



Business Plan 2023-2025

Part B of the Grant Agreement

EIT Urban Mobility - Mobility for more liveable urban spaces

EIT Urban Mobility

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eiturbanmobility.eu

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History of changes

Version	Date	Change
1.0	28 September 2022	Initial proposal
2.0	3 January 2023	<p>Proposal updated according to EIT Requirements.</p> <ul style="list-style-type: none"> • Executive summary: statement introduced; updated KPIs. • Section 1.1: Objectives improved, reference to Tech Talent initiative introduced, updated FS targets, additional information about revenue stream 2 (Education) introduced). • Section 2.1: updated EIT budget figures and KPIs. • Section 3.1: EIT budget figures and expected SIA rate introduced; updated table of cascading activities, updated descriptions and justification of costs. • Section 3.2: additional information about grant assurance/monitoring introduced.
2.1	6 February 2022	<p>Proposal updated according to EIT Requirements.</p> <ul style="list-style-type: none"> • Executive summary: updated target for KPI EITHE07.1 (table 1). • Section 1.1.5: Updated FS targets • Section 2.1: updated target for KPI EITHE07.1 (table 4). • Section 3.1: Total cost per WP introduced (table 8) • Section 3.1.7: updated with corrected costs (IH North – other goods and services, IH South – other goods and services)
2.2	17 February 2022	<p>Proposal updated according to EIT Requirements.</p> <ul style="list-style-type: none"> • Executive summary: updated targets for KPIs EITHE05.1 and EITHE11.2 (table 1). • Section 2.1: updated targets for KPIs EITHE07.1 and EITHE11.02 (table 4).

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Executive Summary

Vision and mission of EIT Urban Mobility

At EIT Urban Mobility, our mission is to **accelerate change towards a sustainable mobility model for liveable urban spaces**. As the leading European innovation community for urban mobility, we foster integration by bringing together the key players across the whole value chain of mobility. We facilitate collaboration between cities, industry, academia, research and innovation and put the challenges facing cities at the centre of all our activities. We aim to develop and deploy solutions for the mobility of people and goods that solve problems and create impact for cities and citizens.

All activities of EIT Urban Mobility serve **three societal impact goals**:

- Improve quality of life in cities;
- Mitigate and adapt to climate change;
- Create jobs and strengthen the European urban mobility sector.

Five Strategic Objectives (SOs) steer our ambitions and will lead us to achieve our mission:

- SO1 – Create liveable urban spaces
- SO2 – Close the knowledge gap
- SO3 – Deploy and scale green, safe, and inclusive mobility solutions for people and goods
- SO4 – Accelerate market opportunities
- SO5 – Promote effective policies and behavioural change

The intervention logic to deliver on our mission through our programme areas is outlined in the **EIT Urban Mobility Strategic Agenda (SA) 2021-2027**, our multi-annual work programme.

Role and focus of the Business Plan 2023-2025

The **Business Plan (BP) 2023-2025** is a major vehicle to implement the SA. To enable the envisioned urban mobility transition in the most efficient way, respond to market needs, take into consideration the implications from the Horizon Europe transition and the new European Innovation Agenda as well as ensuring full compliance with the EIT Financial Sustainability Principles, KIC Fund Principles, Innovation Principles, EIT RIS Hub Minimum Standards and Good Governance Principles, EIT UM's activities as described in this BP are oriented along **three intervention areas**. They take into consideration re-evaluated programme components and ensure fitting balance and transversal collaboration between the programmatic elements:

- Bringing **talent to business** through new formats, partners, an increased talent pool and entrepreneurial education that creates more startup founders
- Bringing **innovations to the market** through more entrepreneurial innovation projects and agile city pilots
- Bringing **startups to scale** through acceleration, investment and value-added services

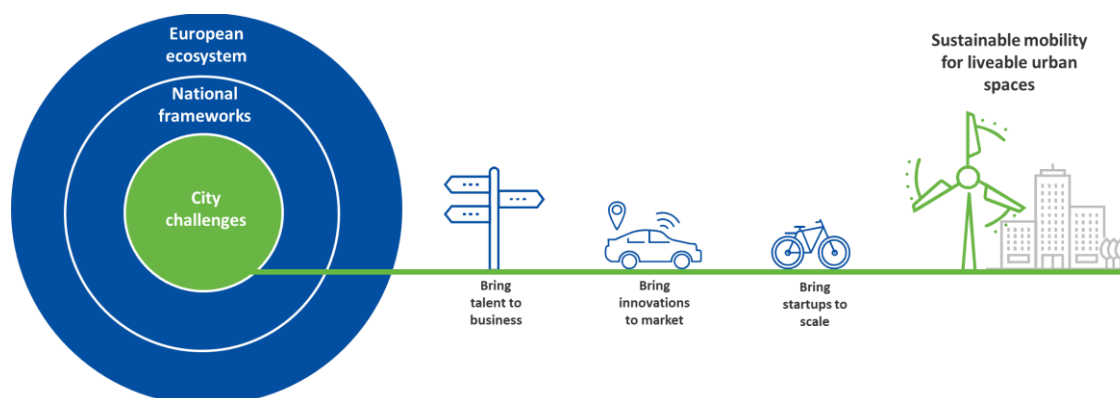


Figure 1. EIT Urban Mobility as an enabler of the urban mobility transition

With our activities as described in this BP, we are taking on the urban mobility challenge by **matching and connecting entities**: We are breaking down silos between the different stakeholders in the mobility value chain and create synergies between them by addressing each aspect of the knowledge triangle. One main objective of the BP is to implement and leverage the partnership model as newly introduced in 2022. With the aim of giving priority to the openness and accessibility of the network and reaching impact goals with a strong community of over 200 active partners per year, the activities of this BP create value for partners by offering services and access to network, market opportunities, knowledge, and external funding.

Integrating the extended knowledge triangle

In our strategic approach to creating impact, we act within the **extended knowledge triangle** to identify barriers and change levers, align on focus areas and set mid- to long-term targets. At EIT Urban Mobility, we take on the urban mobility challenges by following a highly integrated approach. We facilitate ongoing exchange of knowledge within our community and beyond, and steer high-impact solutions that can be deployed and scaled up in cities in Europe and further afield. To solve the most pressing urban mobility challenges, provide topical direction for the activities of this BP, enable the highest innovation potential and achieve maximum impact, nine Challenge Areas stemming from city challenges are prioritized within this BP. These are addressed through EIT-funded projects as well as activities funded from other sources.



Figure 2. EIT Urban Mobility’s nine challenge areas and topical focus 2023-2025

Delivering on impact

Creating societal, ecological and economic impact is at the core of this BP. The activities within each intervention area follow a basic logic to create impact: They create concrete outputs measured in the form of indicators, including Key Performance Indicators (KPIs) and City Impact Indicators (CIIs). The measurable outputs will contribute to achieving one or several of the required outcomes to ultimately deliver on the long-term societal and economic impacts in line with our SOs. The overview below highlights the planned targets for the EIT Core KPIs as well as the expected CII achievement within the time frame of this BP:

KPI Code	EIT KPI	Target ¹
EITHE02.4	Innovations launched on the market with a sales revenue of at least 10k EUR documented	62
EITHE04.4	Startups created having a financial transaction of at least 10k EUR (result of a KIC KAVA)	25

¹ Targets are based on the following budget assumption compared to the SA: 83% for the whole BP period

EITHE05.1	Startups created by students and graduates from EIT-labelled programmes	27
EITHE06.1	Investment attracted by KIC-supported startups and scale-ups (in mEUR)	30.4
EITHE07.1	Graduates from EIT-labelled programmes	730 ²
EITHE11.2	Financial Sustainability coefficient (in %)	16
EITHE18.1	% of less represented gender in top governance and management positions combined	40%
CII	Road space allocation to public space	Increase in 50% of City Club cities ³
CII	Exposure of city inhabitants to emissions derived from road transport	Decrease in 50% of City Club cities
CII	Modal share of sustainable modes	Increase in 50% of City Club cities

Table 1. Planned targets for the EIT Core KPIs and expected CII achievement.

Delivering on financial sustainability

In parallel to delivering on impact, we aim to boost our programme elements towards becoming financially sustainable. After testing various revenue mechanisms and focusing on operationalising several strategic elements in 2021 and 2022, we are entering the next stage of our Financial Sustainability strategy, which is about focusing on and optimizing the most viable revenue models. This entails putting a stronger focus on equity as a more substantive revenue stream based on the successful ramp-up of the startup equity portfolio with a current market valuation of 60m EUR as of September 2022. Furthermore, partnership growth will be boosted across all regions and with a focus on a steep growth of participating SMEs. Finally, alternative funding sources such as bidding for EU and national funding will be ramped up, and private sponsors for pilots will be attracted. Overall, by advancing in the three described intervention areas and nurturing the ecosystem, the BP 2023-2025 takes a substantial step on EIT UM's path towards becoming a social impact investor. It fosters both – efficiency in the delivery of the Financial Sustainability strategy as well as the creation of social impact through strong efforts in implementing the EIT and KIC Impact Frameworks – and by that guides EIT UM towards achieving our mission.

1. Excellence in regard to the Strategic Agenda

1.1. Objectives and ambition

1.1.1. Alignment to the KIC Strategic Agenda and Business Plan objectives

This Business Plan (BP) is the main tool to drive forward the implementation of the EIT Urban Mobility (EIT UM) Strategic Agenda (SA) 2021-2027, our multi-annual work programme, within the upcoming three-year period. It hence constitutes a major driver to accelerate the change towards sustainable mobility for more liveable urban spaces that EIT UM strives for.

All activities of this BP serve the three societal impact goals of improving quality of life in cities, mitigating and adapting to climate change, as well as creating jobs and strengthen the European urban mobility sector. The portfolio design of this BP is steered by our five Strategic Objectives (SOs) that will lead us to achieve our mission.

² Assumption made that Competence Hub will receive EIT label in 2023 and deliver on KPI targets from 2024

³ Compared to 2020 level.

The aim of the activities of this BP is to:

- **Bring talent to business** through new formats, partners, an increased talent pool and entrepreneurial education that creates more startup founders.
During the period of this BP, 678 graduates from EIT-labelled programmes will create 21 startups.
- **Bring innovations to the market** through more entrepreneurial innovation projects and agile city pilots.
During the period of this BP, 62 products and services will be launched on the market and 25 startups will be created as a result of EIT UM activities.
- **Bring startups to scale** through acceleration, investment and value-added services.
During the period of this BP, 250 startups will be supported and attract 30 million EUR in additional investments.

Overall, this BP aims to take the next step in matching and connecting entities by implementing and leveraging the partnership model as newly introduced in 2022. With the aim of a giving priority to the openness and accessibility of the network and reaching impact goals with an open, accessible and strong community of over 200 active partners per year, the activities of this BP offer organisations from across the knowledge triangle services and access to network, market opportunities, knowledge, and external funding.

By advancing in the three described intervention areas and pursuing targeted activities within 8 work packages and their respective segments (as outlined in chapter 3.1), the BP 2023-2025 takes a substantial step on EIT UM’s path towards becoming a social impact investor. It fosters both – efficiency in the delivery of the Financial Sustainability strategy (see chapter 1.1.5) as well as social impact through strong efforts in implementing the EIT and KIC Impact Frameworks⁴.

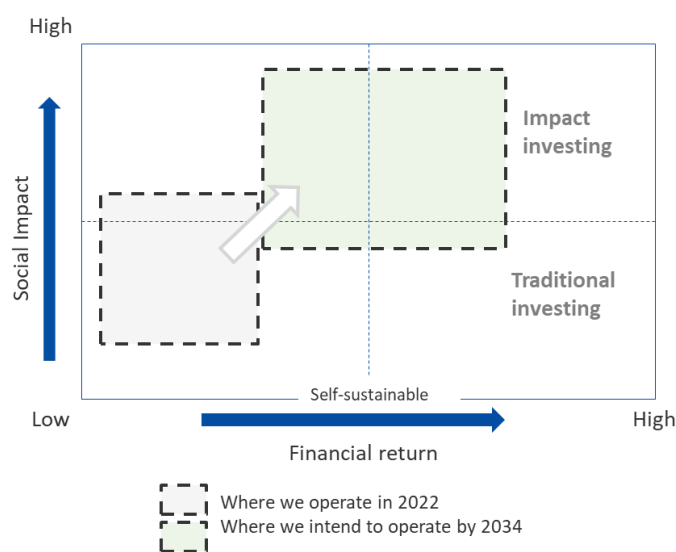


Figure 3. EIT UM’s path towards becoming a social impact investor and goal for 2023-2025

To provide topical direction and select the activities with the highest innovation potential, the **challenges** facing our cities are at the centre (see Figure 1). For the first implementation phase of the SA period (BP 2021 -2022), five challenge areas were the focus of the activities, set by closely involving stakeholders from the whole knowledge triangle and a distinct analysis to ensure the optimal starting point and the maximum contribution to the social and economic impact targets and objectives from the beginning. For the further implementation of the SA and the current period of this BP, the focus on the nine challenge areas was extended and adjusted as depicted in Figure 3: Firstly, the focus of EIT-funded calls and projects is chosen to keep targeting the same five challenge areas based on portfolio gaps, the EIT impact framework contribution and alignment with the EIT Innovation principles incl. market readiness of the products. The Action and Impact Groups (AIGs) will allow focus on

⁴ As updated by the EIT in 2022

building a non-EIT funded portfolio to address the remaining four challenge areas of creating public realm, intermodality, mobility for all and pollution reduction, as well as partly on active mobility to ensure a holistic coverage of the challenge area.

1.1.2. Key success factors and main lessons learnt

During the implementation of BP 21-22 several lessons were learnt. These were subsequently taken on board for the development of this BP and serve as the key factors within each work package to lead to the successful advancement of the programme elements and the SA implementation.

Academy:

- Create new formats and involve ecosystem partners to even further increase the attractiveness of the Master School and the Doctoral Training Network; Build on 96 current students with efforts to further increase volume of Master School students (higher intake, and resulting higher number of graduates) by ramping up marketing activities;
- Implement and comply with the new EIT Label handbook for non-degree education to maximise the impact of the Competence Hub;
- Expand the portfolio of EIT labelled programmes and follow the development of the new EIT Label Fellowship model to strengthen and widen the scope of the EIT label and increase the EIT brand visibility, also through continue leading on the EIT Virtual Campus activity to drive growth of EIT UM education activities and increase the recognition of the EIT brand;
- Increase volume and build up the entrepreneurial talent pool to create more startup founders through above actions and to feed programmes like Urban Mobility Consultants/Boosting Entrepreneurship (former CEO in Residence);
- Establish the EIT UM Foundation to improve the ability to receive and handle education revenues.

Innovation:

- Build on successful pilot initiatives and expand them further. This includes the geographic expansion of the agile city pilots (RAPTOR) to all CLC regions and the thematic expansion of alternative funded programmes to cover additional themes identified within the nine challenge areas;
- Improve impact and value for money of innovation projects and continue commercial sales support;
- Close portfolio gaps, address market gaps and increase quality through direct awards selection.

Impact Ventures:

- Continue successful start-up investment path and further build on elements which guarantee long-term sustainability with regards to societal as well as economic success, mainly focusing on further promoting female founders and establishing and extending the social and environmental impact assessment;
- Implement and scale new community services for startups to advance their performance and generate revenues from services;
- Work with the best ecosystem partners.

RIS:

- Keep up successful change to streamline RIS activities in Academy, Impact Ventures and Innovation;
- Further integrate into ecosystem and stakeholder management approach.

Ecosystem support:

- Further implement the redefined organisational structure to optimally deliver on new partnership model, value proposition, growth strategy, boosted partner growth and finally membership fees;
- Professionalise partner recruitment and development;
- Leverage synergies and pan-European network: cross-hub events, standardised offerings, tailored match & connect, and ensuring quality over quantity.

Communication, dissemination, exploitation and market development:

- Increase communication effectiveness and professionalize communication across the organisation by having a clear communication strategy with annual work plans, central events coordination and contents repository, guidelines on marketing and use of success stories for communication and dissemination, accompanied by a SPOC model covering communication contact points in each department supported by training and guidelines;
- Develop an EU Affairs strategy to prioritise the many opportunities in the EU ecosystem regarding policy, stakeholders and EU presence;
- Develop consulting services supporting the upscaling of mobility innovations for public and private sector, and open market development activities to private sponsors and investors;
- Consolidate the partnership on the Tomorrow.Mobility World Congress.

Coordination:

- Increase efficiency through implementation of new EIT supported IT systems as integrated business support solution of grant, partner management, business operations, and business intelligence;
- Further develop corporate business intelligence and business control including financial assets support and management;
- Adopt and implement new KIC responsibilities of EIT 2023-2025 Grant operations model and ensure sound portfolio management and efficient control of new responsibilities and liabilities of the new Grant operations model;
- Implement new partner lifecycle management model;
- Ensure efficient coordination with the new EIT monitoring-based operations model.

1.1.3. Ambition of the work and innovativeness with regards to Knowledge Triangle Integration (KTI)

The EIT UM strategy is based on the collaboration and the co-creation of the Extended Knowledge Triangle, i.e. an approach putting entrepreneurship at the centre and integrating cities and citizens. This BP fully lives up to the ambition to foster innovation through KTI as described in the SA and ensures innovativeness and state-of-the-art through taking measures that involve the whole innovation ecosystem and build upon each other:

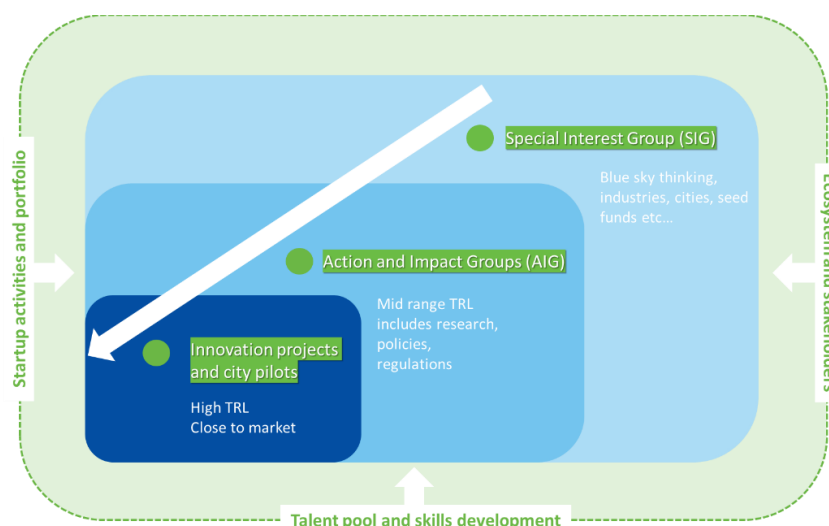


Figure 4. Fostering innovation through KTI at different level

Special Interest Groups (SIG) foster a strategic dialogue with the extended knowledge triangle to encourage blue sky thinking and identify topics, ideas and market opportunities that go beyond the state-of-the-art. Action and

Impact Groups (AIG) allow for mid-range TRL and KTI activities including research, policies and regulation. Innovation projects and city pilots ensure innovative and agile KTI through fast and close to market approaches. The innovativeness of the solutions is an integral part of the evaluation process. To capture advancement and achievements, submitted patents are being monitored and measured. The basis for KTI, a strong entrepreneurial approach and a prerequisite to constantly increase our ambition is building up an entrepreneurial talent pool and developing skills, e.g. through specific programmes such as Urban Mobility Consultants/Boosting Entrepreneurship (former CEO in residence) and the constant development and increase of the attractiveness of the Master School. In this regard, an additional specific focus on tech and deep tech talents is taken, e.g. through the involvement in the Deep Tech Talent Initiative.

1.1.4. Alignment of the education activities with the EIT Label

During 2023-2025, we will expand our portfolio of EIT labelled programmes. Currently our two Master programmes, Sustainable Urban Mobility Transitions (SUMT) and Smart Mobility Data Science & Analytics (SMDSA) are EIT labelled, and our Doctoral programme has provisionally been awarded the EIT Label which will be reviewed in 2023. Our aim is to get all Master School and Doctoral Training Network programmes EIT labelled, therefore we will continue developing our programmes to integrate the EIT Overarching Learning Objectives (OLOs) and according to the quality criteria presented in the EIT Label Handbook. In addition to this, we follow the development of the new EIT Label Fellowship model to experiment with new education formats, supporting in this way to strengthen and widen the scope of the EIT Label. Moreover, we will work towards building a quality assurance system for non-degree education and training, in order to create the EIT UM's own approach and processes for quality assurance in non-degree education. This will be done in line with the provisions of the new EIT Label Handbook for Quality System for non-degree education. The goal is to design and implement a system that embeds the key principles of the EIT non-degree education, delivering relevant and quality courses and trainings and supporting our Financial Sustainability targets. After being granted the EIT Label, our objective is to have an increasing number of our non-degree courses and trainings comply with the principles of the Label, feeding into our overall KPI targets (EITHE07.1). All our education activities, reflected in the objectives and priorities of our EIT labelled portfolio, envisage to strengthen innovation and entrepreneurial capacity and capabilities of the learners, teachers and the organisations involved, also fostering these skills in a lifelong learning perspective, due to specificities of the transformation in the urban mobility and the expertise required to tackle the future challenges in this area.

1.1.5. Financial Sustainability

After testing various revenue mechanisms in its startup phase, EIT UM is entering the next stage of its FS strategy, which is about focusing on and optimizing the most viable revenue models. Main learnings from the startup phase regarding viability of revenue mechanisms were:

- a) Partnership fees cannot be upheld at the initial, high levels while aiming to become a fully open and accessible Community at the same time. EIT UM reformed its partnership model in 2022 with substantially lower fees per partner and giving priority to the openness, accessibility, and impact goals over revenues from partner fees.
- b) Service revenue targets in the SA assumed selling big consulting projects of up to 500k EUR. This assumption turned out to be flawed. It would require EIT UM to compete with established consultancies and would also require substantial build-up of headcount with corresponding business risk. The services portfolio has been refocused around services that are closely linked to our unique positioning and deliver not only revenues but also strongly support our strategic goals, e.g. ChallengeMyCity helping cities to derisk and accelerate procurement of innovative solutions using city pilots, value added services for startups supporting them to connect to the network and navigate them to relevant opportunities.)

- c) Alternative funding can be a more substantive revenue stream than assumed in the SA. Having established both a reputation in the mobility world, as well as the internal capabilities and structure to acquire and deliver non-EIT funded projects, we expect to be able to mobilize more alternative funding than targeted in the SA. This belief is based on the promising results of EIT UM regarding non-EIT funded project awards in 2022.
- d) ROI from equity can be a more substantive revenue stream than assumed in the SA. First ROI from equity was expected to materialize in 2025. Based on the successful ramp-up of its startup equity portfolio at a current total market valuation of 60m EUR as of September 2022, EIT UM expects revenues to be higher than SA target in 2023-2025 with an even more substantial increase in 2026 and 2027.

The main strategies EIT UM pursues regarding FS targets:

- Income generated by ROI & Equity – *revenue stream 1*:
 - Continue transformation of the Innovation programme towards higher TRL, more SMEs as commercializing partners, more equity agreements.
 - Increase volume of start-up investments from 1m EUR (in 2022) to 2m EUR per year (2023-2025), provided there is enough free cash available.
- Education - *revenue stream 2*: Adapt FS strategy to new EIT label requirements on professional education. These will decrease achievable revenues from the Competence Hub. However, in total revenue from Education, this will be offset by revenues from the Master School, which EIT UM will now be able to collect through the EIT UM Foundation, presently under establishment.
- Services & Consulting - *revenue stream 3*: Attract private sponsors (ChallengeMyCity, Thought Leadership) and make value added services self-sustainable by end of 2025
- Membership fees - *revenue stream 4*: Boost partnership growth to offset lower fee per partner in new partnership model while also raising portfolio quality and value of the network
- Alternative funding sources – *revenue stream 5*: Mobilize non-EIT funding for activities contributing to the strategic objectives of EIT UM but which have low commercialization potential (e.g., inclusion, public realm, active mobility).

The following tables provide an overview of FS targets 2023-25 per revenue stream:

Revenue Stream	Related WP	2023	2024	2025	TOTAL
1 Income generated by ROI & Equity		0.23	0.25	1.88	2.36
1.1 ROI from Innovation projects	2, 4	0.23	0.25	0.38	0.86
1.2 ROI from equity	2, 3, 4	0.00	0.00	1.50	1.50
2. Education	1, 4	0.71	0.83	1.07	2.60
3 Services and consulting		0.62	0.69	0.96	2.27
3.1 Market development services	6	0.42	0.47	0.59	1.47
3.2 Value-added services for startups	3, 4	0.20	0.23	0.38	0.80
4. Membership fees	5, 8	2.84	2.75	6.28	11.86
5 Alternative funding		0.70	0.87	1.13	2.70
5.1. Alternative funding - EU	7	0.45	0.34	0.34	1.13
5.2. Alternative funding - National/regional	8	0.25	0.34	0.41	1.00
5.3. Alternative funding - Private	2, 6	0	0.33	0.53	0.86
TOTAL		5.10	5.52	11.46	22.08

Table 2. Financial Sustainability forecast 2023-25 per revenue stream⁵

⁵ Targets adjusted for overall sum to equal 83% of SA target in line with current budget allocation in comparison to SA (status February 2023). These targets (including breakdown per year and per revenue stream) will be adjusted once an additional funding allocation is confirmed.

Revenue stream 1.1 – Return on Investment (ROI) from Innovation projects

All Innovation funded projects (WP2) must deliver a commercialised market solution that contributes to the KIC's FS. The main FS mechanisms from innovation projects are transaction and revenue fees, or equity share. Positive income generation is expected to start in 2022 and ramp up over product/service maturation lifecycle. First 11 productization of FSM will raise 37k EUR revenues in 2022.

There are substantial barriers for some partners, namely big industry, universities, and cities to conclude FS agreements. EIT UM has taken measures, detailed below, to attract and integrate more SMEs and startups, who are willing to be the commercialising partner and enter into financial agreements to grow long term FSM of equity share. Lessons learned have been gathered and formalised. The main ones are (more information in WP7):

- Increase focus on FS strategy and forecasting as part of the application stage and higher evaluation weighting.
- Increase co-investment (co-funding) from partners to ensure their active buy-in
- Signature of fundamental terms of the FS agreement at the project award stage
- Higher number of smaller, leaner projects
- Mandatory Product and Business Plan and Commercial Agreement deliverables

With the above measures in place, revenues of 230k (2023), 250k (2024) and 380k (2025) EUR are expected within the time period of the BP.

Revenue stream 1.2 – Return on Investment (ROI) from equity in startups

EIT UM takes an equity stake (non-EIT funding) in the most promising and impactful startups and scaleups in return for investment (WP3). The aim of the EIT UM startup portfolio is to build a low to medium risk profile of investments on pre-seed and seed startups. The venture portfolio is mainly characterized by a verified impact and an expected high survival rate. The ensuing conservative projected yearly increase of the value of the equity portfolio is expected to average 15%. The investment policy dictates the basic principles of all EIT UM grants and investments in startups in line with the SA and the EIT Impact Framework targets. Some of the key points are:

- In line with the impact investor orientation of EIT UM, equal importance is attributed to social and environmental impact and financial return.
- Teams with female co-founders are evaluated at a premium.
- The business model must address EIT UM's city challenges (see 1.1.3).

Investment opportunities are scouted both from EIT UM Impact Ventures programmes and initiatives, and from external sources, such as investor networks and partners. The main purpose of Impact Ventures' open call programmes for startups is twofold:

- Scout investment candidates and shorten due diligence.
- Expose startups and scaleups to cities and corporates through living labs (City Club community of practice) and city pilots (RAPTOR programme, Challenge-My-City, Challenge-My-Company).

On average up to 50 equity investments will be made each year. Returns are to be expected from 2025 onwards (the expected return in 2025 is 1m EUR), based on first divestments after 5 years and the peak of divestments after 8-10 years. These investments will be non-EIT-funded activities. The opportunity of setting up an investment fund will be investigated. The projections of this revenue stream are based on the following assumptions:

- Average investment per start-up: 60k EUR
- Overall: 1075k EUR investment in 2021, increasing to 5000k EUR p.a. from 2024.
- Annual income from start-up divestments: 0 EUR in 2023 and 2024, and 1.5m EUR in 2025.

Revenue stream 2 – Education

Education (WP1) revenues will gradually increase in line with growing numbers of students and learners, as additional programmes and courses are launched. These revenues will be generated mostly from the Master School and the Competence Hub activities:

- The education offer of the Master School will be composed by two labelled programmes, with more labelled programmes in the pipeline, currently under programme development. From 2023 onwards, the EIT UM Foundation will be responsible for collecting the student tuition fees and reimbursing the participating partner universities. Our Master School students paid on average 5.9k as an annual participation fee in 2022.
- The Competence Hub offers a variety of online, face-to-face and blended courses and training programmes, that can also be customised to the specific needs of the organisations. Revenues are generated from participation fees as well as course certifications.

The Academy revenue projections are mostly based on the impact revenue generated by our education portfolio, meaning what the learners pay for our courses and programmes. In the case of the Competence Hub, when our courses are co-created with business partners (partner/s or provider) under a revenue sharing model, a commercial agreement is signed for up to 5 years. Once a year, business partners report to EIT UM about the revenues obtained from the courses and EIT UM invoices accordingly. This model has been proven to work and already in 2022 we are on track to achieve our revenue targets.

In 2023 the Academy portfolio is rebalanced and changed to match and comply with the new education budget rules set by EIT (maximum 25% on non-EIT labelled activities, and for these a minimum of 30% co-funding) from 2024. This will have a significant effect on the original plans for the Competence Hub, delaying earlier revenue projections. The portfolio of courses will be changed in terms of scope and channels, decreasing the number of online courses and favouring blended and face-to-face courses that can be certified. A new quality assurance and certification model and process will be developed during 2023. The decrease in Competence Hub revenues caused by the new budget rules will be compensated by capturing revenues from the Master School through the establishment of the EIT UM Foundation which will be key to secure the financial sustainability of our education portfolio. Already from 2023 we envisage to catch up with the SA FSM targets, even exceeding the total impact revenue estimated in the SA for the period of 2021-2027. Additionally, with our graduate programmes (the Master School and the Doctoral Training Network) the expectation for sustainability is that, after the stimulus and seed support provided by EIT UM, the present partner organizations will gradually take over from 2027 onwards and drive these activities by themselves in the long-term. Thus, we now focus on creating the structures and working models for these programmes to continue with limited or no EIT funding in the longer-term.

Revenue stream 3 – Services and consulting

Market development services

EIT UM market development offers four distinct consultancy and sponsoring services responding to market needs:

- Consultancy on non-EIT funding sources: This is an offering including project proposal development for partners, who will in exchange pay a fee (fixed and/or success fee) per project submitted. The focus is primarily on companies willing to access EIB venture debt products to upscale their businesses and on partners willing to upscale their innovation through European regional development funds (Interreg).
- Consultancy and sponsoring of city pilots: This consultancy is aimed at cities and corporations interested in hosting innovation pilots to address mobility challenges. Revenues are collected from cities (fees for challenge definition workshops and impact assessment), startups and SMEs (revenue share and project support fees).
- Additional sponsoring and consultancy from companies, cluster organisations, sectoral associations, etc. is attracted by thought leadership studies and promotion of innovative solutions through the marketplace.
- Open innovation services on corporate challenges: This is a new consultancy offering on open innovation services to corporations.

These services altogether are expected to generate a combined return of 420k EUR in 2023, 470k EUR in 2024 and 590k EUR in 2025.

Value-added services for start-up community

The Value-added services is a fast-track value proposition for the EIT UM startup community portfolio. The value offer aims to collect and share all possible opportunities that would help the startups grow faster. Two levels of services are offered:

- Yearly paying plan (average fee per startup of 1,700 EUR) granting access to startup community opportunities (e.g., contents, projects, best practices, etc.).
- Specific and dedicated services (e.g., access to funding, professional coaching, consulting firms' network, etc.), which will be offered at additional costs.

These services are expected to generate a combined return of about 200k EUR in 2023, 230k EUR in 2024 and 380k EUR in 2025.

Revenue stream 4 – Membership fees

To make membership fees a long-term sustainable revenue stream, the membership fee revenue model was changed in 2022 to make the EIT UM community fully open and accessible to all, in line with the transition to Horizon Europe, including less financially potent entities from RIS and SMEs. The new model introduced new membership levels (Gold, Silver, Leading Cities) and lower annual fees: 30kEUR Gold, 10kEUR Silver, 10k Cities). Depending on the chosen partner category, partners are granted access to a distinct level of services, e.g. exclusive community events (regional and pan-European events, networking events, guest speaker/panel slots for partners, externally hosted events with free/discounted tickets), access to market opportunities (match-making services, opportunities to accelerate piloting products/services through EIT UM Living Lab network).

Due to the lowering of fees in the new membership fee model, the total revenues from membership fees will reduce significantly in 2023-2025 compared to the projection of the SA. However, in the long run, the reduction is expected to be offset by a higher number of partners attracted by lower fees, high-value services and the appeal of being a member of a much bigger and diverse EIT UM community. EIT UM currently has 147 partners generating 1.27mEUR in membership fees. The goal is to increase the number of partners to 240 by end of 2023 and 300 partners by end of 2025.

Revenue stream 5 – Alternative funding sources (public and private)

EIT UM aims to drive up funding from alternative sources that contribute to the SA targets. Alternative sources of funding will contribute to expand EIT UM's NEFA portfolios by primarily funding activities which have high impact but are not fundable under the EIT FS requirements. For 2023-25, the alternative funding sources strategy is based on the following priorities:

Horizon Funding programme. The creation of the Action and Impact Groups (AIG) in 2021 was fundamental in ensuring a strong internal financial, technical and operational management to mobilize non-EIT funding for activities with high societal impact, which are fundamental to fully achieve the impact as described in the SA, but have low commercialization potential, such as inclusion, public realm, citizen engagement. The measured development of this portfolio of activities funded with non-EIT funds has established credibility inside the EIT UM community as well as with external partners. It has also become a means to broaden the EIT UM ecosystem and attracting new members to our community. AIG pursues five main strategic goals:

- Leverage and cascade non-EIT funds that support the wider SA objectives and our community
- Shape and guide answers to complex urban mobility issues such as AI regulation and ethics or Human Machine Interface (HMI) with autonomous vehicles, etc.
- Support earlier TRL technologies and solutions that create a pipeline for future EIT funded projects as they mature
- Build the EU Mission Cities programme and support the 100 Carbon Neutral Cities to implement their mobility strategies
- Support non-financially viable Challenge Areas of the SA such as Inclusion for All, creating Green Public Realm and Citizen Engagement.

With this initiative EIT UM not only brings direct NEFA funding, but animates and connects groups of partners (industry, city and academic) and connects them with external stakeholders to build well-balanced partnerships to bid for the opportunities, amplifying the impact towards HE targets beyond the EIT grant. In 2023-25, the AIG aims to generate revenue of 450k EUR in 2023, and 340k EUR respectively in 2024 and 2025 (this is approximately 4 projects wins per year) for EIT UM (KIC LE, CLCs) and leverage a multiple of that for the wider community.

National and regional funding. The Innovation Hubs (IHs) are responsible to seek out funding opportunities through cooperation with national and regional governments. In 2022, IH Central implemented a Regional Dissemination Hub (RDH) in Milan to strengthen the collaboration with Italian national authorities in transport programs coming from EU recovery funds. Similarly, a MoU has been signed between IH South and the Ministry of Transport in Spain to explore collaboration between the two entities. IH North has secured funding (100k EUR) from Nordic Council of Ministers to find and promote best practices on the topic of Urban Climate Adaptation in transport. In 2023-25, the IHs will build on these connections and aim to drive up funding from alternative sources to revenues of 330k EUR/year on average.

Private funding. From 2023 onwards, EIT UM aims to seek sponsorships from corporates to co-finance or fully finance certain activities, in particular those related to city pilots (RAPTOR and Challenge-My-City). EIT UM will matchmake between private companies' and investors' business development goals and the challenges defined together with cities. Private sponsors benefit from connecting with the solution providers (mainly startups and SMEs) for future investment or partnership, and first-hand access to insights and impact assessment results of the city pilots. In 2023-25, EIT UM aims to drive-up funding from this source to 330k EUR in 2024 and 530k EUR in 2025.

1.2. Methodology

1.2.1. The KIC ecosystem

EIT UM's ability to deliver on our mission, vision and strategic objectives fundamentally is pre-determined by modes we apply to tap into and cross-fertilize capabilities of the existing regional, national and local innovation agents and ecosystems. For EIT UM this involves not only typical EIT stakeholders such as universities and research institutes, industry, startups and students, but also cities and – importantly – both the technical/infrastructural, political and the civil society ecosystems around these. Moreover, not only is almost each city unique from an urban mobility perspective, but so are their particular framework conditions and stakeholder ecosystems.

It is within this highly diverse context that EIT UM needs to define and apply effective methods to match specific urban mobility challenges with replicable or scalable solutions. Doing that with a comparatively small portfolio of active projects and a very modest budget (not least compared by the actual costs of infrastructure investments) further points towards the fact, that the EIT UM community is formed by its active and formal partner community (Gold, Silver & Leading Cities) and finally the very large number of relevant and interested stakeholders and innovation ecosystems across Europe.

The primary goal of growing our formalised partner community continues to enable us to deliver the KPIs of this BP. But EIT UM's ability to disseminate and even catapult successful outputs and deliverables from our portfolio of partner-driven activities is of equal importance to create the benefits and impact we need to demonstrate at the wider European scale. Therefore, in 2023 and years to come EIT UM will focus on enhancing our visibility, presence, and effective outreach in urban mobility stakeholder groupings across Europe, notably also outside of our five regional IH office locations and RIS Hubs. Each of the five IHs will increasingly transform into the regional one-stop-shop and power engine for highly targeted local outreach and engagement schemes and actions within their respective geographies.

In 2022, EIT UM implemented a new partnership model, changing from value linked to funding to value created through services. The new partnership model offers a unique proposition to our partners (access to network, access to knowledge and access to market), within new partner categories (Gold, Silver and leading cities).

During 2023, the IHs will expand our partnership attracting more vibrant partners that will add value to our existing community.

For the efficient implementation of the partnership model and to better serve the wider community, the Ecosystem & Stakeholder area has been created to integrate all IHs, RIS Hubs and City Club. A new operative model will be installed in 2023 to support the IHs to get new partners and increase the cooperation with the relevant stakeholders in all European countries. Further cooperation between IHs and RIS Hubs will contribute to increase our revenues from partners fees going from a current number of 147 partners in 2022 to 300 partners goal for 2025.

The IHs and RIS Hubs will act as channels to increase cooperation with main European stakeholders like national and regional governments to explore and raise public funding from national and regional mobility programs and to support AIGs calls. Also, the close cooperation with existing and potential private partners will open opportunities for private funding raising. We will continue with the five regional IHs themselves as direct subsidiaries of the KIC LE being the key organs for partner and stakeholder engagement and their backbone services to this end, therefore, continue to be funded under the EIT grant. Existing and future RIS Hubs will be affiliated to/parented by the appropriate regional IH. In 2023, we will continue with the implementation of pilot programme for non-RIS count the “Regional Dissemination Hubs” (RDHs) – coordinated by the area of dissemination in close cooperation with the relevant IHs. These RDHs will have physical (and if operationally necessary even legal) presence in a specific local country and location where we already have or strategically want to acquire for all core and project partners, as well as in regions with high city engagement and a relevant stakeholder ecosystem in the mobility sector. In 2023, we will continue exploring the model with development of RDH in Milano and postponed the Paris RHD for mid-2023.

1.2.2. Activity selection (the KIC’s Calls for projects)

The evaluation and selection process and criteria for all cascading activities integrated in the Business Plan are coordinated by PMO, who ensures the compliance with the EIT rules and EU general principles. The decision-making role belongs to selected MT members. All processes respect the principles of openness, transparency, equal treatment, and efficacy:

- Evaluation criteria do not give advantage to specific candidate(s) but are public and provide clear instructions to all candidates and support them in understanding the requirements.
- Evaluation questions are designed to be applied to different types of projects/contexts.
- The criteria for evaluation are relevant for the type of selection and all provided information is considered during the evaluation.
- Criteria are applied by different evaluators with clear instructions to both candidates and evaluators, for everyone to have the same interpretation.

The call process starts with the **tailoring of the call type** to the need expressed by the thematic area. PMO will identify, together with the Thematic Area, the type of call that better fits the scope of the activities to be funded, between the following main options:

- **Regular Open Calls:** These are calls open to all types of participants and entities from EU and HE associated countries.
- **Permanently Open Calls:** These open calls give flexibility to the applicants to submit their project proposals to a specific call at any moment during the time in which the call is open (usually 1 year). The process to be followed is similar to the one for regular open calls with the difference that these types of calls are open during a longer period of time and have some pre-defined cut-off dates when project proposals submitted up to the date are evaluated following the regular evaluation procedure.
- **Calls for partners:** This type of calls is addressed to the KIC partners for those activities linked to the SA implementation and to the core challenges.
- **Direct award:** For activities that are continuing year after year (e.g., Master School and DTN, RIS Hubs, Accelerators, etc), activities already included in the reserve list of previous open calls and for certain type of activities that cannot be implemented through calls, such as venture actions.

Once the type of call to be used is selected, the thematic areas -together with the PMO- will develop the call documents by following a pre-defined template. An internal checklist list for call (to ensure that all compulsory

requirements, including KPI, and FS ones are included) is used before submitting the call documents to EIT at least 30 days before the launch. The call documents are published on our website, on the F&T portal, and on social media. Info days, matchmaking events, and call-specific seminars are already foreseen in the call documents and are carried out by the thematic areas and by PMO.

For all activities funded by calls, to ensure the **technical and thematic robustness** of project received proposals, the following steps will be followed:

- **Constitution of the evaluation panels:** PMO selects the different External Evaluation Experts (EEE) and Rapporteurs from a pool of experts selected through an open call, according to their background and experience. Both EEE and Rapporteurs are required to sign specific clauses of confidentiality and non-conflict of interest before starting the task. Once they are officially contracted, PMO constitutes the Evaluation Panels together with the Thematic Areas.
- **Admissibility and eligibility check:** After the proposal submission deadline, PMO checks all submitted proposals against the admissibility and eligibility criteria defined in the call, following a 4-eyes principle. Ineligible proposals are rejected, and Lead Applicants duly informed.
- **Appeal on Admissibility and Eligibility Check:** Lead Applicants of inadmissible/ineligible proposals can appeal against the EIT UM decision, submitting an appeal to the EIT UM Appeal Panel, composed by independent members not linked with the call. In case the appeal is successful, the appealing proposal will be included in the evaluation process and the appealing applicant will be duly informed. Otherwise, the Appeal Panel will inform the appealing applicant about the unsuccessful result of the appeal.
- **Quality Evaluation:** The evaluation is carried out by means of panels of independent EEEs. To ensure the maximum quality and transparency within the Quality Evaluation process, EIT UM has developed detailed guidelines and manuals for all actors directly involved in the evaluation phase:
 - **External Experts Evaluators:** responsible for the evaluation of the project proposals through the development of the Individual Evaluation Reports and the consensus meeting.
 - **Rapporteurs:** responsible for the development of the Summary Evaluation Reports through the compilation of the main comments and scores of the EEE.
 - **Quality controllers:** responsible to guarantee the maximum level of quality within the whole evaluation process.
 - **Call coordinator:** responsible for the whole call process and for drafting the call report.
 - Optionally, **Independent Observer:** experts hired based on the need. A task list and a methodological approach, together with the list of documents to be knowledgeable of will be provided to any independent observer hired to assess the overall call process.

Furthermore, and to guarantee the maximum transparency and efficacy of the whole evaluation, EIT UM has developed an Evaluation IT tool which guarantees full traceability and confidentiality for the whole process.

- **Portfolio Selection:** The Call Coordinator develops and provides the calls reports (which include information from the launch of the call, the possible updates of information, the submission process, the admissibility and eligibility check and related appeal, the overall evaluation process) and sends them together with the SER (Summary Evaluation Reports) and the ranking of project proposals from the evaluation results to the Selection Committee and to EIT. The Selection Committees, according to this information and the portfolio strategic factors, selects the proposals to be awarded with conditions (if required) for the applicants.
- **Communication of the project results to the applicants:** An email notification with the Summary Evaluation Reports and strategic and technical conditions are sent to project leads. The projects selected for funding are requested to revise the project proposals according to specific conditions defined by the Selection Committee, if any.
- **Appeal on the Evaluation Process:** Lead Applicants can also submit an appeal against the evaluation results in case of factual errors during the evaluation process. In case the appeal is successful, the appealing proposal will be re-evaluated, and the appealing applicant will be duly informed. Otherwise, the Appeal Panel will inform the appealing applicant about the unsuccessful result of the appeal.

- **Final portfolio selection:** Once the conditions clearing phase is over, the related thematic area carries out a compliance check on the proposals submitted for funding. If the proposals have fulfilled the requested conditions, the project proposals are finally proposed for inclusion to the BP.
- **Communication:** a report with a general overview of the call, partners, related budget, geographical coverage, etc. is prepared and sent to EIT and published on the EIT UM website and social media.

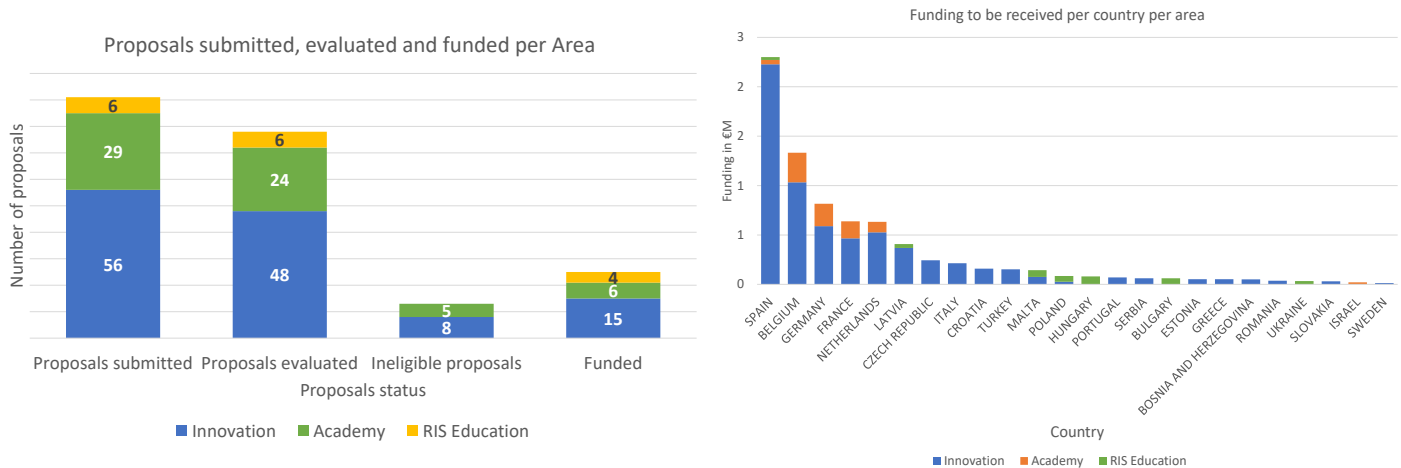


Figure 5. Statistics from the first 3 closed calls for activities of BP2023-2025. Other calls to be launched in the coming years.

1.2.3. Open science

EIT UM’s approach to open science is based on:

- Supporting the publication and wide dissemination of new urban mobility research through the Journal of Urban Mobility (task 1.2) published by Elsevier, a fully Open Access journal, initiated and supported by EIT UM since 2021 which counts with 31 published articles and more than 22,600 downloads to date.
- Making Thought Leadership studies (developed under WP6) accessible publicly through diverse own and external channels and following approaches of communicating main research results and takeaways through distinct and targeted key messages to reach all level of society incl. experts and citizens.
- Encouraging our activities, in particular those in the Innovation portfolio (WP2), to follow open science practices with exceptions for commercially sensible data and personal data.
- Integrating open science with open innovation practices, e.g., living labs, testbeds and competitions.
- Focusing on public engagement (task 8.3) which directly contributes to the development of new knowledge and data generated by citizens (citizens’ science).

1.2.4. Social Science

EIT UM’s portfolio of activities includes multiple examples where the interaction between social sciences and mobility is necessary to deliver successful products and services to the market (e.g., micromobility, autonomous vehicles, etc.). This interaction is key in achieving our strategic objectives related to behavioural change (SO5), liveable urban spaces (SO1) or the deployment of inclusive mobility solutions (SO3). Also, our citizen engagement and user experience activities (task 8.3) are a clear example of social science integration. Finally, our thought leadership activities (task 6.2) shed light on social science aspects of relevance today, like the financial implications of transiting to a fully decarbonised urban mobility.

1.2.5. EIT Urban Mobility gender strategy

To make our cities more liveable and address the needs of all community groups, not only we do need to untap the potential of women, which only represent 22% of the workforce in the transport sector in the EU, but also

make sure that a gender perspective is incorporated into all aspects that affect our mobility. To do so, EIT UM has in place a Gender Mainstreaming Policy. The aims of the policy are: to strengthen the leading role of EIT UM in promoting gender equality within the urban mobility community, build capacity and raise awareness on the topic, achieve a gender balanced representation in staff and management, and promote gender equality/women’s participation in Academy, Impact Ventures and Innovation.

Several measures have already been taken to integrate the gender perspective into the way we run our programmes such as, having gender-balanced panels for investment decisions and evaluations of calls for proposals, limiting the scoring single-gender start-up teams can receive, or evaluating how gender and diversity are considered in project proposals and by running projects. Some actions planned during the BP 23-25 cycle include: more targeted marketing for women in the Master Programmes and Doctoral Training network, a childcare allowance for PhD candidates who undertake an international placement, better collection and analysis of gender-disaggregated data from all our programmes and events, and trainings for staff, partners and evaluators.

The Gender Mainstreaming Policy was approved by the EIT UM Management Team and Supervisory Board in March-April 2022. A gender equality coordination group led the development of the policy and regularly monitors and evaluates its progress. The aim in 2023 is to create a wider diversity policy that is not just limited to gender.

2. Impact

2.1. KIC’s pathways towards impact

This BP strongly focuses on the KIC’s contribution to the outcomes and impact described in the SA and the KPIs of the EIT Impact Framework, in the medium- as well as in the long-term. In line with the described intervention measures according to our five SOs, each programmatic area follows the basic logic to create impact: EIT UM’s activities create concrete outputs measured in the form of indicators, spanning from EIT Core KPIs and KIC specific KPIs to City Impact Indicators (CIIs). The measurable outputs will contribute to achieving one or several of the required outcomes to ultimately deliver on the long-term societal and economic impacts. The table below depicts the contribution of the programmatic areas’ activities to the outcomes and hence describes the relevance of this BP with regards to achieving the wider impacts connected to our SOs.

Area	EIT funding	Results		Link to SA
		Contribution to outcomes (medium-term)	Contribution to wider impacts (long-term)	
Academy (WP1)	23.2EUR	Created new competencies that match future needs for the mobility sector and initiating and supporting the creation of startups.	Creating jobs and strengthening the European urban mobility sector.	SO2, SO5
Innovation (WP2)	33.57M EUR	Improved quality of public space design and public infrastructure. Reduced GHG emissions through implementation and scaling of solutions. Supported the paradigm shift away from car-dependent urban mobility to people-centered urban accessibility.	Improving quality of life in cities. Mitigating and adapting to climate change. Creating a green and human-friendly urban environment, green and efficient city	SO1, SO3, SO4, SO5

Area	EIT funding	Results		Link to SA
		Contribution to outcomes (medium-term)	Contribution to wider impacts (long-term)	
		Increased citizen involvement and level of active participation in decision making and co-creation of urban mobility solutions.	logistics and an intermodal transport system, services and infrastructure.	
Impact Ventures (WP3)	22.89 EUR	Supported new market opportunities developed and newly emerging players in the urban mobility industry and ecosystem.	Strengthening the European urban mobility sector, making Europe's industry lead the sustainable urban mobility transformation.	SO4
Communication, Dissemination, Exploitation and Market Development (WP6)	10.79M EUR	<p>Reduced GHG emissions through implementation and scaling of solutions.</p> <p>Moved from investment and incentives benefitting individual motorised transport towards an increased share of public-private investments for sustainable urban mobility measures and services.</p> <p>Increased citizen involvement and level of active participation in decision making and co-creation of urban mobility solutions.</p>	<p>Mitigating and adapting to climate change.</p> <p>Improving quality of life in cities.</p> <p>Making Europe's industry lead the sustainable urban mobility transformation.</p>	SO1, SO3, SO4, SO5

Table 3. Contribution of EIT UM Areas to expected results and longer-term impacts

To deliver on the EIT Impact Framework, this BP puts specific attention to a strong contribution to the EIT KPIs. In line with this ambition and particularly to meet the EIT Core KPIs newly defined by the EIT in 2022 and establishing additional requirements to the targets set in the SA, this BP introduces significant changes to strive towards reaching the requested impact. The changes become visible through three distinct measures across the different areas:

Firstly, the **focus of some core programmes is adapted**.

- This becomes visible in the area of Innovation: The more entrepreneurial design of funded innovation projects ensures increased innovations launched on the market (EITHE02.4) or startups being created (EITHE04.4) as a result.
- The Academy area is taking efforts strengthening the marketing of the Master School to ensure higher student intake, resulting in higher number of graduates (EITHE07.1) and allowing more startups created by graduates (EITHE05.1).

Secondly, **successfully evaluated pilots are becoming professionalized and steady elements within this BP:**

- The main example within this BP is the RAPTOR programme: With its aim to identify and promote niche city challenges, drive competitions for SME/ startups to address the niche issues, select a cohort of startups to be funded, and finally provide a 4-month programme to develop a MVP and a viable business model, the

programme serves to drive agile and responsive innovation at low cost with high potential impact output (contribution to EITHE04.4).

Through its niche challenge competitions in cities, RAPTOR is additionally assuming an active role as an SME and startup scouter and contributing a strong basis for the investment actions of the KIC, hence building a bridge to the Impact Ventures activities and the third measure to ensure strong delivery on the EIT Core KIPs:

Transversal collaboration, synergies and closer linkage of programmatic elements are improved and established.

- This can be seen through more streamlined handovers of promising new companies to Impact Ventures' startup support system and potentially equity portfolio (beneficial for EITHE04.4).
- Another example are joint programmes of Academy and Impact Ventures, e.g., the CEO in Residence programme, which encourage startup creation from students from EIT labelled programmes (EITHE05.1).

The summarized target 2023-2025 for the EIT Core KPIs is depicted in the table below:

KPI Code	EIT KPI	Target ⁶	Indicative WP(s)
EITHE02.4	Innovations launched on the market with a sales revenue of at least 10k EUR documented	62	WP2, WP4
EITHE04.4	Startups created having a financial transaction of at least 10k EUR (result of a KIC KAVA)	25	WP2, WP3, WP4
EITHE05.1	Startups created by students and graduates from EIT-labelled programmes	27	WP1, WP4
EITHE06.1	Investment attracted by KIC-supported startups and scale-ups (in mEUR)	30.4	WP3, WP4
EITHE07.1	Graduates from EIT-labelled programmes	730 ⁷	WP1
EITHE11.2	Financial Sustainability coefficient (in %)	16	WP1, WP2, WP3, WP4, WP5, WP6, WP7, WP8
EITHE18.1	% Of less represented gender in top governance and management positions combined	40	WP5

Table 4 (ref. 2.1). List of EIT Core KPIs for the BP period 2023-2025.

The contribution of the BP portfolio to the further EIT KPIs is shown in the following table:

EIT area	KPI Code	EIT KPI	Target 2023-2025 ⁸	Indicate WP(s)
Innovation	[EITH E02.1]	Innovations launched on the market Number of all innovations introduced on the market during the KAVA duration or within 3 years after completion. Innovations include new or significantly improved products (goods or services) sold	62	WP2
	[EITH E02.2]	Innovations launched on the market by organisations from EIT RIS countries Products or processes (as per EITHE02.1 definition) launched on the market by organisations from the EIT RIS	8	WP2, WP4

⁶ Targets are based on the following budget assumption compared to the SA: 100% in 2023, 75% in 2024, 75% in 2025. These targets will be increased once the additional funding allocation is confirmed.

⁷ Assumption made that Competence Hub will receive EIT label in 2023 and deliver on KPI targets from 2024

⁸ Targets are based on the following budget assumption compared to the SA: 100% in 2023, 75% in 2024, 75% in 2025. These targets will be increased once the additional funding allocation is confirmed.

		countries		
Impact Ventures	[EITH E03.1]	KIC Supported Startups/Scale-ups Number of startups and scale-ups supported by KICs for at least 2 months in year N, provided the KIC's services contribute to the company's growth (including potential growth)	250	WP3, WP4
	[EITH E03.2]	KIC Supported Startups/Scale-ups registered in EIT RIS countries Number of startups and scale-ups registered in EIT RIS country supported by KICs for at least 2 months in year N	62	WP3, WP4
	[EITH E04.1]	Startups created Number of startups established in year N as a result / based on the output(s) of KAVA(s), or startups created for the purpose of an innovation project to organise and support the development of an asset (but not later than three years after the completion of KAVA)	25	WP2, WP3, WP4
	[EITH E04.2]	Startups created in EIT RIS countries Number of startups registered in EIT RIS country in year N and established as a result/ based on the output(s) of KAVA(s), or startups created for the purpose of an innovation project to organise and support the development of an asset (but not later than three years after the completion of KAVA)	7 ⁹	WP2, WP3, WP4
	[EITH E06.2]	Investment attracted by KIC-supported startups and scale-ups established in EIT RIS countries Total EUR amount (in mEUR) of private and public capital attracted within year N by supported startups/scale-ups established in the EIT RIS countries, that have received KIC business creation services support or HEI CBI project support of total duration of at least two months, within a maximum of three years following the last received KIC KAVA incl. project support activity.	3.47	WP3, WP4
Educatio n	[EITH E05.2]	Startups established in EIT RIS countries by students enrolled and graduates from EIT-labelled programmes Number of startups established in EIT RIS countries in year N by students enrolled and graduates from EIT labelled MSc and PhD programmes or by learners / participants in other EIT labelled activities. To be eligible, a start-up should be created during EIT labelled programme (by students, participants) or within 3 years from the graduation (by graduates) or within 1 year in case of other EIT Label activities.	4	WP1, WP4
	[EITH E07.2]	Graduates from EIT-labelled programmes with citizenship in EIT RIS Countries Number of graduates from EIT labelled master's, PhD programmes and other education activities awarded EIT Label (in year N) with citizenship in EIT RIS countries	100	WP1

⁹ Including RIS Jumpstarter.

	[EITH E08.1]	Participants in non-labelled education and training Number of successful participants in EIT professional development courses, online training courses and other education/training activities delivered or in a process of delivery (by country and type of programme), including data on country of citizenship and gender. Only participants, who successfully finished the programme, will be counted. For this KPI, only those education and training activities which have clearly defined learning outcomes, and which carries out competency assessment method are applicable.	14225	WP1
	[EITH E08.2]	Participants in non-labelled education and training with citizenship in EIT RIS countries Number of successful participants in EIT professional development courses, online training courses and other education/training activity delivered or in a process of delivery with citizenship in EIT RIS countries. Only participants, who successfully finished the programme, will be counted. For this KPI, only those education and training activities which have clearly defined learning outcomes, and which carries out competency assessment method are applicable.	2133	WP1, WP4
Knowledge Triangle Integration/KIC ecosystems	[EITH E10.1]	Active partners collaborating in the KIC Number of active partners collaborating in the KIC per profile (research; business; HEIs; cities, regions, NGOs; other). Active partner means organisations signed contracts with KICs and with implementing activity role in the reported year (expressed in terms of costs in the budget).	245	WP1, WP2, WP3, WP4, WP6, WP8
	[EITH E10.2]	Active partners registered in the EIT RIS countries collaborating in the KIC Number of active KIC partners registered in the EIT RIS countries. Active partner means organisations that signed contracts with KICs and with implementing activity role in the reported year (expressed in terms of costs in the budget).	35	WP1, WP2, WP3, WP4, WP6, WP8
Leveraging investments in R&I	[EITH E12.1]	KICs SIA funding rate EIT funding divided by the total value of the entire portfolio of activities implemented by the KIC during a given implementation period, including both EIT Funded Activities (EFAs) and Non-EIT Funded Activities (NEFAs).	80	n.a.
	[EITH E13.1]	Financial asset valuation Value of Financial Assets held by KIC at end of the reporting year in EUR	17m	n.a.
RIS-specific indicators	[EITH E22.1]	Number of new and established KIC Partners from RIS countries This indicator will measure: <ul style="list-style-type: none"> • New KIC Partners from RIS countries • Established KIC Partners from RIS countries • Share (%) of KIC Partners from RIS countries among all KIC partners • Share (%) of KIC Partners from the EU-13 Member States among all KIC partners (for each KIC and overall) 	15% of active partners	WP1-4, WP8

		• Reference to a specific KAVA		
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Table 5. List of EIT KPIs for the BP period 2023-2025.

With regards to the EIT KPIs, following **deviations from the SA** need to be noted:

- KPI Core KPIs EITHE02.4 and EITHE04.4 are not included in the SA. The KIC strives towards meeting the same SA targets as set for EITHE02.1 and EITH04.1 despite the stricter definitions.
- The provided targets assume the following lower budget compared to the SA: 100% (2023), 75% (2024), 75% (2025).
- Targets for EITHE06.1 and EITHE06.2 are substantially higher than those offered in the SA due to the strong performance of the supported startups.
- Performance of Academy indicators strongly depends on the student intake. Due to previous lower intake than planned, KPI numbers are striving to catch up with SA targets from 2024.

With regards to the **KIC’s specific Impact Pathways** and ensuring scale and significance of the impact, within the time frame of this BP the following advancement will be measured through the City Impact Indicators (CII). As outlined in Annex I of the SA, by the end of 2024:

- In 50% of the City Club cities an increase of road space allocation to public space is expected to happen (compared to 2020 levels). The repurposed traffic road space to public places will encourage healthy and clean mobility and new flexible uses that can benefit urban liveability, the local economy and the environment, as well as healthy lifestyles and mobility habits, and enhanced accessibility for all.
- In 50% of the City Club cities a decrease of inhabitants being exposed to emission in urban areas derived from road transport is expected to be recorded (compared to 2020 levels). This development will support a modal shift to clean and healthy mobility alternatives to motorized transport and reduce emissions from urban logistic operations through new technologies and cleaner solutions.
- In 50% of the City Club cities an increase towards higher shares of sustainable modes is expected (compared to 2020 levels). In line with changed travel behaviour, policies and increased continued investment in sustainable mobility, EIT UM will have even further opportunities to contribute to increase the mode share of walking, cycling, public transport use combined and reduce the share of individual motorised traffic.

Beyond the CIIs, the KIC specific KPIs as outlined in the SA provide guidance to select the most impactful activities for the BP. Additionally, the monitoring of their progress serves the twofold purpose of understanding if our actions are moving us in the right direction and help us decided what future actions should be. To follow a holistic impact assessment approach and ensure widespread and sustainable impact, enhancing the impact evaluation and monitoring efforts will be subject to this BP. An example for these efforts is the further development of an impact assessment approach in EIT UM’s startup investment process and of the equity portfolio (outlined in WP3).

Beyond the CIIs, the KIC specific KPIs as outlined in the SA provide guidance to select the most impactful activities for the BP. Additionally, the monitoring of their progress serves the twofold purpose of understanding if our actions are moving us in the right direction and help us decided what future actions should be. To follow a holistic impact assessment approach and ensure widespread and sustainable impact though enhancing the evaluation and monitoring efforts will be subject to this BP, e.g., in the area of Impact Ventures.

There are several **barriers** that will potentially prevent us from reaching the intended impact. Changes in political priorities as well as different regulatory frameworks at municipal, regional, national and European level

are an obstacle to the uptake of innovations in urban mobility. A clear example is found in shared mobility and MaaS (mobility-as-a-service) solutions. National and regional legislation is not yet designed for flexible and multi-modal transport options. In some cases, there is a need to change existing institutional arrangements (e.g., reorganisation of the business, operations, services) which may face political opposition. While EIT UM promotes an active approach to regulation through the work of our City Club, overcoming those barriers may take more time and only become a reality in the years after conclusion of this BP. This barrier may negatively affect or delay the success of some of our innovations and threaten the sustainability of some of the startups we support that have developed new innovative business models.

Furthermore, urban mobility is getting a lower priority activity – globally but in RIS countries in particular – because of other more pressing challenges and limited resources (e.g., inflation, budget of the cities is eaten up by strong increasing energy prices), war and conflict as a barrier, or other sustainability priorities such as financing renewable energies instead of sustainable mobility.

2.2. Measures to maximise impact – Communications, dissemination and exploitation, and stakeholders’ engagement

2.2.1. Planned contribution to the development of the EIT Community brand

EIT UM continues to strengthen the development of the EIT Community. All materials designed follow clear brand guidelines to achieve the communication objectives and grow a strong community and brand identity. EIT UM endorses the EIT brand by using InnovEIT and EIT Awards as focal point for physical and digital communication actions. These are great opportunities to amplify the EIT brand, convene common audiences and collaborate with other KICs. Efforts are also made to support high-value communications opportunities in EIT RIS countries. The EIT Label is another key element of EIT UM’s approach to building the EIT Community brand identity. For more details see chapter 1.1.5.

EIT UM raises awareness of our Academy programmes among students, entrepreneurs, innovators and education institutions. We target students from all over the world, strengthening the EIT brand, incl. the EIT label and the EIT Alumni Community, in the competitive global market. The message conveyed is of an innovative, engaging, ambitious and professional education. We use a broad range of channels, such as conferences and our established online channels. To further increase the recognition of the EIT brand for education and drive the growth of our education activities, EIT UM has taken the initiative to lead the EIT Virtual Campus activity.

EIT UM partners are key for fostering the EIT brand, as they communicate about their activities within the EIT UM Community to their stakeholders. EIT UM closely monitors the use of the EIT brand in all activities and mandatory tools (e.g. partners’ website, related publications, etc.).

In 2023-25, EIT UM will further improve our own, and therefore also EIT’s brand identity, by:

- Strengthening cohesion within the EIT UM partnership for a common vision and jointly supported brand.
- Refreshing our visual identity and improving branding coherence across all partner and project channels.
- Develop more merchandising materials to guarantee coherent outings throughout all regions.
- Support EIT UM areas and departments with relevant communication and dissemination tools and materials.
- Develop a new EIT UM website.

2.2.2. Planned external communication activities and achievements across Europe

EIT UM, its activities, success stories, press, newsletters and results are promoted in a strategic and effective manner, to reach a wider audience and to inspire and attract non-specialists and the general public. Video, peer-produced content, storytelling techniques, infographics, social media campaigns and “go-to audience” principles

are used with the proper tools for each different target audience, to create awareness and motivate them engage with the activities. EIT UM regularly publishes news, information about our activities and about ways to get involved on our website and social media channels LinkedIn, Facebook, Instagram, YouTube and Twitter. To strengthen the impact of our external communication, the following activities will be implemented internally:

- Provide brand support and regular trainings for EIT UM staff and partners on 'EIT Urban Mobility branding'.
- Keep improving internal workflows for the distribution of tasks/planning of communication activities.
- Further development of our Partners Site, offering more accessible communications and access to key documents.
- Empower IHs in the development and implementation of their local communication plans.

External communication activities planned in 2023-2025 include:

- New visual identity and new EIT UM website with a modern look and feel of our brand in line with EIT brand requirements, and more intuitive access to content and information.
- Content production to position EIT UM strategically at EU level and beyond with different strategic actions, such as campaigns focusing on a specific topic of the month.
- Improve and further develop the external communication channels, through an ambassador programme, events, webinars, videoblogs and workshops.
- Further develop and update our narrative, infographics, image repository, for greater impact.
- Organise in-person, hybrid and online events, among others Mobility Talks, community events, and Innovation Hub events and participate actively at key third-party events. We will regularly monitor the impact of our events. An events calendar will be provided to the EIT on a monthly basis (Deliverable 6.2).
- Create merchandising and marketing materials in line with the EIT UM brand identity.
- Develop a media centre for journalists and PR purposes to position EIT UM on EU and local media.
- Develop a portfolio of impactful success stories (curation and multimedia production) to be published on a regular basis and collected in a report annually (Deliverable 6.1).
- Start and further develop a marketing strategy at EIT UM level, to align on all marketing actions within the organisation and ensure monitoring and improvement of our marketing actions.
- Organise our annual flagship event Tomorrow.Mobility World Congress in 2023 and 2024. If the collaboration with Fira Barcelona remains positive, then extend our collaboration also after 2024.

2.2.3. Planned dissemination of results, good practices and lessons learnt

Key stakeholders and multipliers at different levels (local, regional, national, European, international) interested in urban mobility issues will be approached through targeted tools and channels. The aim is for EIT UM to be a key player contributing to agenda-setting and policy-making processes for urban mobility in Europe. The table below shows the main results, the target groups and the tools and channels that will be used to reach the dissemination objectives.

Key outcome	Target audience	Dissemination Plan
Increased number of Master School and DTN students	Students, higher education institutions, entrepreneurs	<ul style="list-style-type: none"> • To attract new students. Tools: website, Social Media, participation at student fairs, conferences, marketing, Google Ads and the local network of partner universities.
Increased participants to our Competence Hub courses and trainings	Urban mobility professionals, students, citizens	<ul style="list-style-type: none"> • To attract participants in our courses: website, Social Media, WebTV channel, network of partners and providers.
Increased sales of products and services resulting from Innovation projects	Cities, transport operators, mobility providers.	<ul style="list-style-type: none"> • To create market opportunities for these solutions. Tools: our solution's catalogue, marketplace, newsletter, and roadshows, website, social media, Tomorrow.Mobility, marketing, media at large.

Market opportunities for our equity portfolio and startups created as a result of our programmes	Venture funds, corporates, entrepreneurs	<ul style="list-style-type: none"> To attract the interest of entities (cities, industry, venture funds) willing to work with our startups and raise the profile of our startups. Tools: dedicated events, website, social media, our solution's catalogue, marketplace and roadshows.
Increased number of startups participating in our programmes	Startups, scaleups, entrepreneurs, other companies working with startups	<ul style="list-style-type: none"> To attract and enrol startups to our programmes: website, regular dissemination of our calls for startups, events, marketing. To interact with other key actors in the investment sphere: events, 1-2-1 meetings
Increased public knowledge of EITUM activities and impact	General public	<ul style="list-style-type: none"> To increase understanding of urban mobility challenges and solutions and showcase our best practices. Tools: success stories, website, Social Media, WebTv, video blog.
Raise profile at EU level through Thought Leadership studies	EU stakeholders, industry	<ul style="list-style-type: none"> To raise our profile at EU level. Tools: website, social media, Thought leadership workshops, Tomorrow.Mobility, 1-2-1 meetings, events, media at large
Increased involvement of cities and their citizens in EITUM activities	Cities, NGOs, citizens	<ul style="list-style-type: none"> Cities: To get inspired, learn from each other, get engaged in the community: website, external newsletter, social media, City Club events Citizens: To engage citizens as co-creators of novel and user-centric mobility solutions. Tools: website, social media, local events, media and initiatives.
A growing and dynamic partner community	Existing partners and potential new partners	<ul style="list-style-type: none"> Existing partners: To build cohesion, keep them informed, enhance collaboration. Tools: Partners Site, exclusive partner events and newsletter. Tomorrow.Mobility New partners: To communicate the added value of our community. Dedicated page on the website, tailored events, 1-2-1 meetings, Tomorrow.Mobility, marketing

Table 6. Preliminary list of expected results for dissemination

Dissemination activities are done by each respective thematic area and coordinated centrally to ensure a common approach. Dedicated planning is done at the beginning of the year, with quarterly monitoring of all communication and dissemination activities. Different tools for monitoring are used, such as Google analytics, social media followers, engagement and reach, a media monitoring tool (Meltwater), and surveys.

2.2.4. Planned stakeholder engagement priorities and activities

EIT UM will maintain its effort on EU stakeholder engagement, including via the EIT EU Affairs Group, and will progressively reinforce its effort at Innovation Hub level, notably by leveraging the opportunity created by the EIT NCPs and its subsequent expert group, by further expanding this opportunity to thematic NCPs.

Concerning European Commission Services, in 2021-22 the emphasis has been put on building a trusted relationship with DG MOVE, notably in the context of the Sustainable and Smart Mobility Strategy, the Multimodal Digital Mobility Services Initiative, and to create possible synergies with the Mission on Cities under Horizon Europe as well as with DG MOVE expert groups. In 2023–2025 this relationship will be maintained, and similar effort will be carried out with DG RTD, notably to operationalise additional synergies with the Pillar II Cluster 5 of Horizon Europe. In addition, engagement might be carried out with the JRC to explore collaboration with their Living Labs pilot and around the synergies with cohesion funds with DG

REGIO. Building on the DG GROW Industrial Pathway strategy consultation response, synergies will be sought with DG GROW as well as with DG CONNECT, in view of upcoming Digital Europe Programme and Living.in.EU programmes. In order to advance on raising the profile of EIT UM in Brussels, a planned stakeholder engagement calendar shall be put together to structure outreach to cabinets and DGs.

Concerning other key EU stakeholders, the relationship will be maintained and strengthened with networks already engaged (notably Eurocities and ICLEI) and effort will be invested in engaging with additional ones, such as UITP, European Regions Research and Innovation Network, C40, think tanks like E3G, the International Transport Forum or Center for European Policy Studies. Visibility and awareness activities focusing on the EU stakeholders (events and workshops) will be continued, both via specific events, and by including the EU stakeholders into the corporate events. Visibility and awareness of EIT UM will also be sought through institutional events. To ensure we are well positioned in the urban mobility ecosystem, we need to differentiate by focusing on our unique selling points: using cities as living labs to pilot the innovative solutions together with citizens. Providing both a digital marketplace as well as physical marketplace, through our flagship event Tomorrow.Mobility World Congress.

2.2.5. IPR Strategy for the management of the results at portfolio level

In 2022 EIT UM improved its IP Strategy to strengthen the management of the results (IP and knowledge) at portfolio level. The main goals are:

- Support partners by:
 - Elaborating recommendations and guidelines on how to protect IP assets.
 - Developing templates and clauses related with IPR obligations, such as agreements on background and access rights for implementing the action and exploiting results are limited to the KIC added-value activities.
- Work internally within EIT UM to:
 - Understand the needs of each programmatic area towards the partners.
 - Detect IP weaknesses in the projects run by partners and startups we invest in.
 - Propose protection measures to build a solid IP strategy.
 - Introduce IP experts to partners to help them to implement IP protection actions.
 - Add market value and attractiveness to the projects and startups.
 - Design the IP roadmap and controlling the milestones at portfolio level.

During the implementation of the BP, EIT UM will systematically map out and identify the owner(s) of the key results (knowledge and technologies). This will enable EIT UM to detect commercial or industrial opportunities, such as patents, design rights, copyright, etc. and how these could be used to support exploitation.

2.3. Expected impact of the activities for 2023-2025 under the Regional Innovation Scheme

The EIT UM RIS programme has four main sets of activities geared towards contributing to the goals of the SA.

RIS Activity	Main focus 2023-25	Expected impact	Contribution to FS
RIS Hubs	<ul style="list-style-type: none"> • Increase efficiency and impact of the running programs • International scaling of locally successful initiatives • Regional and (thematic focused) international collaboration of the RIS Hubs via joint actions • Thematically focused RIS Hub cross-mentoring to gain competency and share best practices 	<ul style="list-style-type: none"> • High quality support of RIS candidates • Increase efficiency (impact) of the actions • Higher RIS participation • Homogenous service level over all countries and thematic areas 	<ul style="list-style-type: none"> • No contribution to EIT UM FS. • RIS Hubs should generate income (from national government or through the provision of services) to contribute to their own financial sustainability. Expected income for RIS Hubs: 100k EUR for the period 2023-25.
RIS Innovation	<ul style="list-style-type: none"> • Stronger collaboration between the innovation programme and RIS Hubs • Increase representation of RIS in Innovation and RAPTOR projects 	<ul style="list-style-type: none"> • Higher participation of RIS cities and SMEs. • New RIS connected products on the market 	<ul style="list-style-type: none"> • Modest contribution to EIT UM FS. • 15% of commercialisation of products should come from a RIS Stakeholder. Expected revenues: 100k EUR
RIS Impact Ventures	<ul style="list-style-type: none"> • Investments in RIS startups • Support of startups from RIS countries to qualify for EIT UM investment program. 	<ul style="list-style-type: none"> • Better funding options for RIS startups 	<ul style="list-style-type: none"> • High contribution to EIT UM FS. • Many RIS start-up ecosystems are underdeveloped, which implies great investment opportunities. Expected revenues: from 2026 onwards.
RIS Education	<ul style="list-style-type: none"> • Scouting for talents to participate in EIT UM education programmes in collaboration with RIS Hubs • Development of training offering for city managers (focused on mobility challenges from RIS countries) 	<ul style="list-style-type: none"> • 15% of Master students from RIS countries 	<ul style="list-style-type: none"> • Low contribution to EIT UM FS. • Revenues from training programmes, especially those addressed to city managers. Expected revenues: 30-50k EUR.

Table 7. Overview of the RIS contribution to the expected impact.

The EIT RIS programme covers 22 different countries, clustered in 4 different categories concerning EIT UM's objectives and intervention methods:

1. **Well represented RIS countries** (3: Spain, Italy, Czechia) are strong players with direct KIC representation (IHs in Spain and Czechia, and a RDH in Northern Italy). Organisations from these countries are not excluded from the RIS programme but RIS resources are not addressing entities from these countries directly or are limited to cases of international activities such as best practice sharing.
2. **RIS countries with high potential** (7: Poland, Slovenia, Hungary, Croatia, Portugal, Slovakia and Estonia) are experienced well-connected RIS countries. We expect to find candidates and fund activities which are close to the non-RIS countries' innovation level; therefore, the requirements for their engagement are very similar to the main portfolio. The key tasks for local RIS Hubs are to identify, involve and motivate the best local talents.

3. **RIS countries which are catching up** (8. Romania, Malta, Latvia, Greece, Bulgaria, Serbia, Turkey and Ukraine) are having less experience and weaker local support system for innovation, especially those that are not an EU Member State. The main goal of the local RIS Hubs is the involvement, introduction of the mission and working system and dissemination of the results to motivate more stakeholders to be involved. For the support of Ukraine, there are several other activities running at cross-KIC level.
4. **Small RIS ecosystems** (4: Cyprus, Lithuania, North Macedonia, Montenegro, and the outermost regions) are the smaller countries with smaller urban areas with recently established connections. The business potential is expected to be low, therefore new ways should be used to connect them efficiently. In these regions, EIT UM will be present by establishing joint representations with other KICs according to the EIT guidance (EIT RIS Hub minimum standards and guiding principles).

The majority of the RIS budget will be used in the second and third group of countries, and possibly with the fourth group once the future joint representations are established. RIS Hubs are specifying and improving country level strategies, identifying measures to close the local gaps, connect and educate local stakeholders, raise awareness for the impact of the activities, identify potential incomes for their own sustainability and build on local strengths including synergies with the related local Smart Specialisation Strategies (e.g., in Hungary cooperation with ZalaZone and Zalaegerszeg city council). All 12 EIT UM. RIS Hubs are involved in the design, coordination and consolidation of the EIT Community RIS Hubs and will participate in the consolidation process.

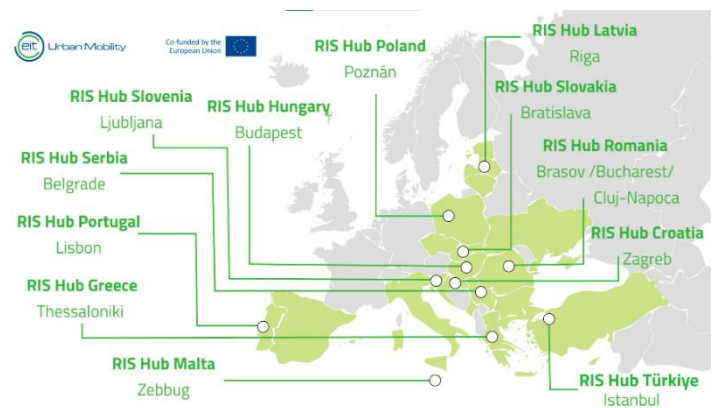


Figure 6. Map of EIT UM RIS Hubs

All RIS projects must address the international KTI, involving cities with the exception of the RIS Hubs, whose main aim is to create the connection with the local knowledge triangle. If the RIS Hub is not a single entity but a consortium (and in most of the cases it is), the different consortium members are representing different sides of the knowledge triangle, setting the basis for better outreach of the diverse networks. Contribution to EIT UM FS from the RIS programme is challenging because of the weaker financing ability of the RIS stakeholders (business success vs. social mission of the RIS). At the same time, it is expected that RIS should contribute to FS in two different ways: EIT UM FS (revenue generation and equity share), and RIS Hubs FS (revenues generated by the RIS Hubs that contribute to their financial sustainability). The FS mechanisms for RIS Education, Impact Ventures and Innovation are the same as in the main pillar (see corresponding revenues in chapter 1.1.5).

3. Quality and efficiency of the implementation

3.1. Workplan and resources

3.1.1. KIC portfolio analysis

The BP23-25 portfolio has been designed to address, in a more efficient manner, the EIT UM objectives and expected impacts set out in the SA. The portfolio includes 8 Work-Packages:

- 3 WP covering the EIT Pillars: Academy (WP1), Innovation (WP2) and Impact Ventures (WP3)
- 3 WPs that have a more transversal nature: RIS (WP4), Communication, dissemination exploitation and market development (WP6), Ecosystem support (WP8)
- 1 WP that sustain EIT UM structure and operations: Coordination (WP5)

- 1 WP that shows EIT UM revenue model: Financial Sustainability (WP7)

The portfolio also reflects the new organisational structure of EIT UM. Factory, EIT UM exploitation arm, is now rebranded as Market Development (T6.3) and belongs to WP6. And a new division (Ecosystem support) has been created to strengthen our positioning in the European ecosystem and the relationship with future partners and stakeholders. This new division (WP8) includes the IHs (T8.1), City Club (T8.2), Citizen Engagement activities (T8.3) and the RIS Hubs. The RIS programme is kept into a separate WP (WP4) to comply with the EIT Call guidelines. The portfolio structure is also aligned with the extended knowledge triangle approach presented in the SA. The link between the WPs and the objectives from the SA is outlined in section 2.1.

WP no.	Work Package Title	Lead Participant	Person-Months	Estimated EIT funding 23-25 (mEUR)	Total costs per WP 23-25 (mEUR)	Expected SIA rate (co-funding)	Start Month	End Month
1	Academy	1. EIT UM	774	23.18	30.49	24%	1	36
2	Innovation	1. EIT UM	585	33.57	47.68	30%	1	36
3	Impact Ventures	1. EIT UM	557	22.90	22.90	0	1	36
4	RIS	1. EIT UM	252	12.97	15.43	16%	1	36
5	Coordination	1. EIT UM	1206	12.76	12.78	0	1	36
6	C&D&E and Market Development	1. EIT UM	792	10.80	12.31	12.2%	1	36
7	FS	1. EIT UM	216	0	6.98	100%	1	36
8	Ecosystem support	1. EIT UM	1352	13.53	13.53	0%	1	36
		TOTAL	5734	129.7	162.18	20%		

Table 8 (ref. 3.1a). Overview of Work Packages (WPs).

73.7 m EUR will be dedicated in 2023-2025 to implementing projects through a cascade funding system (also known as Financial Support to Third Parties). The table below shows the portfolio analysis (number of expected activities, duration, average budget) of this BP and its cascading deployment (split between open calls, calls open to the KIC partnership only and activities resulting from direct award).

Type of Activities	Type of call*	Estimated cascaded budget 23-25 (m€)	Estimated number of Activities 23-25	Estimated activity duration	Average budget per activity
MasterSchool (MS) activities	Open	1.6	12	12M	0.13
MS programme development and running of operations, including Head of MS	Direct	5.1	4	36M	1.29
Doctoral Training Network (DTN) activities	Open	0.7	6	12M	0.12
DTN programme development and running operations, including Head of DTN	Direct	1.5	2	36M	0.74
New Competence Hub (CH) activities	Partners	2.2	34	12M	0.06
	Open	2.4	16	12M	0.15
Existing CH activities, including subsequent editions of existing courses	Direct	1.8	37	12-36M	0.05
New entrepreneurial innovation projects	Open	18.2	55	12-18M	0.33
Continuation projects (selected in 2022 call)	Direct	2.5	8	9-12M	0.31

Targeted awards to address portfolio gaps and/or market failures	Open/Partners	4.9	24	3-12M	0.20
Strategic joint partnerships	Direct	0.9	n/a	n/a	n/a
RAPTOR competitions for start-ups/SMEs	Open	2.8	49	4-6M	0.06
New Accelerators and the Tech Transfer program	Open	2.4	3	36M	0.80
Existing Accelerators and Scale-up hub (selected in the 2022 call)	Direct	4.0	5	24M	0.80
Support to start-ups participating in Accelerator programmes	Open	0.5	n/a	n/a	n/a
Funding support to start-ups (EIT UM continuous call and IRA programme)	Open /Direct	8.2	n/a	n/a	n/a
Existing RIS Hubs (selected in 2021-2022)	Direct	4.1	12	36M	0.34
RIS Education activities	Direct	0.9	6	12-36M	0.15
	Open	1.4	15	12M	0.09
RIS Innovation activities	Open	1.9	41	12-18M	0.05
RIS Innovation continuation projects (selected in 2022 call)	Direct	0.5	7	9-12M	0.08
RIS Business Creation activities	Open	2.3	n/a	n/a	n/a
Thought Leadership Studies	Open /Partners	0.6	11	8M	0.06
Market development activities	Open	1.3	10	6-8M	0.13
Regional Dissemination Hubs (RDHs)	Partners/Direct	0.2	3	12-36M	0.05
Citizen engagement and public realm projects and initiatives	Partners	0.7	30	12M	0.02

Table 9. Overview of cascading activities per WP. *Type of call: Open (Open Calls), Partners (Calls Open to the KIC partnership only), Direct (Activities resulting from direct awards) following the provisions included in the specific rules for EIT KIC actions in HE MGA Annex 5.

3.1.2. Description and justification of costs

“Subcontracting costs” items

	Cost (EUR)	Description of tasks and justification
EIT UM	9.832.603	Major subcontracting items include: 3.7m EUR for the development of promotional and educational material and communications support (courses, trainings, photo/video repository of projects, graphic design, digital marketing and promotion), 900k EUR for synergies with local/national startup ecosystems; 780k EUR for the Investment Readiness Accelerator programme; 690k EUR for consultancy services; 680k EUR for external evaluators of EIT UM calls; 540k EUR for event organisations (agency, freelance); 440k EUR for strategic development support, and 250k EUR for digital platforms operation and maintenance (WebTV, LMS platform for online courses, EIT UM marketplace).
IHub North	114,188	Major subcontracting items include: external support for communications (30k EUR a year) and video production (10 projects per year). All costs related to the legal entity are considered as direct, since they are linked to the action described in WP8.
IHub Central	63,438	Major subcontracting items include: external service on proposal writing (10k EUR a year) and video production (10 projects per year). All costs related to the

		legal entity are considered as direct, since they are linked to the action described in WP8.
IHub West	494,813	Major subcontracting items include: management services (380k EUR). External support for communications (30k EUR a year) and video production (10 projects per year). All costs related to the legal entity are considered as direct, since they are linked to the action described in WP8.
IHub East	327,338	Major subcontracting items include: external support for communications and translation services (1 14k EUR); external support on proposal writing and funding opportunities (100k EUR) and video production podcasts (10 projects per year) All costs related to the legal entity are considered as direct, since they are linked to the action described in WP8
IHub South	190,313	Major subcontracting items include: external support for communications (30k EUR a year), discovering cities programme (30k EUR/year) and external service on proposal writing (15k EUR/year). All costs related to the legal entity are considered as direct, since they are linked to the action described in WP8

Table 10 (ref. 3.1.g). “Subcontracting costs”.

“Purchase costs” items

	Cost (EUR)	Justification
EITUM		
Travel	950.815	Travel for the KIC LE team directly linked to the Business Plan actions 1200 travels per year for 800 EUR each on average for a total travelling team of 100 employees. This budget covers travelling to events, own and organised by third parties, travelling to HQ and Hubs, attending meetings related to the implementation of the activity.
Other goods and services	7.569.916	Major goods and services include: 3.5m EUR events (room hire, speakers, catering services, press and media support), 1. m EUR for marketing and communication material (promotional campaigns, translations, printing, graphic design, merchandising); 900k EUR for the development of educational courses; 0.6 external support in monitoring the activities; 0.2 translation to local language 0.1 alumni support; 1.2m EUR for the development and licenses related to the development and maintenance of the new integrated IT tool to support the community.
IHub North		
Travel	73,895	Travel for the IH team directly linked to the Business Plan actions. 800 EUR per trip on average This budget covers travelling to events, own and organised by third parties, travelling to HQ and Hubs, attending meetings related to the implementation of the activity
Other goods and services	458.683	126k EUR events (room hire, speakers, catering services, press and media support); 20k EUR marketing and communications (promotional campaigns, translations, printing, graphic design, merchandising); 3 11,5k EUR other costs directly linked to the action (statutory audit, tax and payroll advisors, accounting, telephone and office costs). These costs are needed to guarantee the compliance of the legal entity. The actions described in WP8 must be developed by a local legal entity, therefore costs related are considered as direct
IHub Central		

Travel	177,933	Travel for the IH team directly linked to the Business Plan actions. 800 EUR per trip on average. This budget covers travelling to events, own and organised by third parties, travelling to HQ and Hubs, attending meetings related to the implementation of the activity
Other goods and services	658,735	253k EUR events (room hire, speakers, catering services, press and media support); 127k EUR marketing costs, communications (promotional campaigns, translations, printing, graphic design, merchandising), 278K€ other costs directly linked to the action (statutory audit, tax and payroll advisors, accounting, telephone and office costs). These costs are needed to guarantee the compliance of the legal entity. The actions described in WP8 must be developed by a local legal entity, therefore costs related are considered as direct
IHub West		
Travel	44,917	Travel for the IH team directly linked to the Business Plan actions. 800 EUR per trip on average. This budget covers travelling to events, own and organised by third parties, travelling to HQ and Hubs, attending meetings related to the implementation of the activity
Other goods and services	463,460	104k EUR events (room hire, speakers, catering services, press and media support); 38k EUR marketing costs, communications (promotional campaigns, translations, printing, graphic design, merchandising); 321k EUR other costs directly linked to the action (statutory audit, tax and payroll advisors, accounting, telephone and office costs). These costs are needed to guarantee the compliance of the legal entity. The actions described in WP8 must be developed by a local legal entity, therefore costs related are considered as direct
Equipment	4,441	Office equipment
IHub East		
Travel	57,224	Travel for the IH team directly linked to the Business Plan actions. 800 EUR per trip on average. This budget covers travelling to events, own and organised by third parties, travelling to HQ and Hubs, attending meetings related to the implementation of the activity
Other goods and services	422,312	127k EUR events (room hire, speakers, catering services, press and media support); 295k EUR other costs directly linked to the action (statutory audit, tax and payroll advisors, accounting, telephone and office costs). These costs are needed to guarantee the compliance of the legal entity. The actions described in WP8 must be developed by a local legal entity, therefore costs related are considered as direct
Equipment	2,538	Office equipment
IHub South		
Travel	59,685	Travel for the IH team directly linked to the Business Plan actions. 800 EUR per trip on average. This budget covers travelling to events, own and organised by third parties, travelling to HQ and Hubs, attending meetings related to the implementation of the activity
Other goods and services	453,686	127k EUR events (room hire, speakers, catering services, press and media support); 60k EUR Marketing actions (printed brochures, press releases) 267k EUR other costs directly linked to the action (statutory audit, tax and payroll advisors, accounting, telephone and office costs)

Table 11 (ref. 3.1h). "Purchase costs".

“Other cost categories’ items” items

	Cost (EUR)	Justification
EITUM		
Financial support to third parties	73.717.054	Financial support to the community to develop the actions described in the relevant WPs. Details are included in Table 9 and in the annex on Financial Support to Third parties.
Internally invoiced goods and services	n.a.	

Table 12 (ref. 3.1i). “Other costs categories’ items”.

All costs related to WP1-2-3-4-6 are considered direct costs since they are strictly and only related to the activity. The costs of WP 5 are considered indirect if related to the transversal support to the organization. However, the costs in Task IT systems and business intelligence management, if linked to the implementation and customization of the new Integrated ERP, are considered directly linked to the action. And the costs in Task Program Management operations are considered as directly linked to the action since a direct link can be found to each WP activity. All costs related to WP8 are considered direct costs since they are strictly and only related to the activity. This includes all costs incurred by the Innovation Hubs, such as rents, communication costs, external services and consulting needed for the legal entities’ compliance.

3.2. Capacity of participants and KIC Partnership as a whole

3.2.1. The KIC Partnership, partners’ access to Innovation Hubs and RIS Hubs and the KIC Partnership diversity

During 2022, EIT UM implemented a new partnership model, changing from value linked to funding to value created through services. The new partnership categories (Gold, Silver and Cities) provide our partners with access to a wide range of services and offerings aiming to contribute to the success of their innovation and business ambitions:

- Access to network: connect and collaborate with peers, key stakeholders, policy makers, potential customers, and partners.
- Access to market: pilot and scale your solutions in cities, increase your market visibility and create
- Access to knowledge: obtain new skills and insights and be informed about what’s new and relevant in urban mobility

EIT UM comprises in 2022 more than 147 partners, covering 33 countries across our 5 IHs creating a network of key players covering the whole value chain of mobility. The network includes players from industry, research centres, universities, NGOs, cities and regions providing a strong basis for excellence in transforming urban mobility.

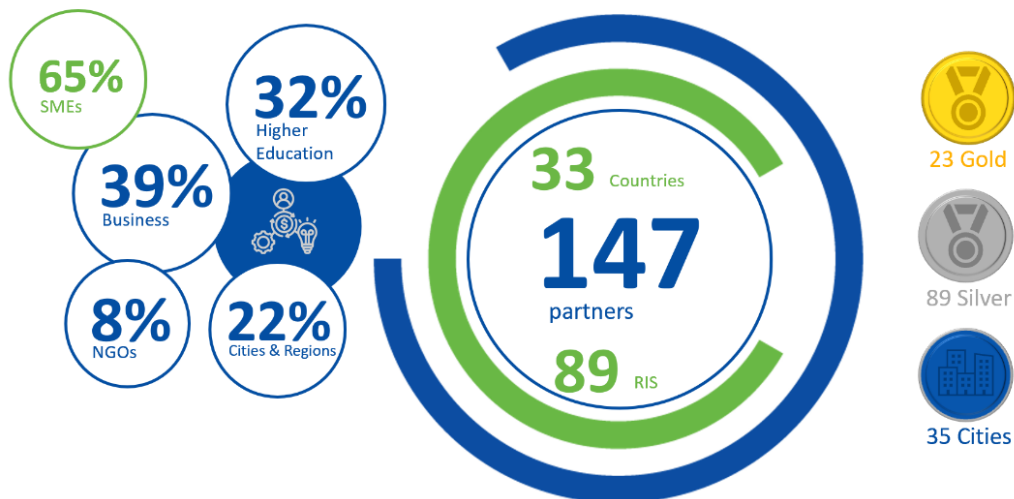


Figure 7. EIT UM partnership composition as of September 2022.

In terms of implementation in the timeframe of this BP, a higher level of cooperation between the business areas and IHs is expected, especially in the identification of potential partners and the creation of leads for the new partnership to enrich our community and activities. In 2023 all IHs will have the same setup, with the final goal to offer the same value proposition across Europe. All IHs are responsible to implement the redesigned partnership development process that has been completely reviewed incorporating a new acquisition process to help and support our IHs to grow the number of partners in the period 2023-2025. Also, IHs have incorporated new tools to get continuous feedback from the partners. The City Club and RIS Hubs have been incorporated into this process to support the IHs.

3.2.2. Changes to KIC legal structure, governing and executive bodies

Compared to the SA, the following changes were pursued for the implementation of this BP: The Intellectual Property Ancillary Board composition was changed with two members with strong IP background to improve its efficiency and provide the required support on IP matters to the Supervisory Board.

3.2.3. Anti-fraud, audit control systems and grant assurance/monitoring

EIT UM is committed to implementing sound management principles and processes to prevent and eventually detect any fraudulent behaviors or infringements to the Code of Good Conduct and Conflict of Interest Policy. For this purpose, policies, tools and internal processes have been properly developed and are planned to be improved during the implementation of BP23-25. In 2022, EIT UM implemented the Whistleblowing Channel which is publicly available on our website. It allows employees, collaborators, suppliers and partners to report suspicious behaviours. Also in 2022, an expert is working on the development of a map of risks and a compliance program that is planned to be ultimately approved by the Supervisory Board by the end of year.

Based on the experiences gained in 2021-22, EIT UM is planning the following grant assurance/monitoring system for the cycle 2023-25, outlined in an Implementation Handbook available to all partners:

- All selected proposals go through a **condition clearing phase** to resolve any issues found by the external evaluations (included in the Summary Evaluation Report) and/or selection committee.
- Organisation of **kick-off** meetings and induction webinars for the activity leaders to present EIT UM project implementation cycle, main rules (financial aspects, contractual obligations, branding and communications) and the tools available for the project implementation.
- **Day-to-day monitoring** by Thematic Area project contacts to discuss progress and identify risks and improvements. Regular submission of deliverables and KPI achievements
- Management of major **project changes** (changes to the consortium, project scope, budget).

- **Interim reviews** every 6 months to assess the status of the activities (performance, cost eligibility, impact) and take any go/no-go decisions. After the submission of a performance report by the activity leader and a meeting with project representatives, an EIT UM monitoring panel assesses activities as: Green (overperformance), White (performance according to plan), Orange (medium risk of underperformance, mitigation measures imposed to overcome challenges), and Red (High risk of underperformance, strong conditions imposed, if not fulfilled budget may be reduced and/or activity stopped). Additionally, in case of concerns about the performance of an activity, EIT UM can trigger an Ad-Hoc performance review at any time outside the 6-month cycle. These performance reviews (either every 6 months or triggered by a risk of underperformance) allows EIT Urban Mobility to re-orient the portfolio (e.g., change the scope of a given activity or even stop those “red” activities that are not going to reach the expected results/KPIs/etc.). Additionally, cost eligibility control is implemented by checking the reported costs in a sample basis and through certified financial statement audits will be performed as soon as a partner reaches a certain amount of EIT grant.
- **Final reporting** at the end of the activity implementation phase with the submission of the final performance report and cost reports. EIT UM will review the Deliverables, KPI achievements and final reports and assess its overall performance. In cases where performance at project closure is not satisfactory, any shortcomings will be assessed, and their weight calculated according to the performance rate methodology outlined in the Project Implementation Handbook, available to all subgrantees. Grant reductions might be applicable depending on the level of underperformance.

4. Ethics self-assessment

Ethical dimension of the objectives, methodology and likely impact

Personal data: Some of the activities integrated within the BP23-25 will process personal data from its participants such as name and surname/s, age, country and city of residence, type of job...etc. All participants of these activities are expected to be previously informed of the treatment of their data as well as will be requested to give their consent for the treatment of this data. The personal data provided will remain in the databases of the Urban Mobility in accordance with Urban Mobility’s Privacy Policy.

As regards sub-granting activities, participants receiving financial support from Urban Mobility shall accept and agree with the terms and conditions of the Subgrant Agreement, in particular those related to GDPR. This also applies to future activities that might involve the profiling, systematic monitoring of individuals, e.g., development of software applications that require geolocation tracking to improve the efficiency of personal mobility.

Artificial intelligence: As part of our subgranting activities, we might eventually fund projects that use AI for the development of new products and services. These will have to comply with the ethics provisions set out in the Subgrant Agreement (transposition of those included in the Grant Agreement) in relation to highest ethical standards and applicable international, EU and national law.

Finally, Participants must acknowledge that no funding can be granted in a Member State for an activity that is forbidden in that Member State. Subgrantees must pay particular attention to the principle of proportionality, the right to privacy, the right to the protection of personal data, the right to the physical and mental integrity of persons, the right to non-discrimination, the need to ensure the protection of the environment and high levels of human health protection.

Compliance with ethical principles and relevant legislations

Entities receiving financial support from EIT Urban Mobility shall accept and agree to the terms and conditions of the Grant

Agreement and its Annex V, in particular those related to Ethic principles.

Participants must carry out the action in compliance with:

- ethical principles (including the highest standards of research integrity) and
- applicable EU, international and national law, including the Charter of Fundamental Rights of the European Union and the European Convention for the Protection of Human Rights and Fundamental Freedoms and its Supplementary Protocols.

Participants are aware that no funding can be granted, within or outside the EU, for activities that are prohibited in all Member States.

Participants must acknowledge that no funding can be granted in a Member State for an activity that is forbidden in that Member State.

Participants must pay particular attention to the principle of proportionality, the right to privacy, the right to the protection of personal data, the right to the physical and mental integrity of persons, the right to non-discrimination, and the need to ensure the protection of the environment and high levels of human health protection.

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

In addition, Participants must respect the fundamental principle of research integrity — as set out in the European Code of Conduct for Research Integrity.

Activities raising ethical issues must comply with the additional requirements formulated by the ethics panels.

Before starting an action task raising ethical issues, Participants must have obtained all approvals or other mandatory documents needed for implementing the task, notably from any (national or local) ethics committee or other bodies such as data protection authorities.

Furthermore, EIT Urban Mobility is highly committed to complying with ethical principles. This commitment is enforced by means of the EIT Urban Mobility Code of Good Conduct and Conflict of Interests.

Apart from the Ethic principles set forth in Horizon Europe, the following general principles shall apply in all EIT Urban Mobility's activities:

- EIT Urban Mobility's action is based on the ethical principles of integrity, honesty and transparency, maintaining at all times behaviour based on good faith.
- EIT Urban Mobility complies with the legal regulations applicable in each of the countries in which EIT Urban Mobility is present and in accordance with the internal regulations of EIT Urban Mobility.
- EIT Urban Mobility values the contribution, thoughts, ideas, differences and diversity that others bring and show the utmost respect for all the involved people and stakeholders
- EIT Urban Mobility believes in teamwork. EIT Urban Mobility aims to make a unique contribution to the business and work together to achieve common goals, helping others along the way and striving for high levels of performance.
- EIT Urban Mobility values the innovation. EIT Urban Mobility encourages their employees to do things better or differently in order to deliver greater value to stakeholders and to achieve more effective and efficient processes and systems.
- EIT Urban Mobility encourages the quality and excellence. EIT Urban Mobility's practices, processes and systems are designed to achieve quality results that exceed the expectations. EIT

Urban Mobility works to the highest standards in its activities and holds others accountable for achieving the same standards of excellence.

- EIT Urban Mobility guarantees the confidentiality of the information when applicable and refrain from searching for reserved data, except in the case of express authorisation and in accordance with the legal regulations in force.
- In conducting any activity, situations where the parties involved in the transactions are, or may appear to be, in a conflict of interest must be avoided.
- EIT Urban Mobility's employees are an indispensable factor for success. For this reason, EIT Urban Mobility protects and promotes the value of our human resources in order to improve and increase the skills and competitiveness of each employee.
- EIT Urban Mobility guarantees equal opportunities and do not discriminate any employee nor stakeholder.
- The environment is a primary good that we are committed to protect; to this end, we program our activities looking for a balance between economic initiatives, sustainability and the essential environmental needs, taking into account at all times the rights of future generations.



Annex - Financial Support to Third Parties

EIT Urban Mobility - Mobility for more liveable urban spaces

eiturbanmobility.eu

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1. Introduction

During the implementation of the Business Plan 2023-2025 (BP23-25), EIT Urban Mobility (EIT UM) will directly implement some of the activities aimed at reaching the set objectives and targets. However, a larger part of these planned activities will be sub-granted to other entities.

In sub-granting the activities, EIT UM will use all different possibilities offered by EIT and will comply with the requirements outlined in Annex 5 and in the Invitation to submit proposals for the BP23-25.

According to the EIT, for the multiyear BP23-25, a maximum amount of 500,000 EUR per recipient in a single project, and 6,000,000 EUR per recipient overall during the three-year BP implementation is allowed.

Calls for grants and prizes follow similar rules and procedures, with differentiations aligned with the provisions of Annex 5 and with the amounts sub-granted. For calls granting up to 60,000 EUR to entities, a simplified procedure is proposed to be followed.

All thematic areas of EIT UM will use the financial support to third parties for granting all cascading activities outlined in the WP section of Part B of the BP23-25 application.

2. Minimum requirements for activity selection

Minimum requirement	EIT principle applied	Description	Supervision
Setup and general aspects	1. Sound financial management: principles of economy, efficiency and effectiveness, including a lean and cost-efficient structure that keeps administrative and management costs to a minimum [as per MGA Art. 7].	The call text, evaluation and selection process is standardised for each call according to the Calls and Evaluation handbook revised and accepted by the EIT.	PMO and Finance department
	2. Pan-European character	The Pan-European character is established as part of the admissibility and eligibility conditions of each call (for multi-beneficiary calls) and as a part of the impact of the call (for mono-beneficiary calls)	PMO
	3. Clear separation between KIC staff delivering management and operational functions (so that staff advising the activities are not the ones ultimately making the decision to stop them).	The continuous monitoring and controlling of the KIC activities is carried out by the Thematic Areas while the interim reviews (responsible for assessing the performance of project at midpoint of a project implementation) is managed together between the thematic areas and the PMO. Decisions to stop activities are taken by the CEO/COO.	PMO and CEO/COO
	4. Risk management.	The risk management of all EIT UM activities – internal and external- is ensured including the identification and contingency plan section in all project proposals as well as within the risk management plan established by EIT UM in each Business Plan.	Operations department
	5. Management adhering to anti-fraud guidelines. KIC has a whistle-blower policy.	EIT UM has defined and internal and external antifraud policy, covering all internal and external activities. A whistle-blower committee has been created and is composed by members of Legal, HR and PMO.	PMO, legal and HR departments

Minimum requirement	EIT principle applied	Description	Supervision
	6. KIC employs the four-eyes-principle for all transactions and decisions above an agreed threshold.	The four-eyes principles is ensured in all steps of the call evaluation and selection process: in the admissibility and eligibility step, all submitted proposals are checked by 2 PMO members; in the evaluation step, 3 external evaluators assess each proposal (for open calls); the selection step is done through a committee composed by a minimum of 3 members. All checks of running projects involve the responsible thematic areas and PMO staff.	PMO
	7. Training on understanding audit requirements and interacting with auditors.	Internal and external trainings (to EIT UM partners) are organized and provided by EIT UM Finance team through regular webinars during the year.	Finance team
Call planning and preparation	1. KIC adopts EIT templates for call documents.	All Guidelines, Handbooks and templates used to carry out the internal and external processes of EIT UM calls have been drafted following the EIT requirements and are approved before being declared official and ready for its use	PMO
	2. KIC applies to get call approval from EIT (and time limits apply).	In accordance to Annex 5, all calls and direct awards are sent to EIT for revision and approval one month prior its official publication and launching	PMO
	3. Self-assessment form for meeting the KPI requirements to be completed at application stage.	The KPI targets included in a given call are checked by PMO through a call checklist that is applied in every call before finalising the documents to be sent to EIT.	PMO
	4. KIC confirms the case for financial sustainability and co-funding.	All call manuals include a detailed section where the need for financial sustainability and co-funding is explained in accordance with the EIT requirements. Both sections are also revised by the EIT UM finance team and the Thematic Area responsible for the call.	PMO, Finance team, Thematic Area
Outreach to beneficiaries	1. KIC publishes the call on the KIC's website and on the EC Funding & Tenders portal.	Once the call is accepted by the EIT, the KIC launches the call ensuring all documents are published on the EIT UM website, the Funding and Tenders Portal and promoted through social media.	PMO and Communications department

Minimum requirement	EIT principle applied	Description	Supervision
	2. KIC puts procedures in place for guiding applicants and potential beneficiaries.	<p>All calls are always accompanied with the following documents:</p> <ul style="list-style-type: none"> • Call Manual • EIT Urban Mobility Strategic Agenda 2021-2027 • List of KPIs • Guidelines for Applicants • Eligibility of expenditure • Appeal procedure • Project Implementation Handbook • Financial Support Agreement template • Horizon Europe Model Grant Agreement (specifically Articles 16 and 17) 	PMO
	3. KIC has a process for supporting proposal ideation.	<p>All calls provide 3 types of supporting measures for the applicants in order to support them on the proposals' ideation and development processes:</p> <ul style="list-style-type: none"> • Guidelines for Applicants: where the applicant can find detailed explanation on what needs to be provided in each section of the application form of the project proposal. • Call information sessions: where the Thematic Area explains to the applicants what are the exact results, services and outcomes expected to provide in each call. • Call Contact points: applicants can contact directly EIT UM staff to discuss specific ideas and check if they fit with the outcomes expected from each call. 	PMO and Thematic Areas
	4. KIC has a process for facilitating brokerage and matchmaking among existing and new partners.	Depending on the type of calls to be launched, matchmaking events (online or physical) are organised by the Thematic area / Innovation Hubs.	Thematic area and Innovation Hubs
	1. A common minimum period when a call remains open.	All call minimum opening periods follow the provisions of Annex 5.	PMO

Minimum requirement	EIT principle applied	Description	Supervision
Process for submitting applications	2. Submitting a report to EIT confirming the proposals submitted, ranking list and evaluation method followed.	EIT is informed on each call at three stages: at the call closing, after the quality evaluation process and after the final portfolio selection.	PMO
	3. Formal applicant notification about the selection result, attaching the summary evaluation report and the conditions to be fulfilled before contracting (if any).	Applicants are notified about the results of the evaluation and selection process and receive a Summary Evaluation Report. Those pre-selected also receive the list of conditions to comply with during the conditions clearing phase.	PMO, Thematic Areas
	4. Publishing the selection results on the relevant KIC website, after their contracting is complete.	All project finally selected for funding are published on the EIT UM website news section with the details of the selection results.	PMO and Communications department
Process for evaluating applications	<p>1. Criteria that combine Horizon Europe (i.e. a) Excellence, b) Impact, c) Quality and efficiency of the implementation) with KIC portfolio strategic fit and compliance with the financial sustainability principles and knowledge triangle integration and, for multi-beneficiary projects.</p> <p>2. Evaluation performed by a minimum number of external experts to ensure fairness and transparency.</p> <p>3. Report by independent expert observer.</p>	The evaluation process (including the Evaluation criteria, composition of Evaluation Panels, figure of the external observer...etc.) are established according to the HE principles within each Call Manual, as well as within the Calls and Evaluation Handbook.	PMO

Minimum requirement	EIT principle applied	Description	Supervision
	4. Pool of external evaluators renewed on a periodic basis (e.g., min percentage of new evaluators).	The pool of external evaluators has been updated from 2020 to 2022, on yearly basis. In addition, new calls for external experts are planned to be launched in 2023-2025 also on yearly basis.	PMO and Finance team
	5. Evaluator contract with conflict-of-interest declarations (common template). 6. Remuneration of external evaluators (common base fee structure).	A standard template contract for External Evaluators includes specific clauses on declaration of conflict of interest and remuneration fee has been developed by the Legal Department	PMO and Legal department
	7. Mechanism to evaluate external evaluators with the option to swiftly remove those who do not meet the expected standards.	The performance of the external evaluators is assessed in two different ways: 1. During the evaluation process where a Quality controller from EIT UM oversees the work performed by the Evaluators and the Rapporteur. 2. After each Call, a meeting between the different quality controllers assigned to each evaluation panel discuss quality of the performance of their assigned evaluators.	PMO and Thematic Areas
Process informing applicants	1. A standardised redress/appeal procedure in place.	An “Appeal procedure” is published together with the call documents, outlining the procedure and steps to file an appeal.	PMO
	2. Dissemination of evaluation results	All Evaluation results are communicated to all applicants (selected and non-selected) after the final selection of the projects to be funded (after the conditions clearing).	PMO
Process contracting	1. Fixed number of days for completing contract negotiation.	After the approval of the proposals, a condition clearing phase is granted to proposals to improve or align the content to the strategic/technical considerations of the selection committee. Usually, the phase takes 2-3 weeks, unless more time is granted to all proposals of the same call due to the type of conditions requested.	Thematic areas

Minimum requirement	EIT principle applied	Description	Supervision
	2. Each partner identifies individuals with legal and financial responsibility, who are named in the contract.	This step is done before the submission of the proposal by registering in the PLAZA tool.	PMO
	3. Each partner receives code of conduct and anti-fraud materials.	The call manual and implementation handbook refer to the main EU principles and requirements.	PMO
	4. Adopt a common electronic signature process to minimise contractual delays between the KICs and partners.	EIT UM already uses the electronic signature for all contracts signed by the KIC LE. Exceptions are applied only when the rules of the signing entity do not allow.	Legal and IT
Process of monitoring	1. Confirmation of no subgranting between related entities. 2. Confirmation of no double funding for the same work.	All applicants must confirm during the signature of the FSA agreement (between EIT UM and each subgrantee) that no hidden subgranting as well as no double funding has been received for the specific activity/ies to be carried out through the EIT UM contribution to be received.	Legal
Process for post-impact assessment	1. Facilitate dissemination/communication/ exploitation of results.	All resulted products of the finished projects are disseminated on the EITUM website (https://www.eiturbanmobility.eu/our-activities/) and, when relevant, included in the EIT UM Digital Marketplace (https://marketplace.eiturbanmobility.eu/)	Thematic Areas, Communication department, market development team
	2. Follow the impact of KAVA output after a certain period.	Each thematic area is establishing a follow-up procedure to check the impact of the results up to 5 years from the end of the project.	Thematic areas
	3. Engage in Cross-KIC activities.	EITUM is currently engaged in several Cross-KIC activities (Shared Services, Strategic Synergies, Strategic Education, HEI Strategic RIS, Access to Finance) and leads some work packages. Furthermore, EITUM is leading the thematic innovation Cross-KIC H2 Cities.	Thematic Areas, Operations
	4. Providing input to innovation policy discussions.	Project results and lessons learned are feed into policy discussions and documents, namely the SIG (Special Interest Groups) and Thought Leadership Studies	Thematic Areas, Innovation Hubs and Market Development

3. Main rules and procedures

3.1. General principles

All cascading activities integrated in the Business Plan are following the main rules and principles established by the EIT rules and EU general principles¹.

All processes respect the principles of openness, transparency, equal treatment, and efficacy:

- Evaluation criteria do not give advantage to specific candidate(s), but are public and provide clear instructions to all candidates and support them in understanding the requirements.
- Evaluation questions are designed to be applied to different types of projects/contexts.
- The criteria for evaluation are relevant for the type of selection and all provided information is considered during the evaluation.
- Criteria are applied by different evaluators with clear instructions to both candidates and evaluators, for everyone to have the same interpretation.

Furthermore, all external experts (evaluators and rapporteurs) are specifically instructed to follow the subsequent evaluation principles:

- **Independence:** Proposals will be evaluated in accordance with the personal capacity of each EEE. The EEE will not represent neither his/her employer, nor his/her country.
- **Impartiality:** The proposals will be treated equally and will be evaluated impartially on their merits, irrespective of their origin or the identity of the applicants.
- **Objectivity:** The proposals will be evaluated as submitted and on its own merit, not its potential.
- **Accuracy:** Each section of the project proposal will be evaluated according to the expected information for each section and its consistency with the rest of the project proposal.
- **Consistency:** The same standards of judgment will be applied to all proposals.
- **Conflict of interest:** All EEE will be independent experts with no direct/indirect relation with any applicant entity/es of their assigned proposals and no stand to benefit indirect/benefit from any proposal success.

¹ Legal framework:

- Article 79 of Commission Implementing Regulation (EU) No 897/2014
- Financial Regulation (Regulation (EU, Euratom) 2018/1046), outlined in Art. 188-194
- Annotated Model Grant Agreement
- KIC Partnership Agreement (PA2021/EIT/EIT Urban Mobility)
- EIT Urban Mobility Strategic Agenda
- Common principles governing external funding of research
- European Institute of Gender Equality

- **Confidentiality:** no details on content of proposals, evaluation results, opinions of fellow experts or review from EIT MT will be shared by the EEE with others, with the sole exception of the fellows EEE integrating the same evaluation panel and consensus group.
- **Equal opportunities and non-discrimination:** The proposals will be treated equally and will be evaluated without any discrimination for factors such as race, colour, sex, language, religion, political or another opinion, national or social origin, property or birth.
- **Anonymisation and data protection**

3.2. Main documents

There are 2 types of documents being followed for the management of all cascading activities integrated into the Business Plan: Public documents linked to each specific call, the internal management handbooks, defining the rules and procedures to be followed for the management of the call, and the legal documents.

Public Documents

Each call contains, at least, the following documents:

- Call manual
- Application form template
- List of KPIs
- Guidelines for applicants
- Eligibility of expenditure
- Appeal procedure
- Activity implementation handbook
- EIT Urban Mobility Strategic Agenda 2021-2027
- Horizon Europe Model Grant Agreement (especially articles 16 and 17)

The Call manual, together with a List of KPIs and the Guidelines for applicants must be developed and/or updated for each call by the PMO and the TA.

Internal management handbooks

In order to ensure the standardization of the operationalization of all calls related activities, there are 2 documents establishing the main rules, steps and procedures:

- Calls and Evaluation Handbook
- Implementation Handbook

Both documents aim to act as the official Handbooks of the entity and aim to be updated continuously according to the new rules and requirements established by the EIT and/or the EC.

Legal documentation

The last type of document linked to the calls is the contract linking the experts involved in the Quality Evaluation Process of the call, with the EIT Urban Mobility. There are 4 types of external experts potentially involved in each call:

- External Experts Evaluators
- Rapporteurs for the Quality Evaluation Process
- Rapporteurs for the Selection Committees
- External observers

The above-mentioned experts have been selected through an open call and are internally evaluated every year through a transparent process.

3.3. Participation of third countries

As a general rule, EIT Urban Mobility provides financial support to entities established in Horizon Europe (HE) eligible countries.

In case a recipient of financial support is established in a third country not eligible under HE, the following rules apply:

- In case of recipients of financial support above EUR 60 000 per grant agreement: if the entity is not eligible for funding under a national scheme, they may receive EIT funding on an exceptional basis agreed with the EIT, if the participation of the entity established in the third country is deemed essential for the action;
- In case of recipients of financial support below EUR 60 000 per grant agreement: EIT Urban Mobility may award financial support to third parties, if duly justified.

The conditions for participation of any third country not eligible under HE are specified in the call documents.

At the time of preparation of the Grant Agreement, no financial support is foreseen to be provided to entities established in a third country not eligible under HE. Entities from these countries can participate at their own costs. In the case of UK entities, their costs are reimbursed by the UK government under the conditions established by the UKRI instrument. In case these conditions change in the future and/or if the nature of their participation in a given project does not enable them to get a reimbursement by the UK government, EIT Urban Mobility will review it on a case-by-case basis and, if necessary, seek EIT approval.

3.4. Types of calls: criteria, process, procedures and type of entities receiving support

	Regular Open Calls (Open Calls)	Permanently Open Calls	Calls for KIC partners	Calls below 60K	Direct awards
<i>Type of partners</i>	<p>Entities from:</p> <ul style="list-style-type: none"> • Member States (MS) including their outermost regions and Overseas Countries and Territories (OCTs) linked to the MS. • Countries associated with Horizon Europe (AC). • Other countries when announced in the call. • Affiliated entities established in countries eligible for funding. 	<p>Entities (including partners only) from:</p> <ul style="list-style-type: none"> • Member States (MS) including their outermost regions and Overseas Countries and Territories (OCTs) linked to the MS. • Countries associated with Horizon Europe (AC). • Other countries when announced in the call. • Affiliated entities established in countries eligible for funding. 	<p>Only addressed to EIT Urban Mobility Partners from:</p> <ul style="list-style-type: none"> • Member States (MS) including their outermost regions and Overseas Countries and Territories (OCTs) linked to the MS. • Countries associated with Horizon Europe (AC). • Other countries when announced in the call. <p>Affiliated entities established in countries eligible for funding.</p>	Any entity	Specific entities
<i>Call opening time</i>	At least 2 months	At least 6 months	At least 1 month	At least 2 months for Regular Open Calls, at least 6 month for Permanently open calls and at least 1 month for Call for KIC partners.	At least 2 weeks
<i>Evaluation criteria</i>	<ul style="list-style-type: none"> • Strategic FIT • Excellence • Impact 	<ul style="list-style-type: none"> • Strategic FIT • Excellence • Impact 	<ul style="list-style-type: none"> • Excellence • Impact 	<p>May be based, but not limited to, the following:</p> <ul style="list-style-type: none"> • Excellence 	<p>May be based, but not limited to, the following:</p> <ul style="list-style-type: none"> • Excellence

	Regular Open Calls (Open Calls)	Permanently Open Calls	Calls for KIC partners	Calls below 60K	Direct awards
	<ul style="list-style-type: none"> • Quality and efficiency of the Implementation 	<ul style="list-style-type: none"> • Quality and efficiency of the Implementation 	<ul style="list-style-type: none"> • Quality and efficiency of the Implementation 	<ul style="list-style-type: none"> • Impact • Quality and efficiency of the Implementation 	<ul style="list-style-type: none"> • Impact • Quality and efficiency of the Implementation
External Evaluators	At least 3 External Evaluators per Evaluation Panel	At least 3 External Evaluators per Evaluation Panel	At least 1 External Evaluator per Evaluation Panel	After agreement with EIT on a case-by-case basis, at least 1 External Evaluator per Evaluation Panel	At least 1 Expert Evaluator (internal or external) per Evaluation Panel
Total Duration (from submission of the Call docs to EIT to final portfolio selection)	Over 7 months	*Depends on the total time while the call is opened as well as the total number of cut-off dates	Over 5 months	Over 5 – 6 months (depending on the call type).	over 1.5 months

4. Details per Work Package

4.1. Academy

4.1.1. Master School activities

Open calls to fund the development of new methods, content and business models to improve the Master School running operations

For the Master School it is expected to fund:

- The development of innovative teaching methodologies, crucial for the EIT Urban Mobility offer of high-quality education and supporting the EIT labelled programmes;
- Activities meant to raise awareness of the Master School and promote our programmes, such as undergraduate summer schools and challenge-based student competitions and the summer schools.

All activities funded through these open calls are expected to reach a large audience and gain recognition efficiently with a lasting effect. It is expected to launch one open call per year (Q1-Q2). The process to be followed is outlined in section 2.3.

Continuing direct awards to support the development of the running operations at the Master School

The activities to be funded under these direct awards include, among others:

- The position of the Head of Master School;
- The Master School Office (MSO), acting as the central administrative organ of the Master School;
- The Programme Leads, who are responsible for the different programmes and act as the single point of contact between the KIC, the programme consortium, and the Local Programme Coordinators, who are responsible for the programme implementation at their respective partner university and the Local Administrative Coordinator.

These direct awards are granted according to the Master School Agreement which specifies the obligations of the KIC, the Master School planned activities and partners involved, and the strategy for the BP2023-2025. The process to be followed is outlined in section 2.3.

New direct awards for new activities to be included under the Master School segment

These new direct awards are taking place after the intent to accede to the Master School Agreement is communicated to the Head of the Master School and to the KIC, triggering the

accession procedure and allowing to start academic planning. The process to be followed is outlined in section 2.3.

4.1.2. Doctoral Training Network (DTN) activities

Open calls to fund the development of new methods, content and business models to improve the DTN running operations

For the DTN it is expected to fund activities in which there are portfolio gaps, such as new teaching methodologies in innovation and entrepreneurship and courses with a strong Impact Ventures component and KTI approach, as well as, provide support to student start-ups activities.

It is expected to launch one call per year (Q1-Q2), following the needs of the portfolio. The process to be followed is outlined in section 2.3.

Continuing direct awards to support the development and running operations of the DTN

The activities to be funded under these direct awards include, among others:

- The position of the Head of DTN;
- The DTN Office, acting as a central administrative office for the DTN and the Local DTN Coordinator at each partner university.

The work carried out by both positions includes both academic and administrative work corresponding to DTN programme development and execution, as well as programme coordination and organisation of the DTN Annual Forum, the DTN annual flagship event. These direct awards are awarded according to the operational needs of the DTN and the provisions of the DTN Agreement. The process to be followed is outlined in section 2.3.

New direct awards for new activities to be included under the DTN segment

These new direct awards are taking place after the intent to accede to the DTN Agreement is communicated to the Head of DTN and to the KIC, triggering the accession procedure and allowing to start academic planning. The process to be followed is outlined in section 2.3.

4.1.3. Competence Hub activities

Open calls to fund the development of new methods, concepts and business models through partner-led projects, as part of our experimental approach to test new ideas, that when shown to work, may be repeated and scaled up

For the CHA call it is expected to fund activities such as applied courses with high revenue potential and addressing the EIT non-degree label requirements; flagship F2f courses covering in demand hot topics in UM and skills-development needs of UM professionals; extension and/or upgrade of successful courses and trainings, including also to cover new geographical areas and

languages; and marketing and sales development support for new and existing courses, including also with the creation of specific events around cities and countries to generate leads to channel our courses.

It is expected to launch one call per year (Q1-Q2), with this being assessed yearly on a portfolio needs basis and considering the Competence Hub portfolio theme priorities. The process to be followed is outlined in section 2.3.

Calls to the KIC partners to fund specific activities aimed at addressing a portfolio gap

There can be a portfolio gap when:

- A certain issue has not been adequately covered by the proposals received in the open call
- When there is a particular request for a customised training/programme targeting a specific unmet need
- When we require extra assistance to implement and deliver our committed online and face-to-face portfolios.
- Others

The process to be followed is outlined in section 2.3. For smaller targeted calls (<60K€) a simplified process will be followed (see section 2.3.).

Continuing direct awards for the development and delivery of specific activities/projects

This type of instrument is going to be used when there is a new activity/project that is linked with a past one and when there is an aim to continue the activity, for example, when subsequent editions of existing courses are running.

In addition, direct awards can also be used for projects that were selected in the 2022 call and indicated their willingness to continue in the following years. These projects will be assessed in Q4 2022 against the performance of the 2022 workplan and the proposed workplan/KPIs/budget for 2023. The process to be followed is outlined in section 2.3.

4.2. Innovation

4.2.1. Entrepreneurial innovation activities

Open calls to fund new entrepreneurial innovation projects addressing EIT Urban Mobility challenge areas

The Regular Open Calls are launched once per year (Q1-Q2). Additionally, Small Targeted Calls addressed to SMEs with a budget up to 60k EUR, will be launched at least once per year. The

process to be followed is outlined in section 2.3. *Continuing direct awards to projects selected in the Call 2022 for a duration of 24 months*

These projects are being assessed in Q4 2022 against the performance of the 2022 workplan and the proposed workplan/KPIs/budget for 2023. The process to be followed is outlined in section 2.3. *Targeted calls addressed to the KIC partners that are in a unique position to successfully address a portfolio gap*

A portfolio gap might be an issue not adequately covered by the proposals received in the open call or a subject that requires urgent attention due to policy, regulation or force majeure. Notably, this will also include business model economic weaknesses in the development of new ecosystems, supply chains and logistics networks. The process to be followed is outlined in section 2.3.

New direct awards

These types of awards are going to be launched to support the set-up and implementation of strategic joint partnerships of novel value incorporating deep tech activities, based on applied use in the mobility sphere. The process to be followed is outlined in section 2.3.

4.2.2. Agile innovation activities (RAPTOR programme)

Regular open call with a simplified selection process (<60K€, according to the process outlined in section 2.3.)

RAPTOR is a competition for start-ups/SMEs who can address niche urban mobility challenges. Each competition takes place in a specific city and may address one or multiple challenges. Competitions are launched throughout the year. A lump sum mechanism to be developed for this type of calls. The process to be followed is outlined in section 2.3.

New direct awards

A direct award to a Turkish partner (178 Farplas Otomotiv) to support the development of a RAPTOR competition in Turkey. The competition itself will be paid by a private sponsor. The process to be followed is outlined in section 2.3.

4.3. Impact Ventures

4.3.1. Accelerators

Open calls to fund new accelerator programmes to support the growth of start-ups and a new tech transfer programme to support the creation of new start-ups

One Open Call has been launched in autumn 2022 to select accelerators that will run for 3 years. The process to be followed is outlined in section 2.3. New calls may be launched if needed due to changes in strategic priorities.

In parallel, each Accelerator selected by this Open calls launched by the EIT Urban Mobility, will run open calls to select 10-12 start-ups to participate in the programme. Each start-up will receive 2,500€ as a subgrant (microgrant) to support travel expenses and other costs of participating in the programme. The call, managed by the different consortia, will follow the simplified procedure outlined in section 2.5.

Continuing direct awards to fund existing Accelerators and SME Hubs that applied for 3 year activity in the 2022-2024 call.

These projects are assessed every 6 months to assess the status of the activities (performance, cost eligibility, impact). The process to be followed is outlined in section 2.3.

4.3.2. Funding support to start-ups and scale-ups

Permanently open calls targeted to start-ups

This type of call is permanently open with 4 cut-off dates each year. A lump sum mechanism is to be developed for this type of call. For grants below 60K€, the process to be followed is outlined in section 2.5. For grants above 60K€, the process to be followed is outlined in section 2.3

Direct awards to funnelled start-ups from our Accelerators programmes

Approximately 1/3 of the participating start-ups get an extra grant to support the day-to-day operation (hiring, product development, R&D, legal and marketing expenses) of the start-up. The selection is based on the recommendations from an external investment committee. The final decision is taken by EIT Urban Mobility CEO. The process to be followed is outlined in section 2.3.

4.4. RIS

4.4.1. RIS Hubs

Continuing direct awards to existing projects, namely the 12 RIS hubs that were selected in the 2021 and 2022 calls.

The RIS Hubs are normally assessed in Q4 of a given year for continuation into the next year. They are assessed against current performance and the proposed workplan for the next year. The process to be followed is outlined in section 2.3.

4.4.2. RIS Education activities

Open calls/Call for Partners to fund projects that address pressing skills gaps hampering innovation and entrepreneurship in urban mobility in the RIS countries, presenting solutions to local problems

Proposals with high potential to be scaled up are expected to be fund, through the delivery of educational content to achieve knowledge- and skill-powered change in urban mobility as well as education-focused citizen engagement programmes.

For RIS Education, it is expected to fund proposals that raise awareness about sustainable urban mobility through education-focused citizen engagement projects, summer schools at the bachelor level for RIS countries 'students, also aiming at raising awareness of the EIT Urban Mobility Master School and off-the-shelf courses and programmes that can be used by partners in RIS countries to deliver on their education driven targets. We expect to launch one call per year (Q1-Q2). The process to be followed is outlined in section 2.3.

Continuing direct awards for projects that were selected in the 2022 call and indicated their willingness to continue in the following years

These projects will be assessed in Q4 2022 against the performance of the 2022 workplan and the proposed workplan/KPIs/budget for 2023. The process to be followed is outlined in section 2.3.

4.4.3. RIS Innovation activities

Open calls from other EIT Urban Mobility Areas including specific requirements for RIS countries

The open calls to fund new entrepreneurial innovation projects (see section 2.3) include specific rules and provisions for the participation of RIS entities using the funds allocated to the RIS programme (e.g. lower co-funding rate). RIS funds are used to target newcomers, mainly SMEs and cities, that are participating in the innovation programme for the first time. Also, these newcomers should come from those RIS countries that are not represented or under-represented in EIT Urban Mobility's innovation activities.

Direct awards for projects that were selected in the 2022 call

Direct awards to RIS participants of innovation projects that were selected in the 2022 call for a duration of 24 months. See section 2.3. for further details.

4.4.4. RIS Impact Ventures activities

Open calls from Impact Ventures including specific requirements for RIS countries

There are not any standalone RIS Impact Ventures calls planned for 2023-25 since RIS is integrated into the continuously open call from Impact Ventures (see section 2.3). RIS funds are used to support start-ups from RIS countries.

4.5. Communication, Dissemination, Exploitation and Market Development

4.5.1. Market development activities

Permanently open call to fund a pilot implementation of the solutions (acquisition of hardware materials, marketing for user engagement, staff time devoted to the implementation of the pilots, data acquisition for impact assessment and expenses associated to implementation [set up and maintenance])

The call is permanently open with up to 4 cut-off dates each year. For grants below 60K€, the process to be followed is outlined in section 2.5. For grants above 60K€, the process to be followed is outlined in section 2.3.

4.5.2. Market development activities

Permanently open calls with a simplified selection process (<60K€, according to the process outlined in section 2.3.) to support the open innovation scheme ChallengeMyCity

Cities willing to participate in the programme will firstly pay a consultancy fee to EIT Urban Mobility to define a list of challenges and conduct the impact assessment of the pilots. Subsequently, an open call is launched by EIT Urban Mobility in cooperation with the city and the private sector to select innovative solution providers capable of delivering a pilot addressing those specific challenges. Competitions are launched 4 times per year in 4 different cities.

A lump sum mechanism is to be developed for this type of call. A simplified mechanism (<60K€ according to the process outlined in section 2.5.)

Open call to select strategic business partners with whom to develop the methodology of ChallengeMyCompany and pilot the open innovation programme with up to 2 corporates

Two calls are foreseen one in 2024 and the other one in 2025.

4.6. Ecosystem support

4.6.1. Regional Dissemination Hubs (RDHs)

Calls to the KIC partners to select partners capable of delivering the services of a Regional Dissemination Hub (engagement activities with regional and national stakeholders and fundraising)

One call is planned in 2023 to select one RDH and another one in 2024 to select another RDH. The process to be followed is outlined in section 2.5.

Direct awards to existing RDHs, namely the one in Northern Italy selected in 2022

The performance of the RDHs is normally assessed in Q4 of a given year for continuation into the next year. They are assessed against current performance and the proposed workplan for the next year. The process to be followed is outlined in section 2.3.

4.6.2. Citizen engagement and public realm activities

Calls to the KIC partners to fund Support training activities to replicate former projects and/or build local capacity for civic engagement and behaviour change

Three calls are planned per year with a simplified selection process (<60K€, according to the process outlined in section 2.3.)

Calls to the KIC partners to Provide support to EIT Urban Mobility activities (e.g., Challenge my City, Innovation projects) to integrate citizen and end-user engagement/feedback into city pilots; documentation to create replicable engagement guides and training activities to support broader dissemination

This call aims to develop and implement tailored user engagement activities to evaluate and provide actionable feedback to improve pilot projects according to the process outlined in section 2.3.