes, draft the minutes and/or execute any other task.

The Board of Directors can invite or delegate persons to attend General Assembly meetings as observers.

### ARTICLE 13. CALLING

**The Ordinary General Assembly:** The Ordinary General Assembly meeting takes place at least once per year. The meeting can take place virtually (e.g. via video conferencing, teleconferencing, etc.) unless otherwise determined in the calling. The meeting is convened at the initiative of the President of the Board of Directors who issues an invitation to all Members. The calling must be done in writing and in principle not later than 10 days prior to the scheduled meeting. The calling must contain the agenda points, the date, place and time of the meeting and contains exhibits as the case may be.

**The Extraordinary General Assembly:** The Extraordinary General Assembly meeting convenes at the request of (1) at least 1/5 of the Members with voting rights and/or (2) the Board of Directors. The meeting can take place virtually (e.g. via video conferencing, teleconferencing, etc.) unless otherwise determined in the calling. The calling is done in the same way as for the Ordinary General Assembly Meeting.

### ARTICLE 14. PRESENCE

**Presence quorum:** The General Assembly can validly deliberate if more than 50% of the Members with voting rights are present or validly represented. If this quorum is not reached, a second General Assembly meeting must be convened at least 15 days after the previous meeting. The second meeting will have the same agenda and valid deliberation can be made regardless of the number of Effective members present or validly represented.

**Power of Attorney:** Each Member can issue a power of attorney to another Member to be represented at a General Assembly meeting. No Member can hold more than 5 powers of attorney in one General Assembly meeting. The powers of attorney must be transmitted to the President of the General Assembly and must be added to the presence list.

### ARTICLE 15. VOTING

Unless otherwise provided in the present Articles of de facto Association or if imposed by compulsory law, decisions will be made by majority vote of the Members with voting rights that are present or validly represented. This means that a decision is accepted if more than 50% agreeing votes are made in the total number of votes.

Members that are present but did not vote or issued a blanco vote will be counted as voting against the decision.

All agenda points can be voted, taking also into account that agenda points must be added prior to a meeting if at least 2 (two) members with voting rights ask to do so.

#### ARTICLE 16. EXCLUSIVE COMPETENCES

The General Assembly has the following exclusive competences:

1. Amending the Articles of Association;
2. Appointment and dismissal of a Board member;
3. Appointment and exclusion of a revisor and the determination of his/her remuneration;
4. Liberation of directors and revisor;
5. Approval of annual reports;
6. Termination of the Association;
7. Exclusion of a Member.

#### ARTICLE 17. MINUTES

- Drafting and signing: Each General Assembly meeting will be recorded in minutes that are prepared by the President or a Secretary (as the case may be).
- Registration: Minutes must be kept in a register or in an electronically secured form.
- Communication: The President or a person that is mandated by him/her must transmit a copy of minutes to all Members.

## V.2. THE BOARD OF DIRECTORS

#### ARTICLE 18. COMPOSITION AND COMPETENCES

The Board of Directors is appointed by the General Assembly and consists of at least 3 persons representing 3 different Association members.

The President of the Board of Directors rotates among the General Assembly full members every 24 months.

Directorship mandates are in principle not remunerated, unless otherwise decided at the General Assembly meeting.

The Board of Directors can create working groups, steering committee, etc. that can also include persons who are not a member of the association.

The **President of the Board of Directors** is appointed by and amongst the members of that Board. He/she presides the Board of Directors and conducts/supervises the daily activities.

When the President is hindered, the Board of Directors can appoint a President.

#### ARTICLE 19. MEETINGS

The Board of Directors convenes at the request of its President or at the request of at least 2 Directors. The meetings can be held by telephone conference, video conference, or in any other form that allows an efficient debate. The calling is done by letter, by email, or by any other telecommunication that can be materialized in writing. Each Director can be represented by another Director on the basis of a written power of attorney.

## ARTICLE 20. DELIBERATION AND VOTING

The Board of Directors can validly deliberate if the majority of its members is present or validly represented. Decisions are in principle made by majority vote. Each Director can hold maximum 2 powers of attorney.

## ARTICLE 21. MINUTES

A written record of each meeting will be prepared by the President or an appointed secretary (as the case may be). The minutes are kept in a dedicated register. The President or a person mandated by him/her can send a copy of minutes to the members of the Board of Directors or to the Members of the association.

## ARTICLE 22. EXTERNAL REPRESENTATION

The President or 2 Directors acting together can externally represent the association towards third parties. In case of legal proceedings, the association must be represented by its President or by a Director that has been appointed for such purpose by the Board of Directors.

## ARTICLE 23. END OF MANDATE

The mandate of a Director ends:

1. When a Director informs the Board of Directors that he/she resigns;
2. When the duration of the mandate comes to an end;
3. When the Director dies;
4. By decision of the General Assembly;
5. When the membership ends of the member that is represented by such Director.

If the end of the mandate would trigger a scenario where the minimum required number of Directors would no longer be met, the end of mandate will only take effect on the date where the number of remaining Directors meets the minimum required number of Directors.

## VI. VARIA

### ARTICLE 24. TERMINATION/LIQUIDATION/WINDING UP

Each proposal to terminate the de facto Association must be issued by either the Board of Directors or at least 1/3 of the Effective Members. Such proposal can only be accepted by a 4/5 majority vote in the General Assembly. If the association stops to exist, it will be wound up by not more than 3 liquidators to be appointed by the General Assembly or by Court decision. The allocation of remaining assets after liquidation will be determined by the General Assembly. Such assets should be allocated to another association with a corporate purpose that is closely related to that of the association. The General Assembly has exclusive powers in this regard.

### ARTICLE 25. AMENDMENTS TO THE ARTICLES OF ASSOCIATION

Each proposal to amend the Articles of de facto Association must be submitted to the General Assembly and can in principle only be accepted by a 2/3 majority vote in as far as 2/3 of the Effective Members are present or validly represented. A 4/5 majority vote is required if the amendment affects the corporate purposes of the association.

### ARTICLE 26. INCORPORATION OF MEMBERS

The members who are member of the de facto Association on the date of the founding meeting of the present association will automatically be admitted as full members of the newly established association and the



organs of the newly established association shall do the necessary to enroll such members in that category of the association.

#### ARTICLE 27. LANGUAGE

The working language of the association is English.

#### ARTICLE 28. COMPULSORY PROVISIONS AND ARBITRATION

The competent court for the registered office of the Network shall have jurisdiction in any dispute which may arise as regards the present articles of association or the internal rules.

For all the matters not specifically ruled by the present terms of reference or by the internal rules shall be applicable the law of the State of the registered office of the Network.

## **Annex II.**

# **Analysis of existing EU networks on sustainable mobility**

# MIMOSA

## Analysis of existing EU networks on sustainable mobility: summary report

### Document Control Sheet

Project Number:	10249002
Project Acronym	MIMOSA
Project Title	Maritime and Multimodal Sustainable passenger transport solutions and services
Start Date	01/01/2020
End Date	30/06/2023
Duration	36 months

Related Activity:	A.6.2 Establishing a permanent cross-border Network to foster a stable dialogue at cross-border level
Deliverable Name:	Analysis of existing EU networks on sustainable mobility: summary report
Type of Deliverable	Study
Language	English
Work Package Title	WP6
Work Package Number	WP6
Work Package Leader	PP3 (Institute for Transport and Logistics Foundation)

Status	Draft
Author(s)	PP3
Version	1
Deliverable Due Date	May 2023
Delivery Date	06/2023

## Index

1 Introduction	5
2 Aim of the document	7
3 Overview of results	8
4 Categorization of case studies	17
5 Conclusions	22

## 1 Introduction

MIMOSA (*Maritime and Multimodal Sustainable Passenger transport solutions and services*) is a project co-funded by the Interreg V - A Italy-Croatia CBC 2014 - 2020 programme, in the priority axis "Maritime Transport", started on 01/01/2020 and with planned end date 30/06/2023.

The objective of the project concerns low level of cross-border connectivity, which is addressed through the development of visible results, ranging from multimodal solutions to innovative and smart tools and technologies, dealing with the common challenge of increasing multimodality and reducing the impact of transport on the environment. The planned activities also include the establishment of a Network for the promotion of public transport and sustainable mobility of passengers at the European level (Activity 6.2), whose responsibility lays with the ITL Foundation.

MIMOSA aims to improve the quality, safety and environmental sustainability of services, and in particular of maritime and coastal transport nodes, by promoting multimodality and, eventually, a new cross-border approach to passenger mobility in the Programme area.

This will be possible also through a renewed focus on cooperation between local and regional authorities as well as stakeholders and operators, in order to provide citizens and tourists with a wider range of sustainable mobility options, based on a shared knowledge of transport demand and passenger habits and needs.

For these reasons, the project is addressed to a wide range of subjects, including public authorities from local to national level, companies, transport and multimodal logistics hub operators, infrastructure providers, transport associations and the general public.

Broad and varied is also the MIMOSA partnership, which encompasses 18 members spanning across the whole Programme area. The project's lead partner is the Executive Secretariat of the Central European Initiative (CEI) based in Trieste. In addition, the consortium is composed of:

- a. national authorities (Croatian Ministry Of Regional Development and Eu Funds - Department for islands);
- b. regional authorities (FVG Region, Abruzzo Region, Puglia Region, Dubrovnik Neretva County);
- c. regional agencies (Institute for Transport and Logistics Foundation, Regional Development Agency of Primorje Gorski Kotar County, Public Institution Development Agency of Lika-Senj County – Lira, Istrian Development Agency – Ida Ltd.);

- d. universities (Ca' Foscari University of Venice and the Faculty of Maritime Studies of the University of Rijeka);
- e. port authorities and transport operators (HZ Passenger Transport Ltd, Central Adriatic Ports Authority, Sibenik Port Authority, Split Port Authority, Rovinj Port Authority, County Port Authority Zadar).



The partnership is the starting point of the cooperation and the quality of a project depends on the ability to pool different competences in order to achieve the overall results through the establishment of strong links with the target groups addressed by the project.



## 2 Aim of the document

The ITL Foundation, partner in the Mimosa project, is responsible for the Activity 6.2 concerning the establishment and initial management of the Transnational Network funded within the framework of the project. It is important to underline that the Network, established in cooperation with the other partners, will continue its activities also after the end of the MIMOSA project (June 2023) under the coordination of the Friuli-Venezia Giulia Region.

An articulated process of activities has been devised by the external company Network Wins S.r.l. to support ITL in the conception and characterisation of such network, whose provisional name has been set by partners as “Sustainable Mobility Network” (SusMob Network).

This report represents a summary of the desk research and analyses that have been carried out as part of the first of these activities. More specifically, this involved the conduction of an analysis of the existing networks at European level on the theme of promotion of public transport, sustainable mobility and related topics.

The overall aim is to provide a clear picture of existing entities, identifying the spaces for action of the constituting MIMOSA Network, in order to avoid the overlapping with already existing networks/groups, but on the contrary, being complementary to them.

The next step involves the design and realisation of a website/platform for the management of the MIMOSA network activities, which will entail both public and restricted sections, as well as the definition of a promotion campaign and a business plan in order to ensure a sound financial management and disseminate the network’s activities.

The next chapter will provide an overview of the case studies gathered through the desk research while chapter 4 will report on the process of categorization that have been carried out. Finally, conclusions will recap what has been presented and provide some insights on the opportunities related to the establishment of the SusMob Network in the framework of the MIMOSA project.

### 3 Overview of results

The desk research generated a total of 28 examples of networks, associations and working groups influencing European policies on the topic of sustainable mobility and public transport, from the national to the international scale.

Subsequently, the case studies were entered into a table which includes the following data:

- country of location of legal headquarters;
- number of members of each network;
- brief presentation and description of the activities and objectives pursued by the individual case study;
- website;
- main contacts (where available).

A summarizing table with the main information<sup>1</sup> is reported below.

N.	NAME	SEAT	N. MEMBERS	DESCRIPTION	WEBSITE
1	<b>UITP</b> International Association of Public Transport	BELGIUM	1900	UITP is the International Association of Public Transport and advocates for sustainable urban mobility. Established in 1885, it is the only global network that brings together all public transport players and all sustainable transport modes. Public transport allows to travel in a more sustainable, safer and more active way, bringing economic benefits to local communities.	<a href="https://www.uitp.org/">https://www.uitp.org/</a>
2	<b>POLIS</b> Cities and Regions for Transport Innovation	BELGIUM	83	Since 1989, European local and regional authorities have been collaborating within POLIS to promote sustainability across different sectors. Concerning mobility, the main goal is to improve local transport through integrated strategies that address the economic, social and environmental dimensions, as well as through the adoption of innovative transport solutions. The Network promotes cooperation across Europe with the aim of making transport research and innovation accessible to cities and regions.	<a href="https://www.polisnetwork.eu/">https://www.polisnetwork.eu/</a>

<sup>1</sup> The information hereby reported have been retrieved from the official websites of the entities that have been analysed.

3	<b>NaKoMo</b> <i>Nationales          Kompetenzne          tznwerk für          nachhaltige          Mobilität</i>	GERMANY	10	<p>NaKoMo is a national network that promotes sustainable mobility in Germany. NaKoMo brings together stakeholders from municipalities, states and the federal government together with experts. It also organizes workshops, annual conferences and other events in order to promote the topic of sustainable mobility.</p>	<a href="https://www.nakomo.de/">https://www.nakomo.de/</a>
4	<b>COMMUNITY          RAIL          NETWORK</b>	UK	70	<p>Across Britain, over 70 Community Rail Partnerships, plus hundreds of Friends of the Station and other social groups and enterprises, compose the Community Rail Movement. It is a growing movement that offers a variety of activities that bring people together and help communities help railroads thrive. The Network provides support, advice and information to the community rail movement through member services and events</p>	<a href="https://communityrail.org.uk/">https://communityrail.org.uk/</a>
5	<b>CONF          MOBILITY</b>	ITALY	4000	<p>Since 2020, this Network has been accompanying companies towards sustainable mobility, referring to the 2030 Agenda of the European Commission. The Network counts on numerous companies in the transport, logistics and industrial sector throughout the national territory. ConfMobility intends to promote an Integrated System, connected and efficient, which spreads among its members a networking model based on sustainable mobility of goods and people.</p>	<a href="https://confmobility.com/">https://confmobility.com/</a>
6	<b>CER</b> The Voice of European Railways	BELGIUM	70	<p>CER is the representative association of European railway (goods and people) companies, founded in 1988. CER represents the interests of its members on the EU decision-making stage to support a better business and regulatory environment for European rail operators and rail infrastructure companies. CER contributes to the achievement of the European objectives of reducing greenhouse gas emissions, achieving energy security and reducing congestion through a competitive and viable first-choice mode of transport in terms of price and quality of service for both passengers and freight customers.</p>	<a href="https://www.cer.be/">https://www.cer.be/</a>

7	<b>EMTA</b> European Metropolitan Transport Authorities	FRANCE	32	EMTA is the European association that unites the transport authorities from 32 of the larger European metropolitan areas to share knowledge and experience and to jointly address challenges in mobility and public transport in urbanised areas. ETMA's sectors of interest are those related to the environment, climate, digital economy and society, transport and trans-European networks. EMTA currently runs a collaboration effort on MaaS, ITS, Decarbonisation and Air Quality.	<a href="https://www.emta.com/">https://www.emta.com/</a>
8	<b>EPTO</b> European Passenger Transport Operators	UK	7	EPTO is the association of European Passenger Transport Operators and represents the leading transport services organisations in Europe, whose members are presently the sixth largest public transport companies in Europe. Members cover 28 countries (of which 18 EU Member states) and carry 10 billion passengers.	<a href="https://www.epto.net/">https://www.epto.net/</a>
9	<b>EPF</b> European Passengers' Federation	BELGIUM	37	EPF is an association of passenger organizations and organizations promoting sustainable mobility committed to improving standards on public transport and long-distance services in Europe. By conducting research, publishing reports, lecturing and working constructively with transport operators and decision-makers, it works to empower passengers and deliver effective multimodal travel across Europe.	<a href="https://www.epf.eu/">https://www.epf.eu/</a>
10	<b>EIT Urban Mobility</b>	SPAIN	20	EIT Urban Mobility is an initiative dedicated to improving the collective use of urban spaces, while ensuring accessible and sustainable multimodal mobility. The goal is to rethink urban spaces, overcoming their fragmentation by integrating all the actors of urban mobility and increasing social inclusion and equality.	<a href="https://www.eiturbanmobility.eu/">https://www.eiturbanmobility.eu/</a>
11	<b>ICLEI</b> Local Governments for Sustainability European Secretariat	GERMANY	174	ICLEI is a worldwide non-profit association of cities and local governments dedicated to sustainable development. This movement, founded in 1990, is composed of 12 megacities, 100 supercities and urban regions, 450 large cities and 450 medium-sized cities and towns in 84 countries. It promotes and supports local action for sustainability in cities. The goal is to build an intelligent infrastructure and develop an inclusive and green urban economy for the realization of healthy and happy communities.	<a href="https://iclei-europe.org/">https://iclei-europe.org/</a>

12	<b>T&amp;E</b> European Federation for Transport and Environment	BELGIUM	51	Founded in 1990, T&E represents 63 organizations from 26 countries across Europe. It is a federation that influences European and global policies that regulate transport activities. It aims to determine a zero-emission mobility system that is affordable and has minimal impact on our health, climate and the environment.	<a href="https://www.transportenvironment.org/">https://www.transportenvironment.org/</a>
13	<b>Eurocities</b>	BELGIUM	207	EUROCITIES Network works with the European Commission, both at political and technical level, as well as with the European Parliament, the Committee of the Regions and EU Member States, to ensure well-being, sustainability, inclusion and all issues pertaining to life in urban centres. The objectives vary from the determination of SmartCity aiming at digital transformation, to the fight against air pollution, through the adoption of sustainable strategies for the public transport sector.	<a href="https://eurocities.eu/">https://eurocities.eu/</a>
14	<b>ECTRI</b> European Conference of Transport Research Institutes	BELGIUM	29	ECTRI is an international non-profit association officially founded in April 2003. It is the first attempt to join forces to lead multimodal transport research centers across Europe and thus promote European transport excellence. As a European research association for sustainable and multimodal mobility, it is committed to providing science-based expertise, knowledge and advice to move towards green, safe, efficient and inclusive transport for people and goods.	<a href="https://www.ectri.org/">https://www.ectri.org/</a>
15	<b>STA</b> Smart Ticketing Alliance	BELGIUM	19	The Smart Ticketing Alliance, founded in 2015, is a non-profit association that promotes and facilitates cooperation between national and regional Smart Ticketing systems to establish interoperable "Smart Ticketing" in Europe and beyond. Therefore, STA has become the integrated platform for European transport authorities, transport operators and providers, industry and policy makers to promote and further develop seamless ticketing and travel in Europe.	<a href="https://www.smart-ticketing.org/">https://www.smart-ticketing.org/</a>

16	<b>MaaS Alliance</b> Mobility as a Service Alliance	BELGIUM	124	The Mobility as a Service alliance is a public-private partnership that aims to create the foundation for a common approach to MaaS, unlocking the economies of scale needed for its implementation and adoption in Europe and beyond. The main goal is to facilitate a single and open market and the full implementation of MaaS services. Doing so, it aims to provide an alternative to private cars that can be convenient, and more sustainable, helping to reduce congestion and transport capacity constraints, and also cheaper.	<a href="https://maaS-alliance.eu/">https://maaS-alliance.eu/</a>
17	<b>ECF</b> European Cyclists' Federation	BELGIUM	50	ECF is committed to ensuring that cycling reaches its fullest potential so as to foster sustainable mobility and public welfare. To achieve these objectives, the ECF seeks to change attitudes, policies and budget allocations at European level by stimulating the exchange of information and expertise on transport policies and strategies related to this medium. The purpose is to encourage the use of the bicycle as an economic means of transport and recreation.	<a href="https://www.ecf.com/">https://www.ecf.com/</a>
18	<b>EURIST</b> European institute for sustainable transport	GERMANY	23	Eurist is a non-governmental and non-profit organization that promotes policies that improve the environmental, social and economic sustainability of transport and mobility in the world by raising awareness of European policies on these issues. EURIST has worked and proposed the theme of the insertion of cable cars in the urban context, considering this system a mode of public transport suitable for sustainability.	<a href="https://www.eurist.info/">https://www.eurist.info/</a>
19	<b>ASSTRA</b> <i>Imprese in movimento</i>	ITALY	146	ASSTRA is the national employers' association of regional and local public transport companies in Italy, both with public and private capital. It was born in 2001 from the merger of the two trade associations Federtrasporti and Fenit. It adheres, at an international level, to UITP and at a national confederation level, to CONF SERVIZI and CONF INDUSTRIA. It carries out support actions in favor of collective and sustainable mobility at international and national level.	<a href="https://new.asstra.it/">https://new.asstra.it/</a>



20	<b>U-Mob LIFE</b> European Network for Sustainable Mobility at University	SPAIN	85	U-Mob LIFE is part of the results of a 5-year European project co-financed by the European Commission under the LIFE Programme. The project has been running since July 2016 and has as main objective the creation of a university network to facilitate the exchange and transfer of knowledge on the best practices of sustainable mobility between European universities. This network aims to curb CO <sub>2</sub> emissions through improved mobility of the university community.	<a href="https://u-mob.eu/">https://u-mob.eu/</a>
21	<b>EPMM</b> European Platform on Mobility Management	BELGIUM	21	EPMM is the European Mobility Management Platform, a network of European country governments engaged in Mobility Management (MM). It is a non-profit organization that aims to become the focal point for the European institutions when they seek advice and practical skills on mobility management. For each EPOMM Member State, it aims to set up a national reference network on mobility management to facilitate integration into urban and national policies.	<a href="https://epomm.eu/">https://epomm.eu/</a>
22	<b>CNA</b> Calypso Networks Association	BELGIUM	108	Calypso Networks Association is a non-profit organisation which brings members of the transport, mobility and services community together to exchange ideas, experiences and requirements to advance open systems that support seamless, consumer ticketing needs. The CNA community combines transport and mobility authorities, operators, and service providers, as well as technology manufacturers and transport consultants. It is a diverse and welcoming community which includes associations that span across both public and private sectors.	<a href="https://calypsonet.org/">https://calypsonet.org/</a>

23	<b>CIVITAS Initiative</b>	ITALY	342	The CIVITAS City Networks is a project funded by the European Commission which originates from the CIVITAS program. It is a platform designed with the aim of allowing Italian cities to share experiences and good practices for the development and implementation of strategies, policies and measures in the field of sustainable mobility. The Network proposes discussions with national institutions and with the European Union on aspects related to politics, legislation, standards and funding in the field of mobility. The network encompasses public and local bodies, universities, associations, cities and organizations that have an interest in sustainable mobility issues.	<a href="https://civitas.eu/">https://civitas.eu/</a>
24	<b>SUMNET</b> Sustainable Urban Mobility Network India	INDIA	10	SUM Net is an Indian network made up of people and organizations that seeks to improve the overall quality of life for all by ensuring deeply democratic decision-making processes to ensure that urban transport systems are accessible, socially just, safe, convenient and above all acoustically and environmentally sustainable.	<a href="https://www.sumnet.in/">https://www.sumnet.in/</a>
25	<b>PTP</b> <i>Associació per la Promoció del Transport Públic</i>	SPAIN	402	PTP is a spanish association dedicated exclusively to defending public transport policies and the sustainable mobility of people and goods. The main aim of the PTP has been the dissemination of the advantages of sustainable mobility among the general public, as well as the demand for improvements to the national public transport network.	<a href="https://transportpublic.org/">https://transportpublic.org/</a>
26	<b>SuM4All</b> Partnership on Sustainable Mobility for All	USA	56	The Sustainable Mobility for All Partnership is a global coalition of 56 international organizations and companies with a shared ambition to transform the future of transport and mobility. The Partnership was created to address a gap in the international transport architecture, establishing a safe space for transport-related international organizations and private companies to think and work together toward transforming transport systems and making them more sustainable.	<a href="https://www.sum4all.org/">https://www.sum4all.org/</a>



27	<b>SUTP</b> Sustainable urban transport project	GERMANY	34	SUTP's main objective is to assist developing world cities achieve their sustainable transport goals, through the dissemination of information about international experience, policy advice, training and capacity building and targeted work on sustainable transport projects within cities.	<a href="https://sutp.org/">https://sutp.org/</a>
28	<b>SLOCAT</b> Partnership on Sustainable, Low-carbon Transport	BELGIUM	104	SLOCAT is the international, multi-stakeholder partnership powering systemic transformations and a just transition towards equitable, healthy, green and resilient transport and mobility systems. It delivers its mission through co-creation, co-leadership and co-delivery across knowledge, advocacy and dialogue activities in the intersection between transport, climate change and sustainability.	<a href="https://slocat.net/">https://slocat.net/</a>

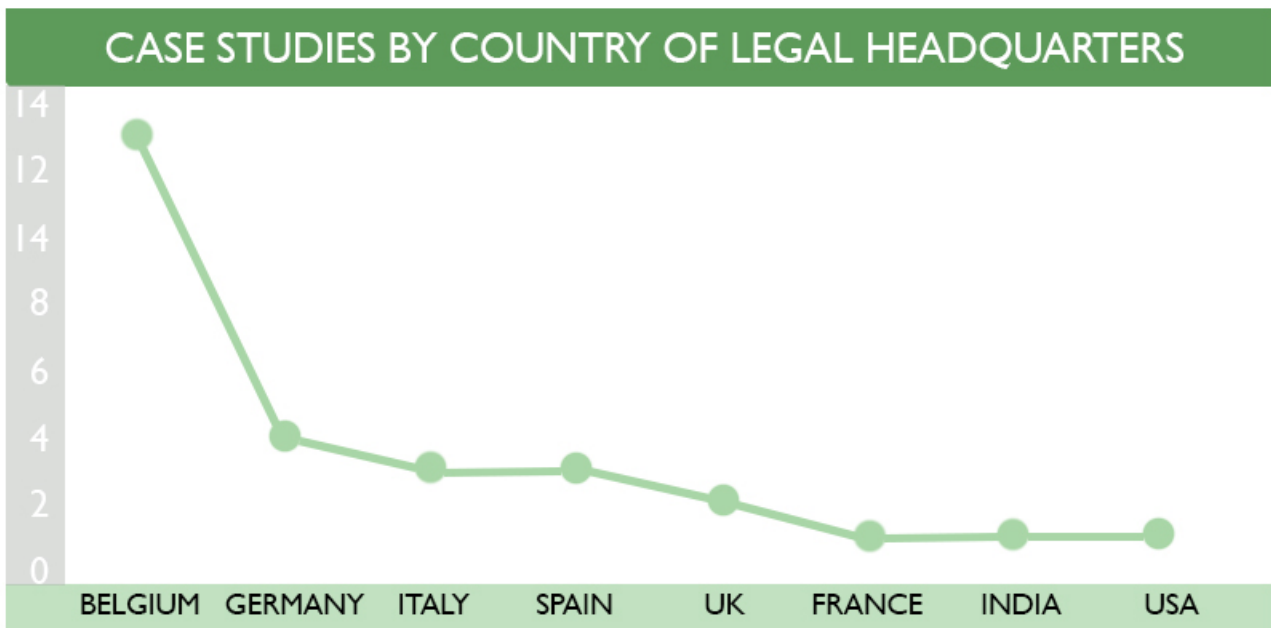
As shown in the summary analysis charts, the **number of members** varies from a maximum of 4000 (found in the Confmobility Network) to the 7 partners of the EPTO (European Passengers Transport Operators).

However, most of the casies studies identified present a partnership that ranges from 7 to 100 members (64%), followed by the interval between 100 and 402 (28%). The remaning examples are UITP, which is a global scale association that gathers 1900 members, and CONFMOBILITY, an Italian network that can counts on the support of 4000 companies operating in the transport, logistics and industrial sectors throughout the national territory.



As far as the **location of the legal headquarters** of the associations examined is concerned, the largest number of these (13 case studies) is located in Belgium (46%). They are followed by Germany (4), Italy and Spain (3), the United Kingdom (2) and France (1).

Two associations with headquarters outside the European continent were also analysed: this is the case of SUMNET, which is located in India and the Sum4all network, whose legal seat lays in the USA.



## 4 Categorization of case studies

In the next step, the case studies identified through the desk research were closely examined in order to elaborate a categorization that could facilitate the representation of the main features of each example.

Different options were considered on the basis of their potential to provide a clear picture of which actors are already present within the national, European and global frameworks that base their activities on the promotion of public and sustainable mobility.

Eventually, the methodology chosen encompasses three main parameters, which are presented below with all the possible categories.

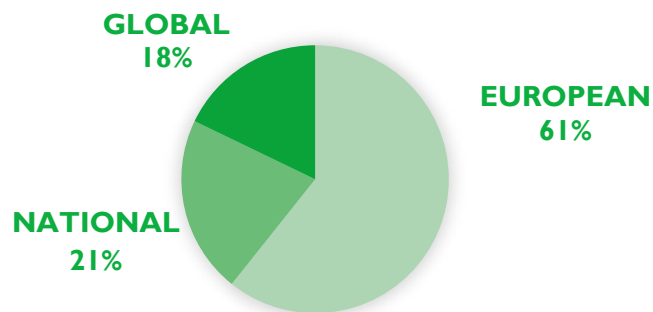
- 1) **SCOPE**. This category represents the level at which the members are located, activities organized, therefore the scale at which the case study operates:
  - a. National scale (*N*);
  - b. European scale (*E*);
  - c. Global scale (*G*);
  
- 2) **FOCUS**. This category identifies the main topic on which the activities of the case studies focus:
  - a. Sustainable mobility (*SM*),
  - b. Railways (*R*),
  - c. Public transport (*PT*),
  - d. Maas (*MA*)
  - e. Integrated ticketing (*IT*);
  
- 3) **MEMBERSHIP**. The last category focuses on the type of partnership working with each network:
  - a. Businesses and SME (*BS*),
  - b. Civil society (*CS*),
  - c. Infrastructure managers and operators (*IMO*),
  - d. Local and regional authorities (*LRA*),
  - e. Transport authorities (*TA*),
  - f. Transport research institutes and universities (*RIU*) e
  - g. Various categories (*VC*).

An overview of the classification of each case study based on these three parameters and related categories is hereby reported.

LIST FROM RESEARCH	SCOPE			FOCUS				MEMBERSHIP							
	N	E	G	SM	R	PT	MA	IT	BS	CS	IMO	LRA	TA	RIU	VC
POLIS		●		●								●			
NAKOMO	●			●								●			
COMMUNITY RAIL NETWORK	●				●					●	●				
CONFMOBILITY	●			●					●						
CER		●			●						●				
EMTA		●				●							●		
EPTO		●				●					●				
EPF		●				●									●
EIT		●		●											●
ICLEI			●	●								●			
T&E		●		●						●					
EUROCITIES		●				●						●			
ECTRI		●		●										●	
STA		●						●							●
MAAS ALLIANCE		●					●								●
ECF		●		●						●					
EURIST		●		●											●
ASSTRA	●					●					●				
U-MOB LIFE		●		●										●	
EPMM		●		●											●
CNA		●						●							●
CIVITAS INITIATIVE		●		●								●			
SUMNET	●					●				●					
PTP	●					●				●					
SUM4ALL			●	●											●
SUTP			●	●											●
SLOCAT			●	●											●
UITP			●			●									●

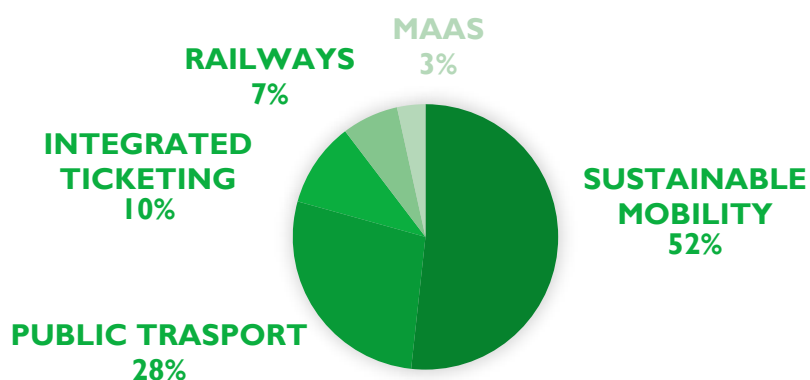
Concerning the category of area on which the networks operate (**Scope**), the graph shows that the majority of case studies identified (17) are based and operate on a European scale (61%), compared to those limited to the national territory which are 6 (21%). On the other hand, there are 5 networks/associations/ acting on a global scale representing the 18%.

## SCOPE



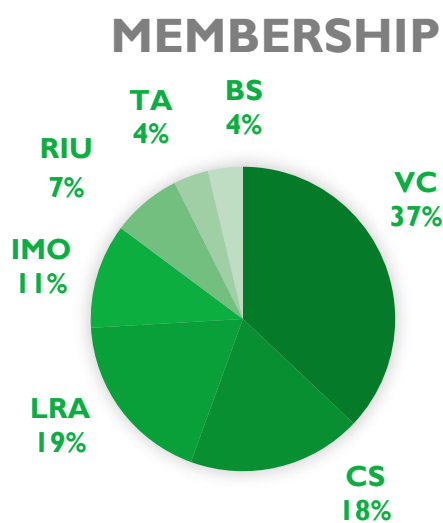
As for the **Focus** category, the 52% of the case studies (for a total of 15 examples) face the topic of sustainable mobility in general, while the 28% (8) rather focus on the theme of public transport. As for more specific fields of action, and the Smart Ticketing Alliance and the Calypso Networks Association represent the 10% that deals with the issue of integrated ticketing. With regard to rail transport (Railways), the Belgian CER and the English Community Rail Network stand out representing the 7%. Finally, the Maas Alliance partnership (3%) is the only case study taking on the argument in favour of Mobility as a Service.

## FOCUS



With regard to the **Membership** collaborating to the activities of case studies, 37% of the examples identified gathers members falling into various categories, followed by those operating with regional and local authorities (19%). Moreover, the 18% operate on the level of the civil society, gathering for instance local citizens or small territorial associations.

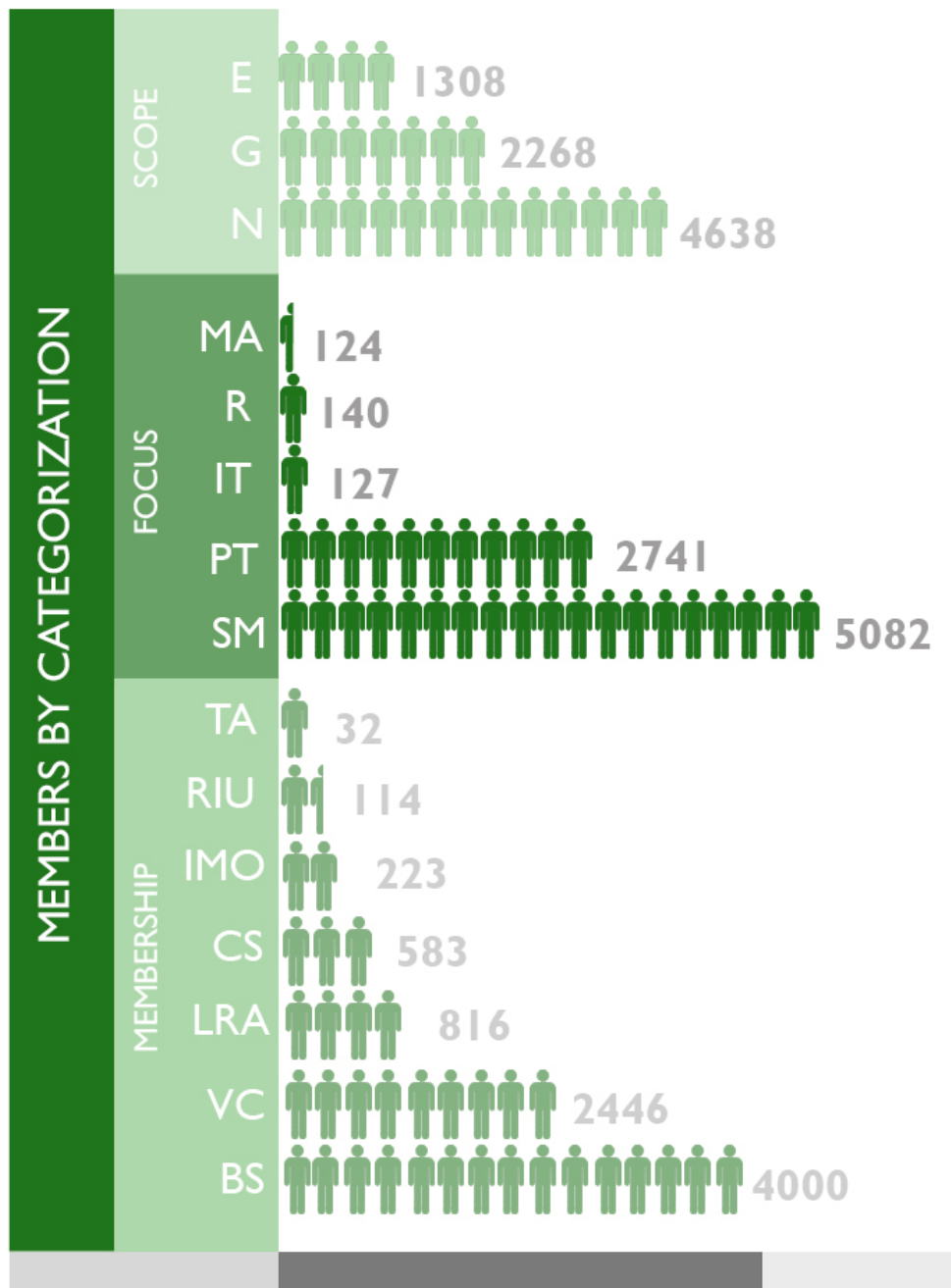
Other types of membership are those involving infrastructure operators (11%), transport authorities in general (4%) as well as universities and research bodies (7%). Last but not least, the case of Confmobility (4%) represents an unicum, as it collaborates mainly with small and medium-sized enterprises (SMEs).



Moreover, an analysis of the number of members per category shows that most of these collaborate

- with networks working on sustainable mobility
- at national level
- with a membership made of SME and businesses<sup>2</sup>.

<sup>2</sup> Concerning the typology of the members, the balance is greatly altered by the 4.000 business cooperating with Confmobility. Otherwise, a large number is also registered by those case studies that cooperate with entities affiliated to various categories.





## 5 Conclusions

The data collected through the research demonstrated a widespread presence of entities operating at the national, European and global levels to engage and advocate for – among other issues – sustainable mobility and the use of public transport.

The predominantly characterisation of the networks analysed is European, with most of the registered offices located in Belgium, in Brussels. Secondary players are also found in Germany, Italy, Spain and France.

Therefore, the European Union demonstrates a high degree of sensitivity to the impact of transport on the environment, which encourages the development of actions and interventions, as well as the initiation of collaborations and partnerships with any group concerned with this aspect.

On the continental scene, there is a rich participation of categories ranging from transport operators and the civil society to regions and cities, as well as SME and other larger business companies. Another noticeable aspect is the interesting contribution of research and projects led by universities and research institutes, such as the case of U-Moblife.

The terrain, therefore, on the European continent is fertile to tackle the increasingly urgent issues related to the environment and the achievement of the EU's climate objectives, which requires, among other things, a cooperation between different entities, from decision-makers to companies, as well as the building of a common knowledge base and shared activities with other networks operating in other continents and at the global level.

For this reason, the inclusion of the Indian SUMNET and the US SUM4ALL in the list was important in the selection and study phase. In addition, the British cases of the EPTO and Community Rail Network were considered.

The MIMOSA Network can therefore fit into this international macro-network since, like the examples analysed, its aim is to focus and enhance sustainable public mobility; in addition, it is already provided with a very appropriate and varied membership to deal with this topic, which hopefully will grow in the future to include even more actors and countries.

Moreover, the MIMOSA project represent an appropriate framework to implement such activity, as it provides the necessary support for its realisation in terms of conceptualization, membership, as well as technical and financial help, which are all crucial during the beginning phase of an association.



More specifically, the good relations and cooperative behaviour of partners, as well as their own established network of acquaintances, represent clear benefits that should be exploited through the new SusMob Network, especially beyond the end of the MIMOSA project.

The aim should lay on keeping the cooperation going in favour of sustainable mobility and public transport, not only with reference to the Interreg Italy-Croatia Programme area, but rather throughout the whole European Union – also taking advantage of other funding Programmes available – and establishing a fruitful cooperation with the numerous networks that already operate at the European and global levels.

## **Annex III.**

# **Main options to establish the legal nature of the SusMob Network**

# MIMOSA

## Summary report of main options to establish the legal nature of the SusMob Network

### Document Control Sheet

Project Number:	10249002
Project Acronym	MIMOSA
Project Title	Maritime and Multimodal Sustainable passenger transport solutions and services
Start Date	01/01/2020
End Date	30/06/2023
Duration	36 months

Related Activity:	A.6.2 Establishing a permanent cross-border Network to foster a stable dialogue at cross-border level
Deliverable Name:	Summary report of main options to establish the legal nature of the SusMob Network
Type of Deliverable	Study
Language	English
Work Package Title	WP6
Work Package Number	WP6
Work Package Leader	PP3 (Institute for Transport and Logistics Foundation)

Status	Draft
Author(s)	PP3
Version	1
Deliverable Due Date	May 2023
Delivery Date	06/2023

## Index

1 Introduction	5
2 Aim of the document	7
3 Options for SusMob network legal nature beyond MIMOSA	8
3.1 Non-profit association	8
3.2 European Economic Interest Grouping (EEIG)	10
4 Conclusions	12

## 1 Introduction

MIMOSA (*Maritime and Multimodal Sustainable Passenger transport solutions and services*) is a project co-funded by the Interreg V - A Italy-Croatia CBC 2014 - 2020 programme, in the priority axis "Maritime Transport", started on 01/01/2020 and with planned end date 30/06/2023.

The objective of the project concerns low level of cross-border connectivity, which is addressed through the development of visible results, ranging from multimodal solutions to innovative and smart tools and technologies, dealing with the common challenge of increasing multimodality and reducing the impact of transport on the environment. The planned activities also include the establishment of a Network for the promotion of public transport and sustainable mobility of passengers at the European level (Activity 6.2), whose responsibility lays with the ITL Foundation.

MIMOSA aims to improve the quality, safety and environmental sustainability of services, and in particular of maritime and coastal transport nodes, by promoting multimodality and, eventually, a new cross-border approach to passenger mobility in the Programme area.

This will be possible also through a renewed focus on cooperation between local and regional authorities as well as stakeholders and operators, in order to provide citizens and tourists with a wider range of sustainable mobility options, based on a shared knowledge of transport demand and passenger habits and needs.

For these reasons, the project is addressed to a wide range of subjects, including public authorities from local to national level, companies, transport and multimodal logistics hub operators, infrastructure providers, transport associations and the general public.

Broad and varied is also the MIMOSA partnership, which encompasses 18 members spanning across the whole Programme area. The project's lead partner is the Executive Secretariat of the Central European Initiative (CEI) based in Trieste. In addition, the consortium is composed of:

- a. national authorities (Croatian Ministry Of Regional Development and Eu Funds - Department for islands);
- b. regional authorities (FVG Region, Abruzzo Region, Puglia Region, Dubrovnik Neretva County);
- c. regional agencies (Institute for Transport and Logistics Foundation, Regional Development Agency of Primorje Gorski Kotar County, Public Institution Development Agency of Lika-Senj County – Lira, Istrian Development Agency – Ida Ltd.);

- d. universities (Ca' Foscari University of Venice and the Faculty of Maritime Studies of the University of Rijeka);
- e. port authorities and transport operators (HZ Passenger Transport Ltd, Central Adriatic Ports Authority, Sibenik Port Authority, Split Port Authority, Rovinj Port Authority, County Port Authority Zadar).



The partnership is the starting point of the cooperation and the quality of a project depends on the ability to pool different competences in order to achieve the overall results through the establishment of strong links with the target groups addressed by the project.



## 2 Aim of the document

The ITL Foundation, partner in the Mimosa project, is responsible for the Activity 6.2 concerning the establishment and initial management of the Transnational Network funded within the framework of the project. It is important to underline that the Network, established in cooperation with the other partners, will continue its activities also after the end of the MIMOSA project (June 2023) under the coordination of the Friuli-Venezia Giulia Region.

An articulated process of activities has been devised by the external company Network Wins S.r.l. to support ITL in the conception and characterisation of such network, whose provisional name has been set by partners as “Sustainable Mobility Network” (SusMob Network).

This report represents a summary of the desk research and analyses that have been carried out to draw a list of possible opportunities to establish the legal nature of the SusMob Network, especially after the closure of activities related to the MIMOSA project.

### 3 Options for SusMob network legal nature beyond MIMOSA

From a desk research, two legal entities have been identified as the main options to structure the future activities of the SusMob network. These are:

- **Non-profit association** according to Italian legislation – DECRETO LEGISLATIVO 3 luglio 2017, n. 117<sup>1</sup>
- **European Economic Interest Grouping (EEIG)** according to EU legislation – Regulation (EEC) n. 2137/85<sup>2</sup>

These entities, regulated respectively by the Italian legislation and European legislation, represents the two main options that are available to the MIMOSA partnership to better define and structure the SusMob network and continue its activities even after the project's closure, which is foreseen for the end of June 2023.

Each option is described more in depth in the following paragraphs.

#### 3.1 Non-profit association

Non-profit associations are **organizations that operate on a non-profit basis and are established for social, cultural, educational, promotional or charitable purposes**. In Italy, non-profit associations are governed by the legislative decree no. 117 of 3 July 2017, which establishes the regulatory framework for their operation.

An association **may acquire private legal personality** and thus become 'recognised'; in this case, the association has its own legal personality distinct from that of the founders and **members**, who are therefore **not personally financially liable for the association's obligations or debts**, except for their membership fees. This means that the association can enter into contracts, hire employees, and own property in its own name.

The association may be established by public act, registered private deed, notarised private deed or private deed. A **public act is required for the recognition of private legal personality** and the

---

<sup>1</sup> <https://www.normattiva.it/uri-res/N2Ls?urn:nir:stato:decreto.legislativo:2017-07-03;117!vig=>

<sup>2</sup> <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:31985R2137>

association is automatically entered in the Register of Legal Persons<sup>3</sup> of the Prefecture or region in which it has its registered office.

The **Articles of Association** must contain the name of the organisation, an indication of its purpose, assets and seat, the rules on its organisation and administration, the rights and obligations of its members and the conditions of their admission. If not required by special legislation (such as the Onlus law or the Code of the Third Sector), the rules on the extinction of the organisation and the devolution of its assets are optional.

If the association intends to carry out a **commercial activity**, it **must be registered within the Economic and Administrative Repertoire** (*"Repertorio Economico Amministrativo – REA"*) at the Chamber of Commerce and apply for a VAT number from the Internal Revenue Agency (*"Agenzia delle Entrate"*).

Moreover, non-profit associations are requested to **register within the newly established Single National Register of the Third Sector** (Registro Unico Nazionale del Terzo Settore – RUNTS) managed by the Italian Ministry of Labour and Social Policy<sup>4</sup>. The registration process is relatively straightforward and involves submitting a set of documents, including the association's statute and a list of its founding members.

Once registered, non-profit associations are **subject to a range of reporting and regulatory requirements**. They must file an annual report with the Revenue Agency, which includes information about the association's activities, finances, and governance. They are also required to **comply with certain legal and regulatory standards**, such as those relating to accounting and auditing.

Non-profit associations can be set up to pursue a wide variety of social, cultural, educational, or charitable purposes. Examples of such purposes include promoting art and culture, supporting disadvantaged groups or individuals, providing educational activities, and promoting social integration.

Non-profit associations can be **funded through a range of sources, including membership fees, donations, grants, and sponsorships**. They can also **generate income from their activities**, although

---

<sup>3</sup> More information on this are available (in italian) here: <https://www.regione.emilia-romagna.it/Registro-regionale-delle-persone-giuridiche>

<sup>4</sup> More information on this are available (in italian) here: <https://servizi.lavoro.gov.it/runts/it-it/>

**any surplus must be reinvested** in pursuit of the association's stated purposes. Non-profit associations are not permitted to distribute profits to their members or stakeholders.

In conclusion, non-profit associations are a crucial part of the social fabric of Italy and a useful instrument to establish a group of like-minded entities. They provide a **means to come together towards a common aim**. While subject to certain regulatory and reporting requirements, they offer great flexibility and can pursue a wide variety of purposes in service of the common good.

### 3.2 European Economic Interest Grouping (EEIG)

The European Economic Interest Grouping (EEIG) is a type of legal entity that was established under the European Union (EU) legislation in 1985, through the Regulation (EEC) n. 2137/85. Its purpose is to **encourage cooperation and collaboration between business actors operating within the EU, particularly across borders**, by creating a single framework for organizing and conducting joint activities.

The EEIG is a **hybrid entity** that combines the benefits of a company and a partnership, making it an **attractive option for businesses looking to collaborate while retaining their autonomy**. It provides a flexible platform for business ventures, allowing them to work together towards a common goal, such as joint research and development, marketing, or distribution. The EEIG is not required to have a capital, as **it is not a legal entity that can own assets**.

The members of an EEIG can be **individuals, companies, or other organizations operating in different EU member states**. Members can also include non-EU businesses, as long as they are registered and have a permanent establishment in the EU. The EEIG must have a minimum number of 2 members from different EU member states.

The EEIG is based on the **principle of mutual benefit and risk-sharing, with each member having an equal say in decision-making**, regardless of their contribution or involvement in the group's activities. The EEIG operates under the supervision of a management body, which is responsible for its overall governance, administration, and financial management.

The EEIG is **subject to EU company law**, which governs its legal status, scope of activities, and liability. Its **members are jointly and severally liable for the EEIG's debts and obligations**, which means that they are personally responsible for any losses or liabilities incurred by the group. The liability extends to each member's personal assets, which may include their share of the EEIG's joint assets.

The EEIG is also **subject to EU tax law**, which determines the tax treatment of its activities and income. The EEIG is generally taxed as a partnership, with its **members individually responsible for reporting their share of the EEIG's income on their tax returns**. However, in some cases, the EEIG may be subject to corporate taxation, depending on the nature of its activities and the tax laws of the member states where it operates.

In conclusion, the European Economic Interest Grouping is a **unique legal entity** that offers businesses a flexible and collaborative framework for conducting joint activities across EU borders. Its members benefit from mutual cooperation and risk-sharing, while retaining their autonomy and independence. The EEIG is subject to EU law, which regulates its legal status, liability, and tax treatment. As such, it represents a **valuable tool for businesses looking to expand their operations and partnerships within the EU**.

## 4 Conclusions

Both non-profit associations and European Economic Interest Grouping (EEIG) have their advantages and disadvantages. A non-profit association is an organization that is created to pursue a specific goal or mission without seeking financial gains for its members. It has a legal structure that is based on national law and is often easier to establish and run than an EEIG.

On the other hand, an EEIG is a legal entity that is created to promote economic interests among its members in different European Union Member States. It provides a convenient way for organizations from different countries to work together and engage in cross-border activity while benefiting from a common legal framework. It has an EU-wide legal personality and is subject to EU law, which can be advantages for organizations with pan-European goals.

The SusMob Network that is being created in the framework of the MIMOSA project aims at promoting public transport through joint activities and events implemented by its members, which coincide with the MIMOSA consortium. More specifically, the partnership is composed of an array of different entities, going from local and regional authorities and development agencies, to transport operators, universities and research centers.

Therefore, the high variety of partners goes beyond a strictly economic nature that often characterizes the EEIGs. However, at the same time, the EEIG allows to give a clearer European dimension to the network, thus reinforcing its stated aims and objectives.

The non-profit association configuration, instead, would allow the network to be endowed with private legal personality, thus exempting members from being responsible for the network's debts and obligations.

## **Annex IV.**

### **SusMob Network – Business plan**

TYPE	Mandatory	Description	MIN				MAX					
			Unit	Unit/Year	t/Year additi	€/Unit	Total	Unit	Unit/Year	t/Year additi	€/Unit	Total
1_ADMIN&MAN	YES	Forfait administrative costs connected to general topics (i.e. bank account, accountability, activation of mobile phone etc.)	Nr.	1	1	1.800 €	1.800 €	Nr.	1	1	1.800 €	1.800 €
1_ADMIN&MAN	NO	Digital platform with complete service pack (One Drive, Teams, Office)	Nr.	0	1	1.800 €	- €	Nr.	1	1	200 €	200 €
1_ADMIN&MAN	NO	Costs connected to a physical office/place assigned to the association in the form of reimbursement to one of the associated	Nr.	0	1	150 €	- €	Nr.	12	1	150 €	1.800 €
1_ADMIN&MAN	YES	Cost related to a periodic effort in manteing and updating the platform.	Nr.	0,5	12	230 €	1.380 €	Nr.	1	12	230 €	2.760 €
1_ADMIN&MAN	YES	Cost related to a secretariat service for interactive dialogue with memebers	Nr.	1	12	230 €	2.760 €	Nr.	2	12	230 €	5.520 €
1_ADMIN&MAN	NO	Costs for renting location for formal periodic meetings	Nr.	0	1	500 €	- €	Nr.	1	1	500 €	500 €
2_PROP&PROJ	YES	Cost for the commitment of a technical advisor driving and collecting the inputs of members according to the feedbacks recieved from the association	Nr.	1	12	230 €	2.760 €	Nr.	2	12	230 €	5.520 €
2_PROP&PROJ	YES	Forfait fees for scientific advisors validating documents produced by the Association.	Nr.	1	3	300 €	900 €	Nr.	2	3	300 €	1.800 €
3_COOP&PROM	NO	Forfait costs for production of promtional material (digital & not)	Nr.	0	4	200 €	- €	Nr.	1	4	200 €	800 €
3_COOP&PROM	NO	Reimbursement of fees for participating to international tematic conferences/events/fairs to promote SUSMOB network and related initiatives	Nr.	0	1	500 €	- €	Nr.	2	2	500 €	2.000 €
3_COOP&PROM	NO	Reimbursement of T&A costs for participating to international conferences/events/fairs to promote SUSMOB network and related initiatives	Nr.	1	1	600 €	600 €	Nr.	2	2	600 €	2.400 €
3_COOP&PROM	NO	Reimbursement of T&A costs for participating to crossfertilization meetings of other projects and/or initiatives and/or association to promote SUSMOB	Nr.	1	2	400 €	800 €	Nr.	3	2	400 €	2.400 €
3_COOP&PROM	NO	Reimbursement of T&A costs for participating to meetings with institutional stakeholders in each country to promote SUSMOB network and related init	Nr.	3	1	250 €	750 €	Nr.	6	2	250 €	3.000 €
3_COOP&PROM	YES	Cost for thematic event promoting SUSMOB network and related initiatives	Nr.	1	1	5.000 €	5.000 €	Nr.	1	1	5.000 €	5.000 €

LIST OF ACTIVITIES	
<b>1 ADMINISTRATIVE &amp; GENERAL MANAGEMENT</b>	
1.1 - All the necessary activities connected to the ordinary management of the association	
<b>2 PROPOSITIVE ACTIVITY WITH POSITION PAPER, TOOLS, ROADMAPS AND PARTICIPATION TO EU FUNDED PROJECTS</b>	
2.1 - Preparation and diffusion of position papers and/or roadmaps with the help of the scientific commission	
2.2 - Promotion of participation to EU funded projects on sustainable transport both as partner or associated /observer	
<b>3 COOPERATION WITH OTHER ASSOCIATION/INSTITUTION TO PROMOTE NETWORK AIMS</b>	
3.1 - Organization of thematic events involving priority stakeholders (PROMOTION IN)	
3.2 - Participation to fairs/events of different territorial levels (PROMOTION OUT)	
3.3 - Participation to working groups and specific thematic meetings with priority stakeholders and institutions (POLICY)	

<b>16.750 €</b>			<b>35.500 €</b>			
/19 882 €			/19 1.868 €			
LEVEL	NR MEMBERS	FEE	TOTAL	NR MEMBERS	FEE	TOTAL
SPONSOR	6	1.000 €	6.000 €	6	2.500 €	15.000 €
FULL	12	500 €	6.000 €	12	1.000 €	12.000 €
ASSOCIATED	18	300 €	5.400 €	18	500 €	9.000 €
<b>36</b>			<b>17.400 €</b>	<b>36</b>		
			<b>17.400 €</b>	<b>36.000 €</b>		

BENEFITS						
Service1	Service2	Service3	Service4	Service5	Service6	Service7
Newsletter : Accesso privi: Interazione b	Report attivit	Diritto voto	Board of dire	Presidente		
Newsletter : Accesso privi: Interazione b	Report attivit	Diritto voto	Board of dire	NO		
Newsletter : Accesso privi: NO						



## **Annex V.**

### **Roundtable “Cooperation for sustainable mobility at cross border level and future vision”: main outcomes**

# MIMOSA final event

Roundtable “*Cooperation for sustainable mobility at cross border level and future vision*”: main outcomes

### Document Control Sheet

Project Number:	10249002
Project Acronym	MIMOSA
Project Title	Maritime and Multimodal Sustainable passenger transport solutions and services
Start Date	01/01/2020
End Date	30/06/2023
Duration	36 months

Related Activity:	A.6.2 Establishing a permanent cross-border Network to foster a stable dialogue at cross-border level
Deliverable Name:	O.6.2 MIMOSA Permanent cross-border network to foster a stable dialogue at cross border level
Type of Deliverable	Output
Language	English
Work Package Title	Transferring and capitalizing results
Work Package Number	WP6
Work Package Leader	PP3 (Institute for Transport and Logistics Foundation)

Status	Final
Author(s)	PP3
Version	1
Deliverable Due Date	June 2023
Delivery Date	06/2023

## Index

1 Introduction	5
2 Overview of the main outcomes of the round table	6

## 1 Introduction

MIMOSA (*Maritime and Multimodal Sustainable Passenger transport solutions and services*) held its final conference on the 14<sup>th</sup> of June at the Hotel Ambassador in Opatija, entitled “Boosting cross-border passenger mobility - More sustainable and connected services with solutions”.

The objective of the event was to present the main results obtained thanks to the project, with a particular focus on the pilot actions implemented by partners.

In this framework, a specific session addressed the main opportunities related to the establishment of the SusMob Network, dedicated to the promotion of sustainable passengers mobility at different levels, including macro-regional, national and European perspectives.

This document briefly presents the main outcomes of the roundtable.

## 2 Structure and outcomes of the roundtable

12:15 – 12:45	<p><b>Cooperation for sustainable mobility at cross border level and future vision</b></p> <p>Session moderated by Mr. Andrea Ballarin (Network Wins Srl)</p> <ul style="list-style-type: none"> <li>▪ Mr. Massimiliano Angelotti, Autonomous Region Friuli-Venezia Giulia</li> <li>▪ Mr. Denis Grasso, Institute for Transport and Logistics Foundation</li> <li>▪ Mr. Veljko Radic, Ministry of Regional Development and EU Funds, Department for Islands</li> </ul>
------------------	--

Mr. Ballarin took the floor to introduce the round table through the following remarks:

- The first session demonstrated the importance of collecting, analyzing and interpreting data, while the second session underlined how crucial it is to test innovative solutions and monitor the results obtained.
- As a matter of fact, the analysis of experiences and the evaluation of pilot initiatives are not valuable in themselves, but rather they acquire value when they are systemized in a coherent way, shared and capitalized through additional activities.
- In this framework, setting up a system means creating a NETWORK of contacts and collaborations that is able to capitalise on experiences and best practices, so that they can be made their own and used as a driving force to increase the level of quality and functionality of the services of an entire area, even more so when it is a cross-border area that allows to involve different modes of transport, as in the case of the IT-HR area.
- This considerations led to the creation of Activity 6, which focused on the possibility of promoting a common will among project partners and stakeholders of the territories that were involved (6.1 - Agreements, MoUs and protocols at CB level) in developing a pro-active network that is able to contribute to raising the value of collaboration on the issues of sustainable passengers mobility, especially at cross-border level (6.2 - Establishing a permanent cross-border Network to foster a stable dialogue at cross-border level).
- The underlying concept is that it is the network wins, therefore it is important to capitalize and even strengthen the links that have been created thanks to the MIMOSA project, thus ensuring durability and transferability of the results obtained.

Then, Mr. Ballarin introduced the participants to the roundtable and started the first round of questions.

SPEAKER	Question & Answer
<p><b>Mr. Veljko Radić</b>, Ministry of Regional Development and EU Funds, Department for Islands</p>	<p><b>Q.</b> <i>Learning from the experiences of others stakeholders belonging to several different contexts represents an infinite source of knowledge to rely on and to be exploited, especially for those realities that have fewer resources (such as small islands, where there are often smaller “numbers” to support services to be provided).</i></p> <p><i>A network (i.e. 6.2) representing their interests can certainly foster the needs of these stakeholders. In your opinion, which are the most valuable elements that a network can bring to these stakeholders? Which are the limits that should be addressed together?</i></p> <p><b>A.</b> Small islands can be more easily represented by the network established with MIMOSA partners. Indeed, thanks to such network their voices and priorities should be easily heard at both the macro-regional and national levels.</p> <p>Moreover, the activation of such a permanent platform to enhance collective dialogues will also be useful to mobilize/attract further public funding, for instance coming from EU projects.</p> <p>To summarize, it will be of much use for smaller islands that cannot represent themselves and usually do not dispose of the same opportunities that are reserved to bigger ports and stakeholders.</p>
<p><b>Mr. Massimiliano Angelotti</b>, Autonomous Region Friuli-Venezia Giulia</p>	<p><b>Q.</b> <i>The FVG region represents a leading example when it comes to participating in project initiatives dealing with mobility, with particular reference to cross-border issues. Moreover, over the years it has implemented countless pilot initiatives testing various modes and solutions. How can the newly-established network best capitalise on these results and how can the dynamism of the network be promoted in the medium and long-term?</i></p> <p><b>A.</b> One of the main goals of MIMOSA was the setting up of this network, which resulted from a long-term vision to establish it and keep it alive as a starting point for further and wider cooperation, also to capitalize the experience made within MIMOSA. This would represent a tangible output and an additional contribution to be added to the project’s results.</p>



	<p>However, it will be up to members to proceed with the establishment of the network, but the FVG region is confident that it will be easy with such a wide and diverse partnership. Also the collective knowledge developed thanks to MIMOSA is a great starting point to make cross-border mobility more sustainable.</p> <p>Therefore, dialogue is one of the key issues to implement these initiatives and keep them alive and successful.</p>
<p><b>Mr. Denis Grasso, Institute for Transport and Logistics Foundation</b></p>	<p><b>Q.</b> <i>We have seen how useful and informative pilot actions can be and the ITL Foundation has a long experience in this type of management thanks to its participation to multiple projects. How is it possible to make these results permanent and, once analyzed, transfer the lessons learned from these initiatives to the surrounding territories?</i></p> <p><b>A.</b> Open Enlocc represents a valuable example of another network addressing the topic of freight transport that was set up during a previous UE funded project, and since then it was enlarged to new partners.</p> <p>Similarly to the SusMob Network, it started from with informal entity, while now it is more structured association, as members are also able to collectively present project proposals and influence policy-making at regional, national and EU levels.</p> <p>The establishment of these networks is a big effort, especially at the beginning, so there is the hope to capitalize this activity and all project's results through an active and efficient network.</p>

For the second round, the following questions were posed to participants:

- *One of the most frequently used (and sometimes abused) key words is the **concept of cross-border**: is working at cross-border level a limitation or an opportunity?*
- *What hints can we give in terms of **priority topics** to work on to the newly formed SusMob Network, also considering the intervention of the JS foreseen in the next session?*

**Mr. Veljko Radić** underlined that at the cross-border level there are more opportunities that arise, because different challenges cannot be solved at one single level, but rather require the involvement of many levels and actors, as well as multiple countries. A large partnership can also be a challenge, but in this project, it was rather an advantage.

Regarding some hints to be further developed, some issues are for sure related to cycling networks and smart solutions for passenger mobility, which were also addressed by different pilot actions and that can be scaled up and replicated in other areas or context.

**Mr. Massimiliano Angelotti** claimed that for the FVG region, working at cross-border level is a must due to its geographical position. Moreover, this is an aspect that is also being pushed by the European Commission, especially on topics like cross-border transport services.

This cooperation requires additional efforts to overcome problems and burdens, but it is definitely needed and widely beneficial for both citizens and tourists if a cooperative and proactive attitude is adopted. The project also allowed to develop better and deeper knowledge of the transport demand, which is fundamental with data collecting to expand the offer of cross-border transport services, which is very poor at the moment.

Lastly, **Mr. Denis Grasso** emphasized the pressing need to cooperate at different levels and with different actors and stakeholders to achieve more sustainable and efficient solutions to travel between Italy and Croatia. Indeed, we are in a global world, so we need to cooperate on these solutions as much as possible. Therefore, a key topic to be further developed in the future is macro-regional cooperation in terms of sustainable mobility solutions, which should also benefit from the support of local and regional authorities in order to be kept active and scaled up even after projects' closure.

As a completion, Mr. Ballarin took the floor to underline another important element in this regard, namely the human capital, which is an essential factor to boost cooperation.