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FALCON
Fighting Corruption
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Abstract: This document presents the initial exploitation and business strategy for the FALCON project, establishing a comprehensive framework for maximizing the impact and sustainability of the project's results. The plan identifies and elaborates on six Key Exploitable Results (KERs) addressing specific challenges in combating corruption.
The strategy is built upon a detailed SWOT analysis that identifies FALCON's technological strengths, integration challenges, market opportunities, and potential threats. For each KER, the document outlines specific innovation potential, TRL evolution pathways, IPR considerations, exploitation routes, and target users. This exploitation plan represents the first milestone in FALCON's strategic journey, to be further refined in the subsequent iteration.

Disclaimer

Revision History

Date	Rev.	Description	Partner(s)
13/12/2024	0.1	Draft Deliverable Table of Contents	ABI
20/12/2024	0.2	Updated Table of Contents	ABI
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Glossary

Term/Acronym	Definition
AI	Artificial Intelligence - Advanced computer systems capable of performing tasks that typically require human intelligence
ACRA	Advanced Corruption Risk Assessment tool
ANN	Artificial Neural Network - A computing system inspired by biological neural networks
CIP	Corruption Intelligence Picture - A comprehensive view of corruption phenomena
CIS	Corruption Investigation Support tool
CRM	Common Representational Model - Framework for representing and linking corruption-related data
CV-DASH	Corruption Visualization Dashboard
DAA	Data Acquisition and Analytics toolkit
DL	Deep Learning - Advanced machine learning technique using multiple layers of neural networks
IPR	Intellectual Property Rights - Legal rights that protect creations of the mind
KER	Key Exploitable Result - Main outputs/results that can be exploited from the project
LEA	Law Enforcement Agency
ML	Machine Learning - Systems that can learn and improve from experience
NLP	Natural Language Processing - AI technology for processing human language
PAMM	Predictive Analytics Models and Modules
PEP	Politically Exposed Person - Individual with prominent public function
RAIDS	Risk Assessment, Investigation and Decision Support toolkit
SaaS	Software as a Service - Software licensing and delivery model
SPEL	Security, Privacy, Ethics and Legal aspects
SWOT	Strengths, Weaknesses, Opportunities, and Threats - Strategic planning technique

TRL	Technology Readiness Level - Measurement system for assessing technology maturity
WP	Work Package - Major project component or phase

Executive Summary

This document, D7.2 "Exploitation and business plan (v1)", has been prepared to fulfil the requirements outlined in the Grant Agreement for the FALCON project (Fight Against Large-scale Corruption and Organised Crime Networks), number 10112128112. The purpose of this document is to outline the initial exploitation strategy and business opportunities for the results of the FALCON project. It will provide a comprehensive overview of the project's innovation potential and strategies to maximize the impact of its outcomes.

The document highlights FALCON's commitment to revolutionizing the fight against corruption in Europe by leveraging advanced technologies like AI and fostering deep collaboration among stakeholders. FALCON's strategic vision focuses on creating a comprehensive corruption intelligence framework.

This framework is supported by cutting-edge data acquisition and analysis tools, toolkits for risk assessment, investigation, and decision support, and initiatives for capacity building, framework co-design, and pilot implementations.

At the heart of FALCON's exploitation strategy lies the identification of six Key Exploitable Results (KERs), each addressing a specific challenge in combating corruption:

- **FALCON CIPs:** Providing comprehensive Corruption Intelligence Pictures (CIPs) for a holistic view of corruption phenomena.
- **FALCON CRM and DAA Toolkit:** Developing the Common Representational Model (CRM) and a Data Acquisition and Analysis toolkit (DAA) for the integration and analysis of corruption data. The CRM is based on the technology of the Semantic Web Ontology and describes the structure of the FALCON Knowledge Base.
- **FALCON RAIDS Toolkits:** Creating risk assessment, investigation, and decision support (RAIDS) toolkits to empower law enforcement agencies and other stakeholders.
- **FALCON Anticorruption Framework and Integrated Prototype / Anti-corruption Training Package / Pilots:** Developing an anti-corruption framework, training package, and conducting pilots to assess the effectiveness and impact of FALCON's solutions.
- **FALCON Trustworthy AI & SPEL:** Addressing concerns related to trustworthy AI and security, privacy, ethical, and legal (SPEL) aspects in the development and deployment of FALCON technologies.
- **FALCON Policy Briefs and Open Repository:** Producing policy briefs and establishing an open repository for sharing data, tools, and resources to combat corruption

Significant progress has been made in advancing these KERs, including the establishment of dedicated workflows and the setup of a recurrent analysis (please see Chapter 3 after) to track progress and go-to-market strategies.

To capitalize on these opportunities, the project has started to develop a multi-faceted revenue models combining software licensing, training services, consulting, and data services.

To ensure a lasting impact, FALCON will focus on developing sustainable business models that will be developed during the last part of the project, disseminating knowledge and best practices, promoting end-user adoption, and engaging with policymakers and key stakeholders.

To further strengthen FALCON's exploitation strategy, it is planned to conduct a second round of a comprehensive SWOT analysis for each KER, assessing the strengths, weaknesses, opportunities, and threats in the context of the market, competitive landscape, and end-user needs.

The establishment of an Advisory Board comprising senior representatives from law enforcement, banking, academia, and public administration provides strategic guidance and validation of our approaches. Additionally, a network of over 60 stakeholder organizations across Europe creates a strong foundation for market penetration and sustainable impact.

This exploitation plan represents the first milestone in FALCON's commercialization journey. Regular updates and refinements will ensure alignment with evolving market needs and technological capabilities, maximizing the project's contribution to anti-corruption efforts across Europe.

Looking ahead, FALCON's exploitation strategy will enter a more intensive implementation phase in the second part of the project. We'll be gathering expert insights on market positioning while simultaneously deepening our engagement with our network of over 60 stakeholder organizations through targeted workshops and structured feedback mechanisms. As the project progresses, we will develop detailed business forecasts and sustainability models that include comprehensive cost assessments and resource planning. For each Key Exploitable Result, we'll refine specific business model elements and potential revenue generation approaches where appropriate, ensuring that FALCON's innovations can achieve lasting impact in the anti-corruption domain.

1 Introduction

1.1 Purpose and Scope of the Document

This document presents the first version of the exploitation and business strategies for the FALCON project, as required by Task 7.2 "Exploitation and business strategies – Innovation and IPR management". The purpose of this deliverable is to outline how the project's results will be effectively exploited by the consortium partners and define clear pathways for bringing FALCON's innovations to the market.

The scope encompasses several key aspects of exploitation planning:

- Innovation management strategy and monitoring framework
- Analysis of market needs and technical evolution
- Identification and tracking of Key Exploitable Results (KERs)
- Development of IPR management approaches
- Discussion on sustainable business models
- Creation of concrete exploitation pathways

This first version of the exploitation plan, delivered at month 18, establishes the foundation for the project's exploitation activities. It will be further refined and updated throughout the project lifetime, culminating in the final exploitation and business plan (D7.3) at month 36.

1.2 Structure of the Document

The document’s structure follows a logical progression that helps readers understand both the big picture and the detailed elements of FALCON's exploitation strategy.

Chapters 1 and 2 provide the foundation by introducing the project and explaining the overall strategic framework. Chapter 1 covers the purpose and scope, relationships with other deliverables, and gives an overview of key exploitable activities, while Chapter 2 dives into the strategic vision, SWOT analysis, and target market considerations. These first two chapters essentially set the stage with the broad strategy that guides the entire project.

Once that groundwork is established, Chapter 3 shifts into much more detailed territory, providing an in-depth analysis of each Key Exploitable Result (KER), including their specific value propositions, Technology Readiness Levels (TRL) evolution, IPR considerations, and exploitation routes.

The remaining chapters then build upon this foundation to address partner-specific plans, business models, Intellectual Property (IP) management, long-term sustainability, risk analysis, and next steps.

1.3 Relationship with other Deliverables

D7.2 maintains important relationships with several other project deliverables:

- D1.2 (Data Management Plan): Provides the framework for managing research data, which influences exploitation possibilities
- D3.1 (Use Cases and Requirements): Shapes the understanding of end-user needs and market opportunities
- D6.1-6.2 (Pilot Results): Offers valuable feedback from end-users that informs exploitation strategies
- D7.1 (Communication and Dissemination Plan): Ensures alignment between dissemination and exploitation activities
- D7.3 (Final Exploitation Plan): Will build upon and refine the strategies outlined in this document
- D7.4 (Communication, Dissemination and Joint Activities Report): Supports exploitation through awareness building
- D7.5 (Policy Recommendations): Influences institutional adoption pathways

1.4 FALCON Key Exploitable Activities Overview

Since the project's inception, several key exploitation-related activities have been undertaken to ensure the effective translation of research outputs into tangible impacts. These initiatives are crucial for maximizing the societal and economic benefits of the project, contributing to the overall goal of revolutionizing the fight against corruption in Europe.

1.4.1 Innovation Monitoring and Dissemination

The main innovation monitoring and dissemination activities in the context of FALCON are summarized below:

- **Establishment of the Results Registry:** A centralized repository for tracking Key Exploitable Results (KERs) has been established. This registry serves as a vital tool for monitoring the progress of each KER, facilitating knowledge sharing among partners, and identifying potential exploitation pathways. The registry includes information on the nature of each KER, its lead participants, current and target Technology Readiness Levels (TRLs), and potential applications.
- **Continuous Analysis:** The project team has been actively engaged in analysing market trends and landscapes to identify potential opportunities and challenges for the exploitation of FALCON results. This activity has been supported by ad hoc meetings and kept updated with the periodic meetings arranged by the WP7 leader. This ongoing analysis, done via SWOT and iterative KER analysis, informs the development of exploitation strategies, ensuring that the project's outputs are relevant to market needs.

- **Early-Stage Dissemination Efforts:** Preliminary dissemination efforts have been initiated to raise awareness about the project and its objectives. This includes presentations at relevant conferences and workshops, conference papers (later also journal papers), active engagement with potential end-users and stakeholders at several events, and networking with relevant consortia and related projects. Furthermore, we provide anti-corruption trainings for representatives of national LEAs – including the police, courts, prosecutors – and representatives of universities related to the internal security, law and other security related organisations. Four trainings have already taken place with in total 265 participants. All dissemination activities are tracked in a dissemination query form which is realized in MS Forms. Anyone from the consortium who carries out a dissemination activity is asked to fill out the query form before or at least after the event. Potentially interesting events or conferences are collected in a table that is stored in the repository, which is accessible to all FALCON members. Figure 1 shows the number of dissemination activities accomplished so far by category.

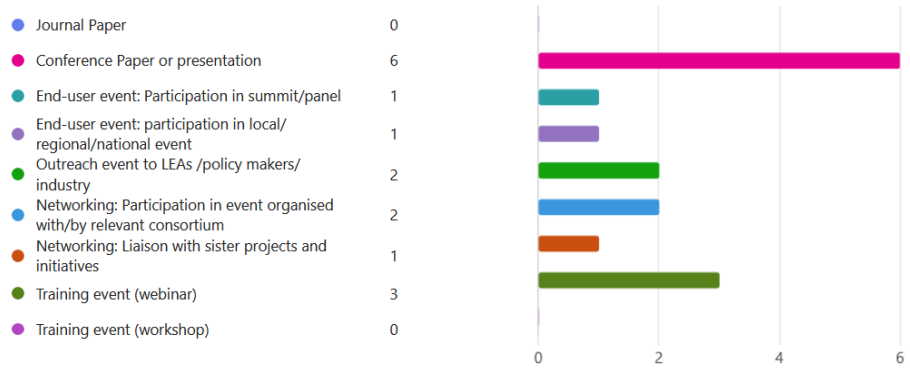

Figure 1. Number of FALCON dissemination activities by category as of 27th February 2025, extracted from the dissemination query form

Some examples of the dissemination activities so far:

- CERIS workshop on anticorruption initiatives and projects, Brussels (Belgium), 22nd Nov. 2023
- DefMal Conference, Saint Malo (France), 3rd – 4th June 2024
- C1b3rWall (end-user event), Avila (Spain), 18th – 20th June 2024
- European Ports Alliance Cluster IV workshop (end-user event), Brussels (Belgium), 12th July 2024
- 7th International Conference on Blockchain, Copenhagen (Denmark), 19th – 22nd Aug. 2024
- European Society of Criminology Annual Conference, Bucharest (Romania), 11th – 14th Sept. 2024
- Webinars by related projects (RESPOND; Bridgegap), 9th Dec. 2024

- FALCON anti-corruption training by GPI, 6th Dec. 2024 with 20 employees from the National Public Security Inspectorate of the General Police Inspectorate (GPI) from the Republic of Moldova
- 3 FALCON anti-corruption trainings by AAF, online, 12th, 13th and 18th Dec. 2024 with a total of 245 participants from Polish courts

Additionally, we are in constant exchange with other (EU) projects dealing with anti-corruption to share our findings and knowledge. We listed them on our project website under "related projects". News about dissemination activities is also shared via our social media channels LinkedIn and X.

Initial IP Assessment: A preliminary assessment of the intellectual property landscape relevant to FALCON has been conducted. This includes identifying existing background IP, analyzing potential foreground IP generated by the project, and developing strategies for IP protection and management. These initial steps are crucial for safeguarding the project's innovations and ensuring their commercial viability.

1.4.2 Stakeholder Engagement

For ensuring increased stakeholder engagement, the following actions were performed:

- **Formation of the Advisory Board:** A high-level Advisory Board comprising experts from law enforcement, government agencies, academia, and the private sector has been assembled. The Advisory Board provides strategic guidance to the project, ensuring that the development and exploitation of FALCON outputs are aligned with real-world needs and priorities. An introductory meeting has been done the 14th of February 2025.
- **Initial Stakeholder Mapping:** A preliminary mapping of key stakeholders has been conducted to identify potential users, collaborators, and beneficiaries of the project's results involving more than 60 partners coming from LEAs, Financial Sector, Academia and Public sector representing 17 EU countries. In term of functional clusters, most of the participants come from the General Police Forces (23), Anti-Corruption Specialized Units (7) and Asset Recovery/Financial Crime Units (4).

1.4.3 Future Steps

The initial exploitation activities undertaken thus far have laid a solid foundation for the effective exploitation of FALCON results. Moving forward, these efforts will be intensified and expanded to ensure the project's long-term impact and sustainability. Key focus areas for the remainder of the project include:

- **The refinement of the exploitation plan:** The initial exploitation plan will be continuously refined and updated based on ongoing research, stakeholder feedback, and market analysis.

- **Intensified stakeholder engagement:** Proactive engagement with stakeholders will be a key priority, including organizing workshops, conducting pilot implementations, and establishing feedback mechanisms.
- **The development of a comprehensive business model:** A detailed business model will be developed outlining revenue streams, cost structures, and market entry strategies for the commercialization of FALCON results. In chapter 5 there will be a description of the ongoing discussions for a comprehensive business strategy for FALCON's results.
- **The exploration of funding opportunities:** Potential funding sources for post-project activities will be explored to ensure the long-term sustainability of the project's outcomes.

By diligently executing these exploitation-related activities, the FALCON project is well-positioned to make a significant contribution to the fight against corruption in Europe, delivering both societal and economic benefits.

2 Exploitation Strategy Framework

2.1 FALCON Strategic Vision

The FALCON project's strategic vision focuses on revolutionizing the approach to corruption detection and prevention across Europe through advanced technological integration and stakeholder engagement. This vision is founded on detailed analysis of the project's strategic position, capabilities, and operating environment, as outlined in our comprehensive SWOT analysis.

The SWOT analysis reveals FALCON's unique positioning in the anti-corruption technology landscape:

2.1.1 Strengths

FALCON demonstrates significant technological and operational advantages through several key attributes. The project's advanced technology integration successfully combines cutting-edge methods including text mining, natural language processing, visual recognition, and predictive analytics. This integration is further enhanced by the development of modular toolkits and dashboards.

The project's comprehensive approach represents another fundamental strength. By addressing multiple facets of corruption indicators and integrating various anti-corruption tools into a cohesive framework, FALCON offers a uniquely holistic solution. This approach is supported by strong collaboration among diverse leading institutions, ensuring well-rounded and effective solutions.

A particularly noteworthy strength lies in FALCON's focus on practical application. The project emphasizes producing actionable intelligence and creates training packages tailored to modern anti-corruption needs. Furthermore, the incorporation of policy and ethical considerations, including the application of Trustworthy AI principles, establishes a robust foundation for sustainable implementation.

From a technical perspective, the integration of diverse tools and datasets is further streamlined using containerization technologies like Docker and Kubernetes, combined with a publish-subscribe communication model and an API Gateway. This setup standardizes how services interact, allowing developers to focus on their individual components without getting bogged down by the complexities of system-wide data exchange and orchestration.

2.1.2 Weaknesses

One of the most significant challenges in the FALCON project lies in integrating a wide range of tools, datasets, and services into a cohesive and functional platform. Each component is developed by different partners, each focusing on specific areas like risk assessment, investigation support, or corruption intelligence. The real difficulty comes

in ensuring that all these pieces work together seamlessly, without compromising security, performance, or usability. This requires not just technical expertise but also a high level of coordination among the teams involved.

To tackle this complexity, the project has dedicated an entire work package to defining the integration framework. The goal is to make sure that all components can communicate effectively with one another. A critical part of this effort is the implementation of a continuous testing and integration process. Unlike traditional waterfall methods, FALCON is following an agile approach, supported by a Continuous Integration and Continuous Deployment (CI/CD) pipeline. This allows for frequent testing, rapid feedback, and iterative improvements before the final deployment. The process relies on a mix of automated and manual testing to validate not just individual tools but also how they interact with each other.

Another major obstacle is ensuring that datasets are properly structured, accessible, and interoperable across the platform. To address this, the project includes a specific task focused on data acquisition, transformation, and management. This involves integrating curated datasets from consortium partners, pulling in corporate data through specialized APIs, and leveraging open-source intelligence from publicly available sources. When real-world data is scarce, synthetic datasets are generated to support testing and validation. The dataflow architecture is designed to ensure that all datasets are processed, stored, and made available for analysis while adhering to strict security and privacy standards.

But technical challenges are only part of the story. User adoption is equally critical. For FALCON to be successful, end-users need to be able to integrate its tools into their workflows seamlessly. This requires not just user-friendly design but also targeted training programs and ongoing engagement with stakeholders. Additionally, the platform’s effectiveness depends heavily on the quality of the datasets it uses. Maintaining comprehensive, accurate, and up-to-date information is an ongoing challenge that requires constant attention.

Ensuring seamless integration and interoperability within FALCON demands a balanced approach that addresses both technical complexity and practical usability. By combining continuous testing, iterative development, and a flexible architecture, the project aims to minimize integration challenges while remaining adaptable to real-world needs. Prioritizing user engagement and adaptability will be key to refining the platform over time, ensuring it remains effective, scalable, and aligned with the expectations of its stakeholders.

2.1.3 Opportunities

The market environment presents several promising opportunities for FALCON's development. Growing global focus on anti-corruption measures creates strong market demand for advanced tools, with potential for expansion across various sectors and regions. Continuous advancements in AI, NLP, and data analytics provide opportunities to enhance tools further.

Policy influence represents another significant opportunity. Through the production of policy briefs, FALCON can significantly influence anti-corruption policies and frameworks at national and international levels. Furthermore, opportunities exist for collaborative ventures with other anti-corruption initiatives and partnerships with governments and international bodies.

2.1.4 Threats

Several external factors require vigilant monitoring and mitigation strategies. Regulatory and ethical concerns, particularly regarding the deployment of advanced AI and data analytics tools, present ongoing challenges. Additionally, rapid technological changes, necessitates continuous innovation and adaptation.

Ensuring proper dataset management presents a significant challenge for FALCON. The data we need to work with is often unstructured, siloed across different systems, or simply difficult to access. We have encountered considerable hurdles in making diverse data sources interoperable within our platform. Financial records, corporate ownership information, and procurement data often come in incompatible formats with inconsistent quality standards. This creates substantial work in data cleaning and harmonization before any meaningful analysis can begin.

The sensitivity of the data presents additional complications. Anti-corruption investigations require handling potentially sensitive information, which introduces strict requirements for data security and privacy compliance. This limits our flexibility, forcing compromises in analytical capabilities. Despite our dedicated task for data acquisition and management, maintaining data quality while ensuring compliance remains an ongoing struggle that consumes significant project resources and complicates integration efforts.

Data security risks pose another significant threat, requiring robust cybersecurity measures to protect data integrity and user privacy. Political and economic instability in certain regions may also hinder the adoption of tools.

2.2 Target Markets and Stakeholders Analysis

The FALCON project addresses multiple market segments and stakeholder groups, each presenting distinct opportunities and requirements for anti-corruption solutions. This

analysis examines our target markets and key stakeholders, incorporating insights from our strategic assessment of market opportunities and stakeholder relationships coming from information received from the partners and the Project community.

2.2.1 Primary Market Segments

2.2.1.1 Law Enforcement Agencies and Anti-corruption Authorities

This segment represents FALCON's core market, encompassing national and regional law enforcement organizations responsible for investigating and preventing corruption. Based on our strategic analysis, these organizations demonstrate strong demand for integrated technological solutions that can enhance their operational capabilities. The market potential is substantial, given that every EU member state maintains dedicated anti-corruption units requiring advanced analytical tools.

Current market research indicates that law enforcement agencies face increasing pressure to improve corruption detection rates while operating under resource constraints. FALCON's integrated toolkit directly addresses these challenges by automating complex analytical tasks and providing evidence-based decision support.

2.2.1.2 Financial Sector Organizations

Banking institutions and financial supervisory authorities constitute a significant secondary market. These organizations require sophisticated tools for compliance monitoring and risk assessment. Our analysis reveals growing demand in this sector, driven by increasingly stringent regulatory requirements and the rising costs associated with manual compliance processes.

The financial sector's particular strength lies in its established infrastructure for technology adoption and substantial resources for implementation. However, this market segment also presents specific challenges regarding data security and regulatory compliance that FALCON must address.

2.2.1.3 Public Sector Administration

Government agencies and public procurement units represent another crucial market segment. These organizations require tools for prevention and early detection of corruption risks. Market analysis indicates significant growth potential in this segment, particularly given increasing public pressure for transparency and accountability in government operations.

2.2.2 Stakeholder Analysis

The stakeholder analysis draws on interactions with project partners throughout WP7 activities, Use Case discussions as well as preliminary engagements with stakeholder groups and the Advisory Board. We expect to further refine this analysis in the second iteration of this document.

When we look at law enforcement practitioners as our primary stakeholders, we have found they are particularly focused on practical tools that integrate seamlessly with their existing systems. During the consultations, they have consistently emphasized the need for intuitive investigation tools that do not require extensive technical expertise. They are also looking for solutions that can produce robust, court-admissible evidence while providing comprehensive training support to ensure effective adoption. We believe FALCON's toolkit aligns well with these requirements, though we recognize the challenges associated with introducing new technologies into established operational workflows. Policy makers and regulators constitute another crucial stakeholder group. Through our preliminary engagements, we have learned they require evidence-based recommendations that demonstrate clear compliance with existing legal frameworks. They are particularly interested in solutions that offer measurable impact metrics and enhance cross-border cooperation capabilities. FALCON's planned policy briefs and open repository have been designed specifically with these stakeholders in mind, positioning our project to make meaningful contributions to policy development.

Within the academic and research community, we have identified valuable partners who can validate our methodologies and enhance our analytical approaches. Our interactions with research institutions have revealed significant interest in FALCON's work, with many expressing willingness to serve as knowledge dissemination channels. We see strong potential for collaborative research initiatives that could extend beyond the project's lifespan, creating opportunities for sustained impact.

Civil society organizations represent important stakeholders who can provide independent oversight of anti-corruption efforts. Our early conversations with these groups indicate they can offer valuable channels for public engagement and practical implementation feedback. Their advocacy support will be particularly important for broader adoption of FALCON tools and methodologies.

These insights will be further developed as we continue our stakeholder engagement activities and Advisory Board consultations in the coming months.

2.2.3 Market Entry Considerations

As per previous stakeholder analysis, the market entry analysis stems from the discussions with project partners during WP7 activities and initial consultations with our stakeholder community and Advisory Board members.

We anticipate providing more detailed insights in the second iteration of this document as we continue our engagement efforts.

Regarding technical integration, we have learned that the complexity of existing systems presents significant challenges for new solution adoption. Our discussions with law

enforcement and financial sector stakeholders revealed that successful integration will require flexible deployment options that can adapt to diverse IT infrastructures. Partners have emphasized the need for robust integration protocols supported by comprehensive documentation to facilitate smooth implementation. Furthermore, stakeholders consistently highlighted the importance of ongoing technical support to address issues that may arise during and after deployment.

Regulatory compliance emerged as another critical factor during our partner consultations. AB members stressed the importance of alignment with data protection regulations, which vary across jurisdictions but are universally stringent in the anti-corruption domain. Law enforcement partners particularly emphasized the need for solutions that comply with their specific operational standards, while financial institutions focused on adherence to ethical AI principles. The rapidly evolving regulatory landscape necessitates regular compliance updates, something our Advisory Board members have flagged as essential for long-term viability.

Our analysis also underscored the importance of capacity building for successful market penetration. Partners from both law enforcement and the public sector indicated that structured training programs would be necessary to overcome initial resistance to adoption. Implementation support during the crucial early stages of deployment was identified as a key success factor, while knowledge transfer mechanisms would ensure sustainable usage beyond initial implementation. Continuous stakeholder engagement throughout all phases was deemed essential for adapting to evolving requirements.

Market trend analysis conducted with our partners revealed substantial growth potential in the anti-corruption technology space. Increasing regulatory requirements across Europe are driving demand for sophisticated detection tools, coinciding with accelerating public sector digitalization initiatives. There is also growing awareness of corruption-related costs among organizational leadership, creating stronger business cases for investment in anti-corruption solutions. The expansion of cross-border cooperation needs, highlighted by both our law enforcement partners and Advisory Board members, further amplifies market opportunities.

This comprehensive understanding of our target markets and stakeholders informs FALCON's development priorities and exploitation strategies, ensuring alignment between project outputs and market needs. Regular reassessment of these market dynamics will enable adaptive response to evolving stakeholder requirements and emerging opportunities.

3 Analysis of Key Exploitable Results

3.1 Current Status of Key Activities:

The status of the FALCON KERs is summarized below:

Table 1 Status of FALCON KERs

KER	Current Status
KER1 (CIPs)	UCSC and the other WP2 partners, such as GTI and BIG, have established clear action plan for favouring the continuous update of the Corruption Intelligence Picture and planning critical dissemination activities. Among these dissemination activities, we can find, for example, solid dissemination plans, made by a list of research papers, webinars, and workshops, to realise in the remaining months of the project. In particular, the five key deliverables published by the WP2 partners have been deconstructed and then consolidated in solid publication plans aimed at disseminating policy briefs, working papers, and research reports in both scientific journals and internal publications. An example of this is the WP2 Policy Brief elaborated by UCSC, GTI and BIG distilling the key results and suggestions emerged during the WP2 research activities.
KER2 (CRM/DAA Toolkit)	The CRM (ontology) from the previous Projects MAGNETO and PREVISION have been adapted to integrate data models and concepts from UC1-UC4, including public procurement (Opentender.eu), social networks and websites (OSINT), and the border corruption domain. Additionally, public procurement and company risk indicators that have already been defined have been integrated into the FALCON Ontology. Throughout the project, IOSB is further adapting the FALCON ontology to reflect complex corruption cases. The CRM-based Knowledge Base together with its API has been deployed and used within the first pilot. Its functionality has been demonstrated and its usability for the different tools in the first pilot has been shown. As a prominent research organization, CERTH is leveraging DAA toolkit components to enhance its research capacity and expand its portfolio. By utilizing scientific knowledge, CERTH aims to increase its visibility through publications and presentations. Furthermore, CERTH will explore technology transfer initiatives to industry, including licensing and

	customized training services, to maximize the impact of the project's outcomes.
KER3 (RAIDS Toolkit)	The ACRA tool's 1st release, as part of the RAIDS toolkit, is fully functional and was demonstrated during the 1st FALCON Pilot. It integrates advanced analytics to assess corruption risks using real-time and historical data. Currently, ICCS is refining the tool based on feedback from LEAs, anti-corruption experts, and SSH communities to enhance its capabilities. ACRA supports investigations by detecting anomalies and hidden patterns in areas like public procurement and border corruption. Ongoing improvements aim to maximize its effectiveness both scientifically and technologically in order to enable ICCS to better exploit it both from academic perspective by integrating knowledge and expertise gained to future courses, workshops and community building but also from technical/technological perspective to seek further funding or networking opportunities through initiatives such as EU Innovation Hub.
KER4 (Framework/Training/Pilots)	As the main objective of the educational activities is to increase knowledge and awareness of corruption risks and training in effective corruption prevention a detailed execution plan has been scheduled during the working meetings. In consultation with the task partners, a distribution of tasks was agreed in order to achieve measurable outputs in the form of 10 multimedia training courses, 5 workshops, 5 webinars with the participation of at least 100 persons. The partners specified in detail the duration of the trainings, the target groups, the content of the trainings, which should cover fields specifically at risk for corruption, including information useful for identifying and reducing the risk of corruption and methods of building corruption resistance. Materials developed under WP 2 were also disseminated to partners for use in the trainings. The prepared roadmap also describes the purpose of the workshops and webinars and their expected audience. AAF has also prepared templates of certificates and post-training reports for use by all partners and created space in the repository for their placement. As part of the agreement with partners was developed Timetable (where each event is scheduled across the remaining time of the project), detailed agendas, task's allocation, participation of partners. In Q4 2024, 4 training courses were run with participation of 265 persons. Regarding the pilot activities of the project: MINT has implemented, together with the support from IOSB, a first pilot exercise that took place online on January 29, 2025. This first exercise aimed to showcase the project's eight tools in

	their current state of development. The project's end-users (including law enforcement agencies, border guard authorities and domain experts) had the opportunity to connect to each of these tools online, received a thorough presentation of the tools' interfaces, functionalities and restrictions by the tool developer, and subsequently had time to interact with the tools autonomously to test the tools' performance and accuracy, the user-friendliness of their interfaces and their operational impact. Overall, the pilot phase provided valuable insights into both the capabilities and limitations of the FALCON tools. The feedback collected from end-users will serve as a blueprint for future refinements, ensuring that the tools evolve to enhance investigative efficiency, improve usability, and integrate seamlessly into investigative workflows. Future iterations will focus on optimizing user experience, expanding customization options, refining visualization features, and broadening data source compatibility. These enhancements will be crucial in maximizing the tools' impact and ensuring their effective adoption by law enforcement agencies and border authorities
KER5 (Trustworthy AI &SPEL):	VICOM has aligned its AI development with EU requirements, ensuring compliance with emerging regulations and fostering responsible AI practices. Building on this foundation, two webinars have been organized to outline key aspects of trustworthy AI and the evolving regulatory landscape and present them to the entire FALCON consortium. The first webinar, held on May 8, 2024, provided an overview of AI threats, vulnerabilities, and ethical considerations while introducing the AP4AI tool, a self-assessment framework designed to ensure AI accountability within security and justice applications. Key topics included adversarial and privacy attacks, societal impacts, regulatory insights, and the 12 accountability principles underpinning AP4AI. The second webinar, held on October 14, 2024, expanded on these concepts by exploring advanced security methodologies such as adversarial robustness, privacy-preserving AI, and explainability techniques like SHAP, LIME, and Integrated Gradients. Additionally, it examined user responsibility in AI decision-making, emphasizing the importance of transparency, ethical compliance, and alignment with EU AI regulations, including Articles 4a.1.d) and 13 of the proposed AI Act. Through these webinars,

	VICOM aims to equip the FALCON consortium with the necessary tools to develop AI solutions that are ethical, secure, and aligned with EU regulatory standards. More information about webinars in the D8.4 document.
KER6 (Policy Briefs/Open Repository)	CENTRIC has initiated planning for the policy briefs from September 2024 until project completion. A policy brief which summarises the main results of the analysis carried out under the four FALCON corruption use cases will be published in March 2025. The brief provides an analysis on the schemes and costs of high-level corruption alongside recommendations to improve data for anti-corruption and strengthen the anti-corruption legal framework for policymakers. CENTRIC, with the support of WP2 partners, will develop policy briefs with actionable recommendations for each use case in the FALCON project.

3.2 Value Proposition per KER

The discussions between the project partners and with the support of initial suggestion from Advisory Board members have helped us refine the value proposition for each Key Exploitable Result, ensuring they address genuine market needs while leveraging FALCON's unique capabilities.

For KER1, our FALCON Corruption Intelligence Pictures offer comprehensive visualizations that bring together multiple dimensions of corruption data. Partners from law enforcement have emphasized how the evidence-based approach to corruption analysis represents a significant advancement over current methods. Law enforcement agencies and policy makers will particularly benefit from the enhanced decision-making capability these intelligence pictures provide, allowing them to allocate resources more effectively and develop targeted anti-corruption strategies.

The FALCON Common Representational Model and Data Acquisition and Analytics Toolkit (KER2) addresses a critical gap identified by technical teams in both law enforcement and the public sector. During our consultations, these stakeholders highlighted the challenges they face with isolated data silos and manual analysis processes. Our toolkit offers advanced capabilities for acquiring and analyzing data from diverse sources, with seamless integration into existing systems. The primary value lies in automating data processing and analysis tasks that currently consume significant human resources.

Our discussions revealed strong interest in the FALCON RAIDS Toolkit (KER3) from investigation teams seeking to improve their efficiency. This toolkit provides integrated risk assessment and investigation support, enhanced by predictive analytics capabilities that can identify potential corruption indicators before they become evident through traditional means. Law enforcement partners have been particularly enthusiastic about the potential for accelerated investigation processes, which could significantly reduce the time and cost of corruption investigations.

KER4 encompasses our Framework, Training Package and Pilots, which together create a comprehensive ecosystem for anti-corruption efforts. Partners across sectors emphasized the importance of an integrated approach that combines technical solutions with operational knowledge. The framework coordinates the various FALCON tools into a cohesive whole, while the training materials ensure that law enforcement and public sector staff can fully leverage these capabilities. The result is enhanced operational effectiveness in identifying and addressing corruption.

With KER5, FALCON addresses the growing demand for Trustworthy AI and SPEL considerations in anti-corruption tools. Technical teams and policy makers have expressed concerns about the reliability and compliance of AI-based solutions. Our approach offers robust and explainable AI solutions that align with EU AI requirements, providing confidence in the results while ensuring accountability and transparency. Advisory Board members from the banking sector particularly valued this aspect, given the stringent regulatory environment they operate in.

Finally, KER6 comprises our Policy Briefs and Open Repository, which transform FALCON's technical insights into actionable policy recommendations. Policy makers and researchers will benefit from evidence-based guidance and open access to research findings. This knowledge transfer mechanism ensures that FALCON's impact extends beyond technological solutions to influence the broader anti-corruption policy landscape, addressing a need repeatedly emphasized by our Advisory Board members.

By aligning these value propositions with stakeholder needs, we've created a comprehensive anti-corruption framework that addresses technical, operational, and policy dimensions of the challenges.

3.3 The KER analysis

The KER (Key Exploitable Results) analysis has been supported by all partners, with special attention from the KER leaders. This table serves as a critical monitoring tool for tracking the primary exploitation aspects of the FALCON project.

The KER analysis described in the present chapter captures essential information about each exploitable result, including descriptions, partner involvement, go-to-market

strategies, status of development, IPR considerations, and TRL evolution. It provides a structured way to document the progress and plans for bringing FALCON's innovations to market.

This KER analysis is designed to be a living document that will be periodically updated throughout the project lifecycle to reflect evolving market conditions, technological advancements, and stakeholder feedback. The regular updates will help ensure the exploitation strategies remain relevant and effective as the project progresses.

The following paragraphs will describe the results of the activity.

3.3.1 KER1: FALCON CIPs (Corruption Intelligence Pictures)

Description and Innovation Potential

The FALCON CIPs represent a groundbreaking approach to corruption analysis by providing comprehensive intelligence pictures across multiple dimensions. The innovation lies in transitioning from traditional subjective measures to data-driven, objective corruption indicators. CIPs integrate criminological analysis, impact assessment, spatio-temporal patterns, policy frameworks, and quantitative measurements into a unified intelligence framework.

TRL Evolution

Starting TRL: 5 - Initial validation in relevant environment Target TRL: 7 - System prototype demonstration in operational environment Current Progress: On track, with initial frameworks developed and being validated through stakeholder engagement

IPR Considerations

Background IP includes existing methodologies from UCSC/C&T and GTI. The CIP framework will be jointly owned by contributing partners, with specific agreements for methodology sharing. Access rights will be granted under fair and reasonable conditions.

Exploitation Routes

GTI. BIG and UCSC will lead dissemination through:

- Research papers and academic publications
- Webinars and workshops
- Professional training programs
- Integration into institutional frameworks
- Collaboration with LEAs and anti-corruption authorities

Target Users

Primary: Law enforcement agencies, anti-corruption authorities Secondary: Policy makers, research institutions Tertiary: Financial institutions, compliance departments

Business Model Analysis

Key elements include:

- Value Proposition: Comprehensive corruption intelligence framework
- Revenue Streams: Training services, consulting, research funding
- Key Partners: LEAs, research institutions, policy makers
- Customer Relationships: Long-term institutional partnerships

3.3.2 KER2: FALCON CRM and DAA Toolkit

Description and Innovation Potential

The CRM and DAA Toolkit combines a Common Representational Model with advanced Data Acquisition and Analytics capabilities. Innovation centers on integrating multiple data sources and types through a unified semantic model, enabling comprehensive corruption analysis. A Knowledge Base component based on Apache Fuseki has been developed to ease the ingestion and retrieval of knowledge and to ensure that the content of the knowledge base is consistent with the CRM and to secure the referential integrity.

Augmented Human Analysis integrates the advantages of knowledge and data fusion with sophisticated retrieval and argumentation techniques. The methodology integrates Retrieval-Augmented Generation (RAG) with a caching mechanism (CAG) to facilitate the rapid access and analysis of relevant documents and data, therefore minimising unnecessary latency. Simultaneously, the incorporation of Knowledge-Augmented Generation (KAG) facilitates organised reasoning through contextual frameworks, allowing for advanced inference on domain-specific knowledge graphs. This synergy enables analysts to produce rapid, data-driven insights while maintaining the depth necessary for complicated, multi-step reasoning.

The platform utilises human-machine collaboration by prompting analysts to organise evidence, assertions, and inconsistencies into a structured argument representation. This workflow aggregates crowdsourced intelligence and expert insights using statistical approaches, while their provenance and reliability are examined by specific enquiries. Different credible hypotheses can be autonomously generated, each substantiated or contested by the most reliable information available. The system's data provenance layer discloses the complete sequence of evidence changes, enabling transparent examination of information quality. The caching and retrieval engines simultaneously expedite the iterative development of hypotheses, enabling analysts to rapidly explore extensive or dynamic information libraries. By integrating these components,

Augmented Human Analysis enhances human intuition and supervision through advanced automation, resulting in more resilient and responsible decision-making in corruption investigations and other contexts

TRL Evolution

Starting TRL: 4/5 - Technology validated in lab Target TRL: 7 - System prototype demonstration Current Progress: CERTH leading development with focus on research capacity enhancement

IPR Considerations

Background IP includes CERTH's analytics frameworks. Access to source code will be restricted, with licensing options for implementation and customization.

Exploitation Routes

CERTH's strategy includes:

- Technology transfer to industry
- Research capacity enhancement
- Licensing and customization services
- Integration with existing systems

Target Users

Primary: Technical teams in LEAs Secondary: Research institutions Tertiary: Commercial security solutions providers

Business Model Analysis

Key focus on:

- Technical service delivery
- Integration support
- Ongoing maintenance
- Training and certification

3.3.3 KER3: FALCON RAIDS Toolkit

Description and Innovation Potential

The RAIDS Toolkit provides integrated risk assessment, investigation support, and decision support capabilities. Innovation lies in combining multiple analytical approaches into a unified investigation support framework.

As a part of this framework, the ACRA (Advanced Corruption Risk Assessment) tool has been designed to support law enforcement agencies (LEAs) and anti-corruption bodies

by providing a robust, data-driven platform for risk assessment and investigation prioritization. ACRA integrates advanced analytic mechanisms to process risk indicators alongside real-time data, enabling a proactive approach to detect and address corruption. The tool incorporates powerful analytic functionalities that allow end-users to process vast datasets, detect anomalies and uncover hidden patterns indicative of corruption. The tool leverages these mechanisms to assess both qualitative and quantitative risk indicators, to ensure a comprehensive understanding of corruption threats across multiple domains including public procurement, company data, border corruption. The first release of the ACRA tool is available and demonstrated during the 1st FALCON Pilot. The feedback gathered through the evaluation of the pilot enables ICCS to further develop, enhance and tailor ACRA to address better end-users' needs from SSH and anticorruption experts as well as LEA communities. This will enable ACRA to better achieve its innovation potential to the highest extent possible both from scientific and technical/technological perspective.

TRL Evolution

- ACRA: Starting TRL: 6 - Technology demonstrated → Target TRL: 7 - System prototype in operation Current Progress: 1st Prototype released and deployed

IPR Considerations

- ACRA: No provision of source code. Access rights under fair and reasonable conditions. Background IP protected through specific agreements.

Exploitation Routes

Academic and operational pathways:

- Integration into postgraduate courses
- Incorporation in LEA operations
- EU Innovation Hub integration
- Commercial licensing options

Target Users

Primary: Investigation teams Secondary: Risk assessment units Tertiary: Policy makers

3.3.4 KER4: Framework, Training Package and Pilots

Description and Innovation Potential

KER4 represents FALCON's integrated approach to implementation and capacity building, combining three essential elements:

1. An anti-corruption framework that integrates all technical components
2. A comprehensive training package for building operational capabilities

3. Pilot implementations demonstrating real-world application

FALCON plans to have three pilot exercises in M18, M28 and M34. During each of these pilots, the FALCON tools constituting the RAIDS toolkit, as well as the project's knowledge base and overall infrastructure will be submitted to a comprehensive testing and evaluation scheme by the project's end-users. Each pilot will allow end-users to test the different FALCON tools in realistic investigative scenarios, utilizing diverse datasets, structured storylines, and specific workflows to evaluate the functionality, effectiveness, and integration of the tools within operational environments. Through these pilots, the project aims to assess the capabilities of the tools in facilitating investigative work and determine how well they support end-users in processing, analyzing, and visualizing complex data.

A key component of this assessment involves gathering structured feedback from operational end-users, including law enforcement and border guard authorities. While the assessment seeks to highlight the strengths of each tool, the primary focus is to identify areas for improvement, ensuring that necessary enhancements are made during the subsequent innovation cycles leading up to the R2.0 release in M26 (October 2025) and eventually, the final prototype R3.0 release in M33. This iterative development process is essential to refining the tools to better align with user needs and operational requirements and to ensuring their effective adoption by law enforcement agencies and border authorities

The innovation potential lies in creating a complete ecosystem for anti-corruption tools adoption, moving beyond traditional tool-only approaches to include capacity building and practical validation.

TRL Evolution

Starting TRL: 4 - Technology validated in lab Target TRL: 7 - System prototype in operational environment Current Progress: Framework design initiated, training roadmap established by AAF.

The first FALCON pilot exercise focused on the individual tools composing the RAIDS toolkit. As the first pilot iteration was held at M18, the project had just finished its first Innovation Cycle (IC). During this initial development stage, the tool developers had the opportunity to develop and integrate only a limited number of features and functionalities for their respective tools all while using limited data sources and limited integration possibilities. Despite these difficulties due to the early stage of the project, the technical partners managed to develop a first iteration of the FALCON tools, knowledge base and overall infrastructure. The pilot exercise focused on each tool individually, giving end-users the opportunity to test all tools with a preliminary Graphical User Interface. The substantial effort provided by technical partners to achieve

this level of development of the tools within the first IC enabled the end-users to gather a realistic first impression of the appearance, technical and operational capacities of each tool early in the project. The feedback collected from them after this initial pilot (and presented in deliverable D6.1) will serve as the blueprint to guide the future refinements of the tools for technical partners, all while ensuring that these developments are informed by practical experience.

The next pilot iteration is planned for M28. While the first pilot was organized around a tool-centred approach given the early stages of the project, the second pilot will aim to have a scenario-based approach. Here, the organizing teams (MINT and IOSB) will refer to the operational scenarios developed in the project's four use cases (as displayed in deliverable D3.1) and the testing activities of the end-users will revolve around the resolution of operational scenarios using all tools contained in the RAIDS toolkit collectively. The challenge in attaining this goal is to integrate all individual tools of the RAIDS toolkit and ensuring their seamless communication amongst each other. The planning for this second pilot iteration will start as soon as the feedback of the first has successfully been communicated to the technical partners (M20).

IPR Considerations

The training package allows for the use of previous training materials with appropriate attribution. The framework implementation carries specific IPR considerations for each integrated component. Pilot results will be openly shared while protecting sensitive operational details.

Exploitation Routes

The exploitation strategy encompasses multiple pathways:

- Delivery of 10 training courses across project duration
- Organization of 5 webinars and 5 workshops
- Three pilot sessions (M18, M28, final months)
- Training 100 practitioners
- Integration with existing LEA training programs
- Framework adoption by partner organizations

Target Users

Primary:

- Law enforcement trainers
- Anti-corruption units
- Investigation teams

Secondary:

- Policy makers
- Academic institutions
- Public sector organizations

Business Model Analysis

Key elements include sustainable training delivery, framework maintenance, and pilot replication models.

3.3.5 KER5: Trustworthy AI & SPEL

Description and Innovation Potential

KER5 is focused on enhancing the reliability, security, and ethical compliance of FALCON's AI systems. By leveraging VICOM's NeuralStrength library, KER5 introduces an approach to AI integrity, combining advanced evaluation metrics, explainability mechanisms, and regulatory alignment strategies. This integration ensures that AI components within FALCON operate with robust performance, transparency, and adherence to evolving legal frameworks.

One of the key innovations of KER5 lies in its **Trustworthy AI metrics**, which provide a comprehensive and systematic evaluation of artificial neural networks (ANNs) under diverse operational conditions. By assessing models against adversarial threats, distribution shifts, and unpredictable inputs, NeuralStrength enhances AI resilience, allowing engineers to proactively detect weaknesses, improve model generalization, and reinforce security. This innovation is critical for AI applications deployed in high-risk environments, where reliability is paramount.

Transparency and Explainability Mechanisms represent another core advancement, as they address one of the biggest challenges in AI, that is understanding and interpreting model decisions. NeuralStrength integrates feature attribution analysis, behavior visualization, and decision-tracking methods, enabling developers, regulators, and end-users to gain clear insights into AI-driven conclusions. This increased transparency builds trust in AI systems, supports regulatory scrutiny, and enhances accountability in FALCON's AI operations.

Additionally, KER5 drives **Regulatory Alignment** by ensuring that FALCON's AI components comply with the latest EU AI regulations. As legal and ethical standards continue to evolve, NeuralStrength embeds fairness, non-discrimination safeguards, and human oversight mechanisms into AI development workflows. This strategic alignment reduces risks related to bias, data privacy, and liability, making FALCON's AI solutions not only more responsible but also more market-ready and widely adoptable across industries.

To support the adoption of trustworthy AI principles, VICOM has launched a **webinar series** as part of the FALCON project. These educational sessions focus on AI trustworthiness, security, and regulatory compliance, equipping AI developers and stakeholders with the knowledge needed to integrate robustness and explainability measures into their workflows. The webinars address key challenges in AI security, such as evasion attacks, poisoning attacks, privacy vulnerabilities, and regulatory requirements, providing practical insights and best practices for mitigating risks. Additionally, the latest session introduced AI accountability frameworks, emphasizing the importance of transparent and traceable AI decision-making in security-sensitive applications.

The innovation potential of KER5 extends beyond compliance and robustness; it sets a new benchmark for responsible AI development. By embedding trustworthiness into the core of AI workflows, KER5 not only enhances the credibility of AI-driven decision-making but also paves the way for safer and more ethical AI adoption across diverse sectors. This initiative reinforces FALCON's leadership in AI innovation, bridging the gap between cutting-edge technology and regulatory responsibility.

TRL Evolution

Starting TRL: 2 - Technology concept formulated Target TRL: 4 - Technology validated in lab Current Progress: VICOM developing trustworthy AI metrics aligned with EU AI requirements

IPR Considerations

The background IP includes VICOM's NeuralStrength library. New developments will focus on a novel approach of a vulnerability assessment metric designed to evaluate and classify the robustness of artificial neural networks (ANNs). This metric integrates interpretability and explainability techniques to provide a detailed evaluation of an AI model's susceptibility to different types of attacks. By leveraging insights from explainability methods, the metric aims to offer a structured framework for identifying potential vulnerabilities and enhancing AI resilience.

The assessment process begins with a comprehensive model analysis, where AI performance is tested under various conditions, including adversarial attacks and stress scenarios. This step helps determine how the model behaves in real-world applications and highlights areas where it may be vulnerable to manipulation.

To further refine the evaluation, explainability techniques such as SHAP (SHapley Additive Explanations), LIME (Local Interpretable Model-agnostic Explanations), and Integrated Gradients are applied. These methods allow developers to analyze the

internal decision-making processes of the neural network, helping to detect patterns that may indicate weaknesses or biases in the model.

By synthesizing insights from explainability tools, the metric generates a quantifiable vulnerability score that reflects the model's resilience against different attack vectors. This scoring system provides an objective measure of robustness, enabling AI engineers to prioritize areas that require further improvement.

Finally, the metric is benchmarked and refined by applying it to different AI models and comparing results against known vulnerabilities. This iterative process ensures that the assessment remains effective, adaptable, and aligned with the latest advancements in AI security and trustworthy AI standards.

Exploitation Routes

VICOM's exploitation strategy ensures that the innovations within the NeuralStrength library contribute to both academic advancements and practical industry applications. A key focus is on publishing research papers and academic publications, sharing insights on AI robustness, stress-testing methodologies, and compliance frameworks with the broader scientific community. Additionally, VICOM aims to drive adoption by integrating NeuralStrength into AI development workflows, allowing organizations to seamlessly incorporate trustworthiness and security assessments into their machine learning pipelines. To support regulatory adherence, VICOM offers compliance assessment services, helping businesses evaluate their AI systems against evolving EU regulations and ethical standards. Beyond technical integration, VICOM also fosters knowledge transfer through training and certification programs, equipping AI professionals with the expertise needed to implement responsible AI practices. Lastly, VICOM actively contributes to standards development participation, collaborating with regulatory bodies and industry groups to shape best practices for AI governance. By leveraging these diverse exploitation routes, VICOM ensures the widespread impact and adoption of its AI trustworthiness solutions.

Target Users

Primary: AI developers within LEAs Secondary: Compliance officers Tertiary: Policy makers and regulators

Business Model Analysis

Emphasizes compliance services and certification programs.

3.3.6 KER6: Policy Briefs and Open Repository

Description and Innovation Potential

KER6 represents FALCON's contribution to evidence-based policy making and open science. The innovation lies in:

- Translating technical results into policy recommendations
- Creating accessible knowledge repositories
- Bridging research-policy gaps in anti-corruption
- Enabling broader community engagement

TRL Evolution

Starting TRL: 4 - Technology validated in lab Target TRL: 7 - System prototype in operational environment. Current Progress: CENTRIC has initiated planning for the policy briefs from September 2024 until project completion. A policy brief is due to be published in March 2025.

IPR Considerations

Policy briefs will be provided openly to maximize impact. The repository will follow open science principles while respecting confidentiality requirements where necessary.

The background IP includes GTI's public procurement datasets. Procurement datasets are improved in terms of updating datasets with country-specific indicator refinements (see KER1) and more recent data point, as well as creating FALCON tool ready data exports. GTI also develops novel datasets based on interest declarations data. Both procurement and interest declaration datasets (with either used or created IP) are shared with FALCON partners during the project timeframe as per CA.

Exploitation Routes

The exploitation strategy focuses on policy influence:

- Open access publication of policy briefs
- Integration with policy-making processes
- Repository maintenance and updates
- Stakeholder engagement programs
- Academic and professional networking
- Data exploitation: providing data updates after the project end to feed tools developed during FALCON, provide bespoke data updates for LEAs – subject to separate licensing.

Target Users

Primary: Policy makers Secondary: Research community Tertiary: Anti-corruption practitioners

Business Model Analysis

Focuses on sustainable knowledge sharing and policy impact mechanisms.

Each KER contributes distinctly to FALCON's overall mission while maintaining clear individual value propositions. The varying TRL progressions reflect the different maturity levels needed for different components, while IPR considerations ensure appropriate protection and access rights. The exploitation routes and business models are tailored to each KER's specific characteristics and target users, creating a comprehensive exploitation framework for the project's results.

4 Partner Exploitation Plans

4.1 Introduction

FALCON's exploitation strategy leverages both its Advisory Board expertise and an extensive stakeholder community network. This comprehensive approach ensures that project results will effectively address real-world needs across multiple sectors and jurisdictions.

4.2 Exploitation and Business Development

The project will pursue a multi-pronged approach to exploitation, including:

- **Collaboration with Existing Initiatives:** The project will actively seek collaboration with existing anti-corruption initiatives and organizations, such as the EU Innovation Hub for Internal Security and the European Anti-Fraud Office (OLAF), to integrate its tools and methodologies into their workflows. This will leverage existing infrastructure and expertise, ensuring the continued use and development of the project's outputs.
- **Commercial Partnerships:** Partnerships could be established with companies and organizations interested in commercializing or integrating the project's technologies into their offerings. This could involve licensing agreements, joint ventures, or the creation of spin-off companies.
- **Open-Source Community Building:** For outputs released under open-source licenses, a dedicated community will be fostered to encourage contributions, bug fixes, and further development of the software. This will ensure the continued maintenance and evolution of the open-source components of the project.

4.3 Strategic Advisory Framework

4.3.1 Advisory Board Composition

The Advisory Board brings together high-level expertise from key sectors:

- Law Enforcement: Christian Michalak (French Prefet de La Tour-du-Pin)
- Banking Compliance: Gilles Simone (Credit Mutuel),
- Eric Wagner (Raffeisen Banks Intl)
- Academic Research: Konstantinos Demestichas
- Public Administration: Stephane Leyenberger (Mayor of Saverne)

4.3.2 Stakeholder Community

FALCON has established connections with over 60 organizations across Europe, creating a robust ecosystem for exploitation. This community includes Police forces from France, Belgium, Sweden, Greece only to mention some one of the 17 EU countries represented. Europol is also part of the stakeholder group.

4.3.2.1 Law Enforcement Sector

Several police authorities, anti-corruption agencies, and border control units have been engaged, to be involved in providing operational perspectives and potential early adoption opportunities. Example: Federal Police - Office entral de répression de la corruption (OCRC) Belgium; Guardia Civil – Spain, FIU Finland, Public Prosecutor Office – Florence Italy.

4.3.2.2 Financial Sector

Major banking institutions are part of the stakeholder network, offering insights into compliance requirements and practical implementation needs. Examples include Raffaisen Bank, Credit Mutuel, World Bank

4.3.2.3 Research and Academia

Research institutions and universities have expressed interest in collaborating on research outputs and training programs. Examples include OECD, UNINT Italy, Linköping University Sweden.

4.3.2.4 Public Sector

Government agencies and public administration bodies across different European countries have been identified as potential adopters of FALCON solutions. Examples include Belastingdienst – Tax administration Netherlands, Criminal Assets Bureau Ireland.

4.4 Partner-Specific Exploitation Plans

Based on the formal documentation submitted through the KER table (see chapter 3) and project updates, the FALCON consortium partners have developed comprehensive exploitation strategies aligned with their institutional capabilities and project objectives. This section presents a formal analysis of these strategies, categorized by organizational type.

4.4.1 Academic and Research Organizations

The academic and research institutions within the consortium have developed exploitation strategies that combine scientific advancement with practical implementation.

The exploitation strategy of the Institute of Communication and Computer Systems (ICCS) began in the early stages of the project which gained a lot of visibility due to its main topic that is of high priority for the EU and its strategic goals. In this light, ICCS seeks to promote the project to further expand its research and academic goals in the field of state-of-the art risk assessment and AI technologies focusing on the anti-corruption domain. To achieve this ICCS has participated in various conferences and events (e.g., the SAMOS XXIV conference during June 29 - July 4, 2024, the European Ports Alliance Cluster IV workshop during July 11-12, 2024, the RISE-SD conference during October 16-17, 2024, the CERIS annual event on research for fighting crime and

terrorism which was held on September 24-25, 2024 in Brussels, the "Follow the Money and Transparency-Index: Mapping Political Power and Hidden Networks with BridgeGap" online event on December 9, 2024, the REA Anti-corruption workshop on January 23, 2025) presenting the goals and achievements of the project as well as preparing scientific publications that mainly revolve around the technologies and the functionalities of the ACRA tool. Finally, synergies have already been established with the projects BridgeGap and RESPOND, dealing with anticorruption. This exploitation path that is being followed enables ICCS to better exploit the FALCON results from both technological and academic aspects by creating new knowledge and new connections with experts from other domains that can share and exchange knowledge and experiences.

The Centre for Research and Technology Hellas (CERTH) has presented a structured exploitation approach centered on research capacity enhancement. According to their KER table entry, they have developed a three-pronged strategy: first, leveraging DAA toolkit components to enhance research capabilities; second, increasing visibility through scientific publications and presentations; and third, exploring technology transfer initiatives including licensing and customized training services.

Università Cattolica del Sacro Cuore – Transcrime (UCSC/C&T) has formulated a comprehensive dissemination-based exploitation strategy. Their formal submission indicates plans for systematic result dissemination through research papers, webinars, and organized events. Their approach capitalizes on established relationships with key stakeholders, including European Anti-corruption Authorities, LEAs, NGOs, and partners from other EU-funded projects.

The Government Transparency Institute (GTI) disseminates administrative big data-based risk indicators in various policy and academic forums, and publications. The use of quantitative data allows to inform both national and international policies – i.e. by shedding light on risky bureaucratic practices in public tendering or revealing between country or between market differences in risks. Besides the policy use, GTI further develops and create novel proprietary datasets on public contracts and interest declarations, that can be directly used in investigative work (e.g. by LEAs).

Vicomtech (VICOM) has submitted a detailed exploitation plan centred on their NeuralStrength library development. Their formal documentation outlines the creation of a comprehensive robustness metric for ANN models, with specific alignment to EU AI requirements and regulations. This metric serves as a critical tool for AI developers, allowing them to evaluate and enhance the security and resilience of their models to ensure compliance with AI regulations. Their approach encompasses organized dissemination through various channels, including research publications, webinars (with

two already conducted within the FALCON project), and workshops, along with clear plans for integration with emerging European standards.

Universidad Politécnica de Valencia (UPV) as academic partner, since it is not directly responsible of any FALCON KER, will exploit their FALCON results mainly in the research and teaching domains. On the one hand, UPV will use the knowledge gained during FALCON in integration framework deployment and integration middleware development for enhancing the PhD master classes offered the UPV teachers and professors at the communication department. In addition, UPV team will increase their academic production in terms of scientific papers publication for evolving and improving their current research lines. On the other hand, the potential results developed by UPV will be enhanced for starting their commercialization or even the enhancement of current products through Ciber TRS company, which is an official UPV spinoff led by the members of the UPV team participating in FALCON.

4.4.2 Industrial Partners

The industrial partners have developed exploitation strategies focused on market implementation and commercial viability.

Engineering Ingegneria Informatica S.p.A. (ENG) has focused their exploitation strategy on system integration and practical implementation, though detailed documentation is pending completion.

4.4.3 Law Enforcement Agencies

The Law Enforcement Agency partners have developed practical implementation strategies focused on operational effectiveness.

As documented in the KER analysis described in chapter 3, MINT has established a structured three-phase pilot program strategy. Their formal submission details pilot sessions scheduled for months 18 and 28, with a final implementation phase during the project's conclusion. This methodical approach includes specific provisions for stakeholder engagement and feedback integration.

4.4.4 Support Organizations

The supporting organizations have developed strategies focused on knowledge transfer and policy impact.

CENTRIC's formal submission indicates a focus on policy impact through open dissemination of policy briefs. Their strategy explicitly addresses the enhancement of policy impact without commercial exploitation expectations.

These exploitation strategies have been formally documented and will be subject to regular review and refinement based on Advisory Board guidance and stakeholder

feedback. The complementary nature of these approaches ensures comprehensive exploitation of project outcomes across academic, commercial, and operational domains.

4.5 Monitoring and Updates

We've developed a comprehensive approach to tracking our progress and keeping the exploitation strategy relevant. Regular exploitation reports will serve as our primary monitoring tool, with particular attention to updates on the KER analysis (described in Chapter 3) that capture evolving maturity levels and market positioning. These reports provide tangible markers of advancement that all partners can reference.

To complement these formal tracking mechanisms, we'll draw significant insights from our Advisory Board interactions and broader stakeholder feedback sessions. These discussions offer valuable perspective from industry leaders and potential adopters, helping us refine our approach as we progress. We're particularly interested in feedback that emerges from our pilot implementations, as the evaluation results from participating organizations will provide concrete evidence of what's working and what needs adjustment.

This comprehensive approach, combining Advisory Board guidance with extensive stakeholder community engagement, ensures that FALCON's exploitation plans remain practical, relevant, and aligned with real-world needs across multiple sectors and jurisdictions.

5 Implementation Strategy

5.1 Business Models and Commercialization

This chapter outlines the ongoing discussions for a comprehensive business and commercialization strategies for FALCON's results, drawing from our strategic analysis and stakeholder feedback. From the first discussion and analysis had. the project has discussed the following potential strategies that will be enhanced at M36.

5.1.1 Revenue Models

FALCON's revenue generation approach could incorporate multiple streams tailored to different market segments and user needs. Each stream aligns with specific KERs and target users.

5.1.2 Software Licensing

The core technological components, particularly the CRM, DAA, and RAIDS toolkits, could be offered through tiered licensing models. These include perpetual licenses for organizations requiring on-premises deployment and subscription-based options for cloud-hosted solutions. Different license tiers could accommodate varying organizational sizes and usage requirements.

5.1.3 Training and Certification Services

Building on the established training package (KER4), the interested partners could offer comprehensive certification programs for anti-corruption practitioners. These programs could combine theoretical knowledge with practical tool implementation skills, creating a sustainable revenue stream while ensuring effective solution deployment.

5.1.4 Consulting Services

Implementation support and customization services (e.g. as the ones in study by CERTH) represent a significant revenue opportunity. The market experience indicates strong demand for expertise in integrating anti-corruption tools with existing organizational processes and systems. Consulting services could range from initial needs assessment to full-scale implementation support.

5.1.5 Data Services

Access to specialized corruption risk indicators and analytics through APIs could present another revenue stream. This model particularly appeals to organizations requiring regular data updates and integration with existing systems.

5.2 Intellectual Property Management

5.2.1 Overview

Intellectual property (IP) rights are a key consideration for the FALCON project, as they ensure that the project's results, including the developed tools, framework, and data, are appropriately protected and exploited. The Grant Agreement outlines specific

policies regarding IP, ensuring a balanced approach that promotes both collaboration and commercial exploitation. This chapter details the IP management plan for the FALCON project, outlining the strategies for identifying, protecting, and managing the project's intellectual property. This plan aims to ensure that the project's outputs can be effectively exploited while adhering to the grant agreement and fostering a collaborative environment among the consortium partners.

5.2.2 Identification of Foreground IP

The Foreground IP generated by the project will be continuously monitored throughout the project's lifespan. This is being achieved through:

- **Regular meetings and communication:** Consistent communication between work package leaders and partners will ensure the timely identification of potential IP.
- **Deliverable Reviews:** Each deliverable will be reviewed not only for its content and quality but also for its potential to generate IP.
- **Dedicated Workshops:** Workshops specifically focused on IP identification will be organized at key project milestones.

A "Results Registry" is already in place as part of the "KER analysis" and will be maintained to track the identified Foreground IP, categorized by type (e.g., software, database, know-how) and including information on inventors, potential applications, and relevant dependencies on Background IP or External IP.

5.2.3 IP Protection Strategy

The protection strategy for the Foreground IP will be determined on a case-by-case basis, considering factors like the nature of the IP, its potential for commercial exploitation, and the relevant national and international legal frameworks. Options for protection include:

- **Copyright:** Applicable to all original project outputs, including software code, reports, and training materials.
- **Patents:** For novel and inventive technical solutions developed within the project, particularly within the CRM and DAA Toolkit and the RAIDS Toolkits.
- **Trademarks:** For project-specific names, logos, or branding elements that distinguish the project's outputs in the market.

The decision to pursue specific forms of protection will be made in consultation with the project's Management and legal experts, ensuring alignment with the overall exploitation strategy and compliance with the Grant Agreement.

5.2.4 IP Ownership and Access Rights

Ownership of the Foreground IP will typically reside with the beneficiary that generated it, as outlined in the Grant Agreement. However, joint ownership may be considered in

cases where multiple beneficiaries contribute significantly to the development of a specific IP.

Access rights to the Foreground IP will be granted to all project beneficiaries under fair and reasonable conditions. This will facilitate collaboration, knowledge sharing, and the joint exploitation of the project results.

For third parties outside the consortium, access to the Foreground IP will be governed by specific agreements, such as licensing agreements or non-disclosure agreements. These agreements will be tailored to the specific use case and ensure the protection of the project's IP while enabling its wider dissemination and exploitation.

5.2.5 IP Exploitation and Commercialization

The exploitation and commercialization of the Foreground IP will be a key focus of the project. A range of exploitation pathways will be considered, including:

- **Open-Source Licensing:** For certain project outputs, particularly those related to data and tools, open-source licensing will be considered to promote wider adoption and community engagement. This will involve selecting appropriate licenses (e.g., Creative Commons licenses) that balance open access with the protection of the project's IP.
- **Commercial Licensing:** For outputs with high commercial potential, licensing agreements will be sought with companies or organizations interested in integrating the project's technologies into their products or services.
- **Spin-off Creation:** The creation of spin-off companies may be explored to further develop and commercialize specific project outputs, leveraging the expertise and IP generated within the project.

The selection of the most appropriate exploitation pathway will be informed by market analysis, the nature of the IP, and the potential for social and economic impact.

5.3 Sustainability and Long-Term Impact

The FALCON project aims to leave a lasting impact on the fight against corruption, extending beyond the project's lifespan. This chapter outlines the strategies and mechanisms in place to ensure the sustainability of the project's results and maximize their long-term impact. This chapter will detail the strategic approach to guaranteeing that the project results, outputs, and impact persist beyond the project duration.

5.3.1 Dissemination and Community Engagement

Dissemination and community engagement are essential for the long-term impact of the FALCON project, as already described by the WP6 and WP7. Key activities include:

- **Scientific Publications and Conferences:** The project's findings and results will be disseminated through publications in peer-reviewed scientific journals and

presentations at relevant conferences. This is increasing and will increase the visibility of the project and its results within the research community and encourage further research and development in the field. Some of the conferences FALCON has already been present at are listed in chapter 1.3.1.

- **Workshops and Training Events:** Workshops and training events are organized for stakeholders, including law enforcement agencies (LEAs), policymakers, and civil society organizations. These events are providing and will provide practical training on using the project's tools and methodologies, fostering their adoption and integration into real-world anti-corruption efforts. The four trainings already carried out by our partners AAF and GPI are mentioned in chapter 1.3.1.
- **Online Platform and Resources:** A dedicated online platform, that is openly accessible, will be created to host project information, resources, and training materials. This will serve as a central hub for accessing and disseminating the project's outputs, ensuring their accessibility even after the project concludes (cf. Chapter 3.9).

5.3.2 Exploitation and Business Development

Continued exploitation of the project's results is crucial for their sustainability. The project will pursue a multi-pronged approach to exploitation, including:

Collaboration with Existing Initiatives: The project will actively seek collaboration with existing anti-corruption initiatives and organizations, such as the EU Innovation Hub for Internal Security and the European Anti-Fraud Office (OLAF), to integrate its tools and methodologies into their workflows. This will leverage existing infrastructure and expertise, ensuring the continued use and development of the project's outputs.

Open-Source Community Building: For outputs released under open-source licenses, a dedicated community will be fostered to encourage contributions, bug fixes, and further development of the software. This will ensure the continued maintenance and evolution of the open-source components of the project.

5.3.3 Policy Impact and Recommendations

The project aims to contribute to policy development and implementation in the field of anti-corruption. This will be achieved through:

- **Policy Briefs and Recommendations:** Policy briefs are being developed based on the project's findings and recommendations, targeting policymakers and relevant EU institutions. These briefs will provide evidence-based insights and recommendations to inform policy decisions and strengthen the EU's anti-corruption framework. A policy brief which summarises the main results of the analysis carried out under the four FALCON corruption use cases will be published in March 2025.

- **Engagement with Policymakers:** The project team will actively engage with policymakers and stakeholders through workshops, conferences, and direct communication to advocate for the adoption of the project's recommendations.

6 Risk Analysis and Mitigation

Various risks could impact the successful implementation of the commercialization strategy. As shown below in Figure 2 these risks can be classified into five different categories whilst three main pillars of mitigation measures are applied.

Figure 2. Risks and mitigation strategies

Identified Risks:

1. **Market Adoption Risk:** The risk that the target customers may be slow to adopt the FALCON solutions due to factors such as budget constraints, resistance to change, or lack of awareness.
2. **Competitive Risk:** The emergence of competing solutions offering similar capabilities, potentially eroding market share and profitability.
3. **Technology Risk:** The risk of technological obsolescence or cybersecurity threats impacting the functionality and security of the FALCON platform.
4. **Financial Risk:** The risk of insufficient funding or cost overruns impacting the project's ability to sustain its operations and achieve its commercialization goals after the project end.
5. **Legal and Regulatory Risk:** The risk of changes in regulations related to data privacy or cybersecurity impacting the project's ability to operate and collect data.

Mitigation Strategies suggested:

1. Foster strong relationships with key stakeholders, including law enforcement agencies, government institutions, and industry partners, to address concerns and ensure support. This could be achieved with AB, Stakeholder Community support and dissemination activities.
2. Support the ongoing research and development to enhance the capabilities and competitiveness of the FALCON platform and stay ahead of technological advancements.
3. Develop a robust business plan with realistic financial projections and explore diverse funding sources, including grants, investments, and commercial revenues for post end project exploitation. This will be part of the D7.3 at M36.

7 Next Steps

The forthcoming phase of FALCON's exploitation strategy implementation requires a structured and comprehensive approach to ensure maximum impact and sustainable commercialization of project outcomes. This detailed roadmap encompasses several key initiatives and strategic activities planned for the latter half of the project lifecycle. Building upon the exploitation framework established in previous chapters, these activities are designed to translate our strategic vision into concrete market opportunities.

7.1 Immediate Strategic Activities

The Advisory Board convened its inaugural meeting in February 2025, marking a crucial milestone in our exploitation planning. This meeting focused on validating our current exploitation approaches and gathering expert insights on market positioning and commercialization strategies. By the end of Q1 2025, we will synthesize these inputs into a refined set of recommendations.

The Advisory Board's expertise, spanning law enforcement, banking compliance, academic research, and public administration, will prove invaluable in refining our go-to-market strategies. We will establish a quarterly review mechanism with the Advisory Board to ensure continuous guidance throughout the commercialization process.

Stakeholder engagement will intensify through a series of targeted workshops scheduled, complemented by a structured feedback collection protocol. These activities will systematically gather insights from our network of over 60 identified stakeholder organizations, ensuring our exploitation strategies remain aligned with evolving market needs and operational requirements. The findings from these engagements will be documented in a comprehensive stakeholder needs assessment report, which will directly inform our product development priorities.

7.2 Business Plan Development

The final phase of exploitation planning will focus on creating detailed business forecasts and sustainability models. This work will include comprehensive cost modeling for ongoing development and maintenance, revenue projections across different market segments, and resource requirement forecasts. The business planning team will validate these projections through targeted market research and stakeholder consultations, ensuring realistic and achievable commercial goals.

Each Key Exploitable Result will be associated (when possible) with specific business model elements and revenue generation strategies.

Figure 3. Next steps of the exploitation strategy

8 Summary and conclusions: Strategic Revenue Model Integration Across Target Markets

Based on the analysis of FALCON's revenue streams and their distribution across target markets, several key strategic insights emerge that shape our exploitation strategy and future development priorities.

The distribution of Key Exploitable Results (KERs) across different revenue streams and market segments reveals a carefully structured approach to maximizing the project's impact and sustainability. Each target market demonstrates distinct needs and priorities, which are addressed through tailored combinations of our technological solutions and services.

Law Enforcement Agencies emerge as primary beneficiaries of FALCON's most comprehensive technological offerings. Their need for sophisticated investigation tools is met through the DAA Toolkit and RAIDS system, supported by specialized training and consulting services. This integrated approach ensures that LEAs can effectively implement and utilize these advanced tools in their daily operations.

The **Financial Sector's** requirements center around compliance and risk monitoring, with particular emphasis on trustworthy AI solutions. This aligns with the increasing regulatory scrutiny in financial services and the need for reliable, transparent anti-corruption tools. The combination of RAIDS functionality with KER5's trustworthy AI capabilities creates a compelling value proposition for this sector.

Public Administration users benefit from a focus on monitoring and prevention capabilities. The CV-DASH visualization tools and comprehensive training programs dress their specific needs for transparency and early detection of corruption risks. This is particularly important given their role in public procurement and policy implementation.

Strategic Implications

This analysis leads to several key strategic conclusions:

1. Integrated Solution Approach: The success of FALCON's exploitation strategy depends on the effective integration of multiple revenue streams. No single revenue stream alone provides a complete solution for any target market.
2. Market-Specific Customization: Each market segment requires a distinct combination of tools and services, suggesting the need for flexible, modular implementation approaches.
3. Sustainability Through Diversity: The distribution of KERs across multiple revenue streams and markets creates resilience in the business model, reducing dependency on any single market or revenue source.

4. Progressive Engagement Model: The combination of software licensing with training and consulting services enables a progressive engagement model, where initial tool adoption can lead to deeper integration through additional services.

Future Recommendations

To maximize the effectiveness of this strategy, we consider:

1. Creating structured training and support programs tailored to each market's specific needs and operational contexts.
2. Maintaining flexibility in the deployment and customization options to accommodate varying user requirements and technical capabilities.

The Business Matrix presented in Table 2 offers a view of how FALCON's various revenue streams intersect with the previously identified target market segments, so revealing how different components of offering can be optimally deployed across diverse user groups to maximize both impact and sustainability.

Table 2. Business matrix: Revenue Streams vs Target Markets Analysis

Target Market / Revenue Stream	Software Licensing	Training Services	Consulting Services	Data Services
Law Enforcement Agencies	KER2 (DAA Toolkit), KER3 (RAIDS) - *Essential investigation and analysis tools*	KER4 (Training Package) - *Operational capacity building*	KER1 (CIPs), KER4 (Framework) - *Implementation support*	KER3.1 (ACRA) - *Risk assessment data*
Financial Sector	KER3 (RAIDS), KER5 (Trustworthy AI) - *Compliance and risk monitoring*	KER4 (Training) - *Compliance training*	KER1 (CIPs), KER3.2 (CIS) - *Custom integration*	KER3.3 (PAMM) - *Predictive analytics*
Public Administration	KER2 (DAA), KER3.4 (CV-DASH) - *Monitoring tools*	KER4 (Training) - *Prevention focused*	KER1 (CIPs) - *Policy implementation*	KER3.5 (CIM-CIP) - *Monitoring data*

9 References

[1]. ANAC Report "Using innovative tools and technologies to prevent and detect corruption", 2021

[2]. Banca d'Italia, UIF "Corruption risk indicators in public procurement: A proposal using Italian open data", 2024