



# Business Plan 2021-2022

*Per se*

EIT Urban Mobility - Mobility for more liveable urban spaces

EIT Urban Mobility

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[eiturbanmobility.eu](http://eiturbanmobility.eu)

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# A. 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, goods delivery and waste collection, 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 and guidance for the multi-annual framework period of Horizon Europe.

## *Role and focus of the Business Plan 2021-2022*

The **Business Plan (BP) 2021-2022** is the major tool to drive forward the implementation of the SA. It enables EIT Urban Mobility to conduct activities in all **five programme areas**: The Academy, Innovation, Business Creation, Factory, and City Club and Living Labs. All activities are in line with the intervention logic of the SA and hence constitute the major driver to accelerate the change towards sustainable mobility for more liveable urban spaces that EIT Urban Mobility strives for.

Building on the strong foundation laid in 2020 which was the first year of operations of the KIC Legal Entity as well as on the main lessons learnt of the set-up and fast growth phase, this BP is focusing on the following objectives in 2021 and 2022:

- Set the baseline for the implementation of the EIT and KIC Impact Framework
- Operationalise the Financial Sustainability strategy and pilot, test and scale novel programmes to boost impact and Financial Sustainability
- Streamline RIS activities across all programmatic activities
- Align Innovation, Academy and Business Creation programmes to create and invest in start-ups and pave the way towards becoming an impact investor

## *Integration of 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, breaking down silos between the different stakeholders and creating

synergies. We facilitate ongoing exchange of knowledge on urban mobility 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, the collected city challenges have been clustered into nine **Challenge Areas** to drive the design of our activity programmes for the time period of the SA. To narrow down the focus enabling the highest innovation potential and achieving the maximum impact, five Challenge Areas as highlighted below in green are prioritized within this BP.



Figure 1 – EIT Urban Mobility Challenge Areas

### Delivering on impact

In line with the described intervention measures according to our five SOs and depicted in the EIT Urban Mobility Theory of Change in the SA, each programmatic area follows the basic logic to create impact: The activities within all areas 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. The table below highlights the planned targets for the EIT Core KPIs as well as selected EIT Urban Mobility specific KPIs in the time period of this BP:

Table 1 – EIT Core KPIs and selected KIC specific KPIs for the period of the Business Plan 2021-2022

KPI Labels	KPI	2021	2022	Total <sup>1</sup>
EITHE02.1	# Marketed Innovations	16	22	38
EITHE03.1	# KIC Supported Start-ups/Scale-ups	128	211	339
EITHE03.2-EITRIS	# KIC Supported Start-ups/Scale-ups	39	18	57
EITHE04.1	# Start-ups created of/for innovation	19	12	31
EITHE04.2-EITRIS	# Start-ups created of/for innovation	10	6	16
EITHE05.1 <sup>2</sup>	# Start-ups created of EIT labelled MSc/PhD programmes	2	4	6
EITHE05.2-EITRIS	# EIS RIS Start-ups created of EIT labelled MSc/PhD programmes	0	0	0
EITHE6.1	€ Investment attracted by KIC supported start-ups/scale-ups	3,120,000	8,400,000	11,520,000

<sup>1</sup> Consolidated targets include contribution from HEI and Cross-KIC

<sup>2</sup> Values of EITHE05.1 and EITHE07.1 correspond to SA targets as per EIT request, however, targets will not be achieved due to previous lower student intake. Targets realistic to be achieved are 0 (2021) and 2 (2022) for EITHE05.1, as well as 21 (2022) for EITHE07.1.

KPI Labels	KPI	2021	2022	Total <sup>3</sup>
EITHE06.2-EIT RIS	€ Investment attracted by KIC supported EIT RIS start-ups/scale-ups	120,000	1,000,000	1,120,000
EITHE07.1	# Graduates from EIT labelled MSc and PhD programmes	0	50	50
EITHE08.1	# Participants in (non-degree) education and training	3,472	6,392	9,864
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined start-ups	0	2	2
EITHE11.1	€ Financial Sustainability revenues	3,961.000	3,317.000	7.278.000
EITHE11.2	Financial Sustainability coefficient	12.45%	6.79%	9%
EITHE13.1	# Success stories presented by KICs to the EIT	20	20	40
KONHE03.1	# Members of City Club	22	28	28 <sup>4*</sup>
KONHE03.2	# City engagements in projects	53	81	134
KONHE04	# Orders for Factory consultancy	6	6	12
KONHE08	Education activities at EIT RIS Hubs	17	22	39
KONHE13	# Annual reach of impressions for EIT Urban Mobility online content	420,000	641,151	1,061,151
KONHE19	# Start-ups where EIT Urban Mobility owns equity	23	46	46 <sup>*</sup>
KONHE20	# Designed/tested innovations	17	30	47
KONHE23	€ Value of equity assets	2,500,000	5,000,000	5,000,000 <sup>*</sup>
KSN01	# Innovation pilot scaling	7	10	17
KSN02	# Demos/ pilots/ living labs actively involving citizens	40	40	80
KSN03	# Public realm improvements	9	10	19

### *Delivering on financial sustainability*

In addition to delivering on impact, we aim to become financially sustainable in line with the Financial Sustainability Strategy as outlined in the SA. In 2021 and 2022 our focus is on operationalising the strategic elements. This entails the build-up of staff and processes to negotiate and monitor viable commercial agreements with partners as well as managing our equity portfolio. At the same time, EIT Urban Mobility continues to pilot, test and scale novel programmes to boost impact and financial sustainability simultaneously, e.g. through the novel Action and Impact Groups, RAPTOR (Rapid Applications for Transport), value added services for start-ups, or piloting a partnership with Fira de Barcelona and co-organising the global Tomorrow Mobility Congress, representing our yearly flagship event.

### *Key risks for the implementation of the Business Plan 2021-2022*

When implementing the activities of this BP with the aim to achieve maximum impact, potential barriers may arise that hinder the achievement of the desired planned outcomes. The main risks arising from factors that go beyond the scope and duration of this BP are, firstly, the operational effects of the COVID-19 crisis, affecting our innovation ecosystem through limited capacity, compromising our success in bringing innovations to the market, reducing the creation and growth of start-ups, and threatening the capacity for good investment opportunities and leveraging funds. Secondly, whilst bringing some opportunities to urban mobility, COVID-19 caused effects on mobility behaviour and trends that might cause innovative actions to face public resistance in the short- to medium-term. Thirdly, institutional barriers, changes in political priorities and regulatory frameworks at municipal, regional, national and European level can constitute and obstacle to the uptake of innovations in urban mobility.

<sup>3</sup> Consolidated targets include contribution from HEI and Cross-KIC

<sup>4</sup> Please note that targets marked with (\*) are identical with Annex II, however, the sum is represented in a different way due to the automated summing up of targets in the generated Annex II.

# B. Implementation of the KIC multiannual strategy

## 1. Excellence regarding the KIC's Strategic Agenda 2021-2027

### 1.1. Objectives and ambition

#### 1.1.1 Alignment to the KIC Strategic Agenda and objectives of the Business Plan

The Business Plan (BP) is the main tool to drive forward the implementation of the EIT Urban Mobility Strategic Agenda (SA) 2021-2027, our multi-annual work programme. It enables EIT Urban Mobility to conduct activities in all programmatic areas in line with the described intervention logic and is hence a major driver to accelerate the change towards sustainable mobility for more liveable urban spaces that EIT Urban Mobility strives for.

In our strategic approach to creating impact, we act within the knowledge triangle to identify barriers and change levers, align on focus areas and set mid- to long-term targets. The portfolio of the BP 2021-2022 is designed to substantially contribute to our long-term targets within the set two-year time frame and build a solid basis towards achieving the objectives of the SA. With our activities, we are taking on the urban mobility challenge by 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.

With regards to the contribution of the BP to achieving the future high-level results and wider impacts of the EIT Impact Framework, all activities included in the BP are geared towards EIT Urban Mobility's three high level societal goals – improving quality of life in cities, mitigating and adapting to climate change, creating jobs and strengthening the European urban mobility sector – by delivering on a set of defined economic and social KPIs and indicators.

The activity portfolio 2021-2022 was designed to address EIT Urban Mobility's five strategic objectives (Sos) within 9 work packages and their respective segments and activities (as outlined in chapter 3.1). Within this framework, the BP 2021-2022 aims to deliver on the following aspects:

- Set the baseline for the implementation of the EIT and KIC Impact Framework
- Operationalise the Financial Sustainability strategy and pilot, test and scale novel programmes to boost impact and Financial Sustainability
- Streamline RIS activities across all programmatic activities
- Bring the interrelation between Innovation, Academy and Business Creation to the next level and paving the path towards becoming an impact investor

To select the focus with the highest innovation potential, the challenges facing our cities form the centre and provide direction of our activities. From overall nine challenge areas as outlined in the SA, five challenge areas (reference to graphic in Executive Summary) are the focus of the activities represented in the portfolio 2021-2022. The process of narrowing down the focus closely involved stakeholders from the whole knowledge triangle and a distinct analysis for this BP to ensure the optimal starting point and the maximum short-term contribution to the long-term social and economic impact targets and objectives.

#### 1.1.2 Key success factors and lessons learnt

To build on the results achieved to date and ensure the most impactful setup of the BP, each area evaluated its key success factors and took the respective lessons learnt on board to prepare the activities for 2021-2022:

ACADEMY: Besides a new programme on Smart Mobility Data Science & Analytics being launched in 2021, the **Master School**, now with 53 active students, has experienced a limited intake of students, resulting in a development of a new strategy building on the main success factor of better positioning the programmes based on market research, improved marketing strategies and formats in line with the new EIT Label Handbook as well as the new to be developed EIT Label Fellowship model. The restart of the programme will show first results in the mid- to long-term with 2022 serving as the year to build a sound base for the ramp-up from 2023 onwards. The Master School has also its own community of teachers who meet and share best practices and form and develop the innovation and entrepreneurship minor. With the **Competence Hub** developing according to plan and displaying much higher potential after the pandemic, a focus will be put on face to face and blended learning courses, the intense search for good partners will continue and a working business model to adjust the portfolio balance depending on the revenue potential per area will be implemented. The **Doctoral Training Network**, with 42 PhD candidates enrolled in the network, with a current involvement of 14 universities and continued intake of PhD candidates, as planned, will further expand the recruitment base beyond the existing core partners. The **HEI Initiative** will be further expanded on the experience of the first pilot call (3 consortia allocated to EIT Urban Mobility), focusing also on the education of educators within the overarching objective of capacity-building in Innovation and Entrepreneurship. Overall, a tighter cooperation between the Academy and **RIS** will be established, building on a strong foundation laid out in 2021, including changed responsibilities. Currently, 13 out of our 22 partners (59%) in the HEI Initiative are **from RIS countries**, with this number expected to increase as we take in more consortia in July 2022. Also, 50% of the universities giving the Master School programmes are in RIS countries, the same percentage being valid for the Doctoral Training Network. We will engage further and create stronger links with RIS HEIs as we plan to continue the activities started in 2021 and take on new ones with focus on the following: capacity-building, awareness-raising and education and training on innovation and entrepreneurship. The participation of industry partners and non-partners in the Academy activities is done via their contribution with knowledge and skills, in the different key areas of urban mobility, to the Competence Hub online and face-to-face portfolios, through the Academy Advisory Board, regarding strategy and planning, as well as in local eco-systems supporting programmes given by partner universities. We will further specify expectations in this respect to involved partner universities. The two Master School programmes have been granted the EIT label, attesting sufficient **industry involvement**.

BUSINESS CREATION: After successfully implementing Financial Sustainability Mechanisms based on equity investments in start-ups, simplifying the structure of partner-led programmes and piloting value-added services such as Access2Finance, there is a strong basis to be built on in 2022. The investment activities including follow-up investments in portfolio start-ups will be boosted, the challenge being to maintain a broad qualitative deal flow whilst maintaining short lead times. All grants provided to start-ups will be funnelled through a common activity, with a requirement that grantees contribute to the **financial sustainability mechanism** with equity or a comparable financial instrument. Partner-led programmes will have a **thematic focus** on selected city challenge areas and will include city pilot opportunities or **access to living labs** to ensure participants benefit from opportunities in the pan-European partner network. **Value-added services** will be expanded with an offering to existing portfolio start-ups and external applicants.

INNOVATION: In 2021, the fragmentation of the activities was successfully addressed by creating **nine challenge areas** which are the basis for the activity selection. Additionally, the **call process** has been reorientated to prioritise commercialisation with a greater role for SMEs and start-ups. The TRL level of all new projects has moved to TRL 6 and above to ensure in shorter timescale greater marketed results. **RIS Innovation** was integrated into the main innovation projects. All actions related to improved ROI must contend with ensuing perception of EIT changing the innovation emphasis, high complexity, procedural delays to the ultimate exclusion of wider societal objectives. As such, the KTI is seen as being de-emphasised with the result that innovation risks losing core partners needed to balance knowledge



triangle. Strengthened control of commercial development, linked deliverables with common timelines across full portfolio. Heavy movement to product/solution/service KPI with revenue share is emerging as preferred FSM. A targeted small call will be designed to support knowledge actors play a fuller role in 2022 programme. In 2022, further stability and continuity for partners must be provided in processes, rules and behaviours, and a stronger focus will be put on identifying key success factors of **increased community engagement** by respective form and design of calls and more **niche, area and individual interactions** to replace the large group activities to maintain and expand the community. Given the context of financial sustainability and higher TRL targets, commercial sensitive demands a more **commercially sensitive** approach in Innovation.

**FACTORY:** in 2021, the Factory generated several key results: the launch of ChallengeMyCity, a consultative approach for cities to address concrete mobility challenges with innovative, market-ready solutions and thereby enabling EIT Urban Mobility to achieve the targets of marketed innovations and supported start-ups; the launch of the **Action and Impact Groups** to tackle and implement new funding opportunities beyond EIT funding scheme; the development of **thought leadership** strategy addressing present and future mobility topics at European level. Most importantly, Factory has pivoted its role from a pure consultancy provider to a **market development enabler** for our Business Creation and Innovation portfolio. The initial plan to provide consultancy services in a traditional project format was not found to be a viable business model for lack of differentiation and complementarity to offerings already existing in the market. Moreover, selling of services for transactional fees is no longer compatible with the new “fee for service” partnership model. In return for paying annual fees, partners get access to a bundle of services, including most services provided by Factory. Future focus of Factory will be on services to cater the market with the most suitable innovations and help EIT Urban Mobility progress towards a service-oriented value proposition with monetised market-scaling offerings. The focus for 2022 is set on: support partners’ tools for cities to produce new marketed innovations; roll-out the market-ready solutions in pilots for cities (chapter 3.1.1.2 City Pilots) under a financial sustainability scheme; generate multiple bids to new funding opportunities and generate new income, deepening procurement of public innovations; and testing new business models for improved revenue generation of existing and new activities, like thought leadership.

**CITY CLUB AND LIVING LABS:** Over 2021, the City Club took an enhanced leadership role by electing the two new Chairpersons serving a 2-year period in 2021-2022 and developing the **roadmap** of milestones towards the co-development and co-design of concrete innovative transport solutions by the private and public sector together from the perspective of the EIT Urban Mobility. An online knowledge base platform with learning practices and the inventory of partner’ living labs and test beds was published laying the foundation of the EIT Urban Mobility living labs network as the preferred demonstrators for future innovation projects and pilots with start-ups and accelerators. In 2022, **city engagements in activities** will be further designed to respond to real city needs in the area of public realm management and managing transport in the digital economy. The **living labs approach** will be strengthened by supporting the execution and delivery of city pilots (chapter 3.1.1.2 City Pilots) across the Innovation Hubs allowing for more agile real-life demonstrations with the local stakeholders and measuring the impact of new mobility solutions on urban mobility and liveable cities. This area will carry on continued collaboration with the Joint Research Centre (JRC) and the European Network of Living Labs within the task force on Urban Mobility, and the JPI Europe initiative. Furthermore, the activities under **citizen engagement** will be tailored to the local communities as part of the exchange, connect and empower programme.

**COMMUNICATIONS:** In 2021, we boosted **internal synergies** within EIT Urban Mobility and engaged partners more in contributing to **brand virality** and growth by improving our internal communication flows and our external communication on our digital channels. We applied a strategic approach of communication actions going from reactive to **proactive**

**communications**, by producing content, thereby ensuring the visibility, growth, competitive positioning of our programmes on external channels. An example is the Accelerator Pitch Awards, a proactive communication initiative aiming at ensuring the growth, competitive positioning and continuity of the Business Creation programmes in the EU arena and beyond. In addition, we target audiences and content by having a ‘topic of the month’, covering related news and achievements in the field from our programmes and partner funded activities through which we are positioning EIT Urban Mobility as reference and source of reliable information on urban mobility. Another achievement is the creation of a videoblog for citizens and partners engagement, thereby contributing to the **consolidation of our community**, and to the **dissemination of results** of our projects and marketing promotion of the start-ups supported by the EIT Urban Mobility, including the launch of a **digital marketplace** to enhance visibility and sales leads opportunities for the innovation and business creation portfolio; the development of **physical marketplace relations** to enable scaling and global showcasing opportunities for our portfolio through an MoU signed with EEN. The videoblogs have been viewed by more than 20.000 people since we launched them in March 2021 until July 2021. We have started a **strategic partnership** with Fira de Barcelona for co-organising Tomorrow.Mobility and our Summit, which enables us to reach many more stakeholders, improve our visibility, improve our offering to our partners and stakeholders and positioning us with an event of global reference. The focus in 2022 will lie on improving internal coordination, more external communications actions involving partners to benefit from shared visibility and fostering the move from a reactive to a proactive approach of communication.

EU AFFAIRS: In 2021, we had regular engagement with DG MOVE, paving the way for closer collaborations around the AI roadmap for mobility and the invitation of EIT Urban Mobility in the plenary session of the CIVITAS forum. The ground was set for synergies with the Mission on Cities through participation in the Mission Platform and engagement with the EU Commission. Relationships were maintained and reinforced with some key networks, notably Eurocities and ICLEI, and a new collaboration with the sector group Mobility of the Enterprise Europe Network was initiated. In 2022, a priority will be maintaining the level of engagement with DG MOVE and building up the relationship with DG RTD, investing in the **relation with EIT NCPs** and supporting the relationship with thematic NCPs on transport. Further capacity will be built up on IH level for institutional stakeholder engagement and EU Affairs and the level of involvement in the EU Affairs Group of the EIT community will be maintained. Additionally, the efforts on **synergies with regional funds** and managing authorities will be supported.

RIS: In 2021 we had introduced several **changes in the RIS working structure** which have been closely monitored and, based on the positive experiences, being continued and further developed in 2022. The most important change is putting the highest priority on **the full integration of the RIS stakeholders**: by balancing mixed projects and integrating core members and new RIS stakeholders. The integrated RIS stakeholders do not just work closely together on the professional topics, but they have the opportunity to learn how to prepare and manage EIT KIC projects. This **knowledge sharing** is extremely important in the case of RIS stakeholders coming from non-EU Member States. Connected to that goal also the **organisational structure** of the RIS has changed by bridging RIS specialists and all programmatic areas. In a future cascading funding model, this structure will be very efficient, with fewer obstacles for the RIS-non RIS cooperation. This newly introduced model of the **RIS hub financing** is based on competition (except of the basic tasks included in the mandatory work package), which sets the focus on efficiency and results. Furthermore, the cross-mentoring of the RIS hubs based on the outstanding competencies of exceedingly professional RIS hubs is highly supported. In this kind of RIS hub cooperation, the training, knowledge and best practices sharing with the less experienced RIS hubs in the main focus and the better international interconnection is a nice side effect of this initiative. A good example for this new cross mentoring is the 2022 project “Mobility Booster”, in which 4 RIS countries and 3 RIS hubs (+1 potential RIS hub from Bulgaria) are working together.

INNOVATION HUBS (IHs): With the call for proposals 2022, the number of network and project partners could be considerably increased as well as the **crucial role of cities** within the EIT Urban Mobility activities could be recognized. The IHs will continuously put a strong focus on the further development of a partnership model focusing on removing participation barriers, especially for SMEs. Additionally, more **local activities** involving all thematic areas will be offered. Progressively **returning to face-to-face** workshops for project development lifecycle and **cross-hub knowledge sharing**. New ways of **cooperation with local and central governments** will be explored to increase impact in cities. The focus will be on further engagement with ministries and relevant decision makers to explore synergies, in particular with national recovery plans. IHs will set up a strategy to generate additional revenues and/or funding, the priority will be identifying and possibly bidding for national, regional, and EU funding schemes (e.g. Recovery funds or Interreg). IHs will also explore other opportunities to **pilot relevant services** (e.g. fees, consultancy) for partners and non-partners. IHs will work to identify opportunities and position EIT Urban Mobility for the delivery of relevant actions. In 2022, further **cooperation of IHs and new RIS Hubs** is planned. The Call for new RIS Hubs in Slovakia, Croatia, Latvia, Romania and Turkey finalised in 2021 will lay strong basis for better and more strategic cooperation to be built upon in 2022.

### 1.1.3 Ambition of the work, innovativeness with regards to KTI

This BP is highly innovative in relation to the areas of Energy, Active Mobility, Logistics and Future Digital Mobility. In progressing KTI, we will support academic and research partners engagement in close to market innovation and launch mobility products and offerings that help cities to move towards climate neutrality. Funded innovation project examples of novel concepts and approaches include pioneering security measures to respond to active/micromobility shared space. As an example of new products, we will combine e-mobility with solar energy from using new materials to produce solar power in-situ, reducing the need for invasive and expensive power distribution work. This reduces the cost to move to micromobility. New services in 2022 will emphasise robotics, autonomous vehicles and AI use for logistics and digital services. To accelerate deployment of innovative solutions in the market, we facilitate close collaboration of industry and cities in city pilots, as described in further detail in chapter 3.1.1.2 City Pilots.

### 1.1.4 Alignment of the education activities with the EIT Label

Our aim is to get all Master School and Doctoral Training Network programmes EIT labelled: The first Master School programme, Sustainable Urban Mobility Transitions, launched at 4 partner universities in 2020, was awarded the EIT Label. We are now in the process of applying for the EIT Label for our second Master School Programme, Smart Mobility Data Science & Analytics, just launched at 3 partner universities. In addition, we are applying for the EIT Label for our Doctoral Training Network presently involving 14 partner universities. At the core of the education activities, reflected by the aim to EIT-label our programmes, is to strengthen innovation and entrepreneurship capacity and capability on learner, teacher and organizational levels. Even if not relevant at this stage for the EIT Label, the cross-KIC HEI Initiative is one of the most important activities the coming years in this respect. These activities are driving the innovation and entrepreneurship capacity building on a large scale and already in 2021 involving additional 18 new partners to EIT Urban Mobility, with many more to be added the coming years. Also, our activities in the Competence Hub include elements of innovation and entrepreneurship as part on the focus on the transformation of the urban mobility arena. We follow the development of the new EIT Label Fellowship model tightly and hope to be able to experiment with some new education formats already in 2022. This could further strengthen our ability to expand the activities to a wider and broader learner community.

### 1.1.5 Financial Sustainability

In 2021 and 2022, our focus is on operationalizing the Financial Sustainability (FS) strategy as outlined in the Strategic Agenda as well as adapting our strategy to Horizon Europe and the new EIT regulation. The main strategic transformations that EIT Urban Mobility will implement during the business plan period and corresponding impact on the FS strategy are:

- 1) Revision of the partnership model from a “grant for fee” model to a “services for fee” model

- 2) Shift from “Funder” to “Impact Investor” and gearing all programmes towards creating new business with innovative solutions and maximizing deal flow for start-up investments.
- 3) Strategic focus to drive entrepreneurship and economic value more effectively.

This entails re-shaping existing programmes and piloting new ones to boost both impact and financial sustainability. The main levers to advance our Financial Sustainability strategy developed in this Business Plan are:

- Multi-channel marketing and new formats to expand the Master School (s. Educational programme fees)
- Reshaping of the Innovation programme towards more commercial innovation projects that can deliver ROI from Innovation (s. ROI from Innovation projects)
- build-up of staff and process to negotiate and monitor viable commercial agreements with partners and building and managing our equity portfolio (s. ROI from Innovation projects)
- Increased focus on Business Creation and investment in start-ups (s. ROI from equity in start-ups)
- New value-added services for start-ups (SME hub, Access2Finance) and scaling solutions (ChallengeMyCity, digital and physical marketplace) (s. Services and Consulting fees)
- focus on delivering value offerings to partners in return for their annual service subscription (s. Partner Fees).
- New programme (Action Impact Groups) to acquire alternative funding and provide partners with access to external funding opportunities, which drives the value proposition and collection of partner fees. (s. Alternative Funding)

Overall, while the new partnership model will result in lower revenues from partner fees and transactional services and consulting fees, this will be offset over time by increase in Alternative funding and ROI from equity in start-ups.

### *ROI from Innovation projects*

To deliver return on investment from Innovation and comply with the EIT “Innovation Principles”, all Innovation projects deliver a solution to the market, which are to be commercialized and contribute to the financial sustainability of EIT Urban Mobility. The main return on investment mechanisms is a revenue share or equity share. Revenue share preferred per transaction due to simplicity. Equity share is based on a holding gifted to EIT UM from the generation of a project spinout company or start-up. Positive income generation is expected to start in 2022 and ramp up over product/service maturation lifecycle. First productization of selected BP2020 innovation project outcomes in 2021 will result in 35k EUR revenues in 2022, included in “ROI and equity” (Table B-4 below).

As there are substantial barriers for some partners, namely big industry, universities, cities to enter into FS agreements with the KIC, EIT Urban Mobility will take measures to attract and integrate more SMEs and start-ups, who are willing to be the commercializing partner and enter into financial agreements with EIT Urban Mobility. Close linkage between the Innovation and Business Creation programme to ensure handover of promising new companies to the EIT Urban Mobility start-up support system and potentially equity portfolio.

The following key measures on financial sustainability are taken per pillar and across:

- Involvement of more SME’s and EIT UM portfolio start-ups/scaleups
- Higher number of smaller leaner innovation projects (i.e. RAPTOR)
- FSM and commercial negotiation started in July 2021 for BP 2022 projects as part of call selection stage
- Higher co-funding from partners
- IA includes provisions of FSM agreement referred to the FSM of the selected proposal
- Common Business + Product Plan template tested in 2021 become obligatory in 2022.
- Defined timelines for commercialisation plan embedded into each project timeline.
- Commercial Agreement now a legal reference deliverable in IA and in project plan.
- Seek government and industry partnerships with funding and specific calls

### *Educational Programme fees (Academy)*

Revenues generated by Academy will gradually increase in line with growing numbers of students and learners, as additional programmes and courses are launched. To make education and training easily available to a wide audience, educational content will be distributed through the EIT Urban Mobility free WebTV, MOOCs and small free online courses. Although the WebTV is free of charge, it helps reach many viewers who could potentially sign up for other paid programmes. During 2021 and 2022 we are testing and developing our business model and the estimated 2021 revenues for the Competence Hub segment are between EUR 50K and 100k. The revenues for the Master School are very much also dependent on the number of students. Due to implementation issues and the pandemic, the number of students is much lower than initially estimated. In order to increase the number of students and, with this, boost the Master School revenue, we are stepping up our marketing efforts through multiple channels and working on new formats that are deemed to have the potential to expand the Master School, such as the Fellowship model... than expected and very hard to predict. We are also setting up an Education Foundation to handle the tuition fees and scholarships, but until the foundation is established these revenues are used as co-funding, decreasing the need for EIT funding. As the existing programmes become more mature and new ones are introduced, attracting more students, co-funding is increased. The Master School and the Doctoral Training Network are not expected to reach financial sustainability without EIT funding. To have lasting impact, after the stimulus and seed support provided by EIT Urban Mobility, the present partner organizations need to gradually take over from 2027 onwards and drive these activities by themselves in the long-term.

### *ROI from equity in start-ups*

Compared to the Strategic Agenda, level of ambition regarding start-up investment was substantially increased from 600k (equity)/10 investments per year (Strategic Agenda) to 2,000k (grant+equity)/35 in 2022. EIT Urban Mobility intends to increase its investment activity further in the future.

The projected yearly increase of the value of the equity portfolio is expected to average 15% (1.7 m EUR in 2021, 2.6 m EUR in 2022, 3.6 m EUR in 2023).

Revenue from equity divestments is expected to be at least double the projected SA numbers (2025: ~700kEUR; 2026: ~1mEUR; 2027: ~1.3mEUR)

Investment opportunities are scouted both from EIT Urban Mobility programmes and from external sources, such as investor networks and partners.

Our unique position in the impact investment space is that all Thematic Areas – Academy, Innovation, Business Creation – feed the deal flow (startups supported and created from Academy and Innovation) while we are running a marketplace (Factory) and a network of cities (City Club) that provide startups with access to market and increase their probability of success, through instruments such as city pilots. Value-added services for start-ups will be scaled in 2022.

Main purpose of open call programmes is to

- Scout investment candidates and shorten Due Diligence.
- Expose start-ups and scaleups to cities and corporates through living labs and city pilots.

Returns are to be expected from 2025 onwards, based on first divestments after 5 years and the peak of divestments after 8-10 years. These investment activities will be non-EIT-funded.

The opportunity of setting up an investment fund will be investigated.

### *Services and consulting fees*

#### Services to scale solutions

Starting from 2021, the Factory will develop partnerships (e.g. with the European Enterprise Network), platforms (e.g. Tomorrow.Mobility) and services (e.g. ChallengeMyCity) to support the scaling and business development of urban mobility solutions from the Business Creation and Innovation portfolio in cities. The services and platforms offered will play a transversal role by providing opportunities for growth to innovation projects and business creation start-ups, thus

reinforcing their financial sustainability. Therefore, the services developed by Factory to facilitate scaling of innovative solutions contribute to revenue generation either directly or indirectly.

Direct revenue is generated through transactional services:

- revenue share with Congress partner on the yearly Tomorrow.Mobility World Congress
- sponsoring of thought leadership studies
- consultancy service to cities (ChallengeMyCity city pilots)
- tailored support to access external funding

Indirect impact on revenue is generated through:

- EIT UM marketplace supports go-to-market of innovative solutions and increases value of our equity shares and revenue share agreements (revenue share) with supported solution providers
- consultancy to cities (ChallengeMyCity city pilots) generates deal flow for start-up investments and commercial agreements with start-ups.
- External project funding through Action Impact Groups (AIG) (s. “Alternative Funding” below)
- The digital and physical marketplace and AIG services are provided to partners as part of their annual subscription package.

The direct revenue expectations from Factory services were reduced to reflect the new partnership model (fee for services) and Factory’s business model shift from pure consultancy to business development enabler (s. 1.1.2), and are expected to generate EUR 49k in 2021, as well as additional 418k over three years generated by awarded HE projects (see alternative funding below). In 2022 the revenues are expected to increase more than 50%.

Value-added services to supported start-ups and external applicants will provide revenue from Access 2 Finance investor matchmaking and investment readiness training starting 2021 and will continue to grow in 2022 as the business model matures and the full panoply of services is developed.

### *Partner fees*

Partner fees are the primary FS income stream. To become a fully open community, accessible to all, the partnership model is revised in 2021, with changes becoming effective in 2022. The new model will introduce new partner packages (Gold, Silver, Leading Cities) and reduced fees (from 50k/core partner tier1 to 30k /Gold category; from 30k/core partner tier 2 to 10k/Silver category, Cities).

So far, existing partners perceived the main value for fee to be access to EIT funding. With the transformation into a fully open community, this can no longer be sustained. To make partner fees a sustainable revenue stream, the model will be changed from “fee for grant” to “fee for services”. Depending on the chosen partner category, partners will be eligible for a distinct level of services provided by EIT Urban Mobility in for main areas: access to market, network, external funding and knowledge.

To operationalize this, EIT Urban Mobility will expand existing offerings (e.g. ideation and matchmaking) as well as launch new high-value offerings (e.g. AIG to tap into external funding, s. “Alternative Funding” below).

The high level of partner fees in the current model poses a barrier for participation, especially for SMEs, and are also no longer justifiable vis a vis existing partners who see diminishing value of the KIC model under the new regulation (mainly regarding openness of calls, FS requirements, co-funding).

In the short term, the new partnership model will significantly decrease total revenues from partner fees compared to the projection of the Strategic Agenda. However, in the long run reduction is expected to be offset by a higher number of partners attracted by lower fees and high value through services. By 2027, total annual revenue from partner fees is



expected to catch up with the Strategic Agenda projection based on the old model (4.5 MEUR). With the new partnership model, projected number of partners in 2027 increases to 446 vs. 327 in the Strategic Agenda. Reduced total sum (2021-2027) of partner fees compared to SA will be partly offset by higher projected ROI from equity (first divestments expected 2025).

### Alternative funding

Operationalizing the very ambitious mission of EIT Urban Mobility and leveraging the innovative potential of its community requires funding beyond the EIT grant.

The new programme of Action and Impact Groups (AIG, s. Factory) will systematically create external funding opportunities, targeting primarily Pillar II of Horizon Europe and in particular cascade funding projects. This is leveraging our core competence, as well as infrastructure and processes we already have in place.

Besides Horizon Europe Innovation grants, we are also looking at finding the right funds to scale solutions from our portfolio (e.g. EIB, EISIF, Interreg, Recovery and resilience funds, national initiatives).

EIT Urban Mobility has been awarded three non-EIT funded projects (ERASMUS+, ENTRANCE, NetZeroCities) already that will amount to 354.000€ in external funding, 92k and 262k in 2021 and 2022 respectively.

The systematic acquisition and delivery approach of AIG and allocation of dedicated resources is crucial to support this strategically important revenue stream. We strive to hauling in up to 400k EUR of EU (non-EIT) funding annually for EIT Urban Mobility (KIC LE and CLCs) and 35m EUR for the EIT UM Community by 2027.

Table 2 – Financial Sustainability revenues

Income Stream	2021	2022	2023
Partner fees	3.570.000 €	2,410,000 €	2,840,000 €
Alternative funding sources	200,000 €	300,000 €	350,000 €
Educational programme fees (w/o Master School)	70,000 €	230,000 €	1,240,000 €
Service and consulting fees	121,000 €	342,000 €	630,000 €
Therein Factory services and consulting fees	40,000 €	75,000 €	140,000 €
Therein revenue from start-up/ investor matchmaking	72,000 €	267,000 €	490,000 €
ROI from Innovation projects	0,000 €	35,000 €	237,500 €
ROI from equity	returns expected from 2025 onwards		

### Main activities contribution to 2021 and 2022 revenues

Apart from partner fees, which are supported by all activities, the main revenue contributions in 2021 and 2022 will come from four sources: Alternative funding sources – Innovation Hubs (7.2), Academy – Competence Hub (1.3), Factory – scaling solutions (6.1), Business Creation – Access 2 Finance (3.4).

## 1.2. Methodology

### 1.2.1 The KIC ecosystem

EIT Urban Mobility’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 eco-systems. For urban mobility this involves not only typical EIT stakeholders such as universities and research institutes, big industry (OEMs), start-ups 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 Urban Mobility 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/KAVAs and a very modest budget (not least compared by the actual costs of infrastructure investments) further points towards the fact, that EIT Urban Mobility intrinsically needs to distinguish its active and formal partner community (i.e. core and project partners) from a growing network of semi-formal associates (network partners), 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 Urban Mobility’s ability to disseminate and even catapult successful outputs and deliverables from our portfolio of partner-driven KAVAs is of equal importance to create the benefits and impact we need to demonstrate at the wider European scale. Therefore, in 2022 and years to come EIT Urban Mobility 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. Each of the five IHs will increasingly transform into the regional “mother hub” and power engine for highly targeted local outreach and engagement schemes and actions within their respective geographies.

Existing and future RIS Hubs will be affiliated to/parented by the appropriate regional IH. Based on the already established close alignment in the areas of communication, partner engagement, innovation and business creation, the cooperation between RIS Hubs and IHs will be further intensified. In non-RIS countries and to be able to expand to areas where no RIS Hubs can be created, we will build up a financially self-sustained network of “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. These RDHs will create awareness of EIT Urban Mobility and will explore national and regional funding opportunities and new partners for the community. In 2022, we will pilot these RDHs in 2 locations. Following a 1–3-year phase with only partial funding from the EIT Urban Mobility budget each and every RDH must prove financial self-sustainability via means of other (local, national, partner) funding.

The five regional IHs themselves as direct subsidiaries of the KIC LE continue to be the key organs for partner and stakeholder engagement and their backbone services to this end therefore continue to be funded under the EIT grant. The IH core teams will stay small and nimble (5-10 FTE) and their performance is already managed and measured via an iteratively improved set of KPIs and specific objectives. One of these KPIs relate to external revenue generation, IHs thus are expected to contribute to financial self-sustainability, both for themselves individually and for the KIC LE (via Factory and AIGs) as a whole.

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

The evaluation and selection process and criteria for all activities integrated in each BP of EIT Urban Mobility are prepared by respecting 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 activity selection process is based on these main steps:



- **Call development and launching:** The different EIT Urban Mobility Areas develop the call document with the support of PMO and requests the feedback of EIT. Once the document is approved by the Management Team (MT), Communications launches the call publishing via multiple channels and ensuring the maximum promotion.
- **Constitution of the evaluation panels:** PMO determines the different External Evaluation Experts (EEE) and Rapporteurs from a list 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 interested before developing its activity. Once they are officially contracted, PMO constitutes the Evaluation Panels together with the Thematic Area Director.
- **Admissibility and eligibility check:** After the proposal submission deadline, PMO screens all submitted proposals and checks them against the admissibility and eligibility criteria defined in the call, which includes the completeness of the proposal and compliance with key rules such as consortium composition and budget structure. Inadmissible/ineligible proposals are rejected, and Lead Applicants duly informed.
- **Appeal:** Lead Applicants of inadmissible/ineligible proposals can appeal against the EIT UM decision, submitting an appeal to the EIT UM Appeal Panel. 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.

Furthermore, and to guarantee the maximum transparency and efficacy of the whole evaluation, EIT UM has developed an Evaluation tool which guarantees full traceability and confidentiality for the whole process.
- **Portfolio Selection:** The Call Coordinator develops and provides the calls reports and sends them together with the SER (Summary Evaluation Reports) and the Evaluation Results List (ranking of project proposals) to the Selection Committees. The Selection Committees, according to this information and the portfolio strategic factors, define the selected portfolio of proposals to be granted with conditions (if required) for the applicants.
- **Communication of the project results to the applicants:** An email notification with the Summary Evaluation Reports and Evaluation Letters are sent to project leads. The projects selected for funding are requested to revise the project proposals according to specific strategic conditions defined by the Selection Committee, if any.
- **Conditions clearing by the applicants:** The applicants of the proposals selected for funding with conditions have a specific period to revise the project proposals according to the required conditions.
- **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. The report is published on the EIT UM website and social media.

The following conclusions can be drawn from the outcomes of the activity selection process, during the period covered by the BP2021-2022:

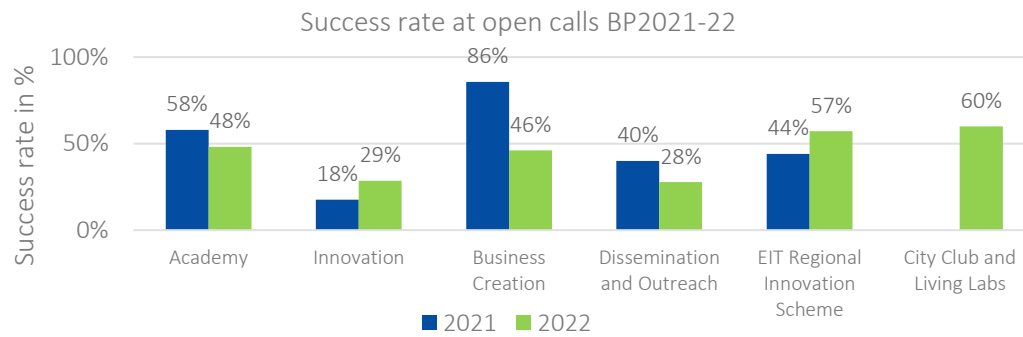


Figure 2 – Success rate per area at open calls

**Move towards better balanced and competitive success rate:** Decrease of the success rate for open calls of the Academy, Business Creation, Dissemination and Outreach and RIS areas

Thanks to external communications efforts to reach out to the broader community and advertise the EIT Urban Mobility calls, the success rate in the aforementioned areas decreased substantially from 2021 to 2022 and have now reached levels that ensure competitiveness, hence quality of the portfolio, while avoiding oversubscription. In case of Innovation, the success rate increased from a very low, overcompetitive, level of 18% to a more balanced 29% in 2022. This was achieved by improving the requirements specification through the calls as well as offering public webinars and avoiding submission of a high number of low-fit proposals. Overall, for Innovation, the number of proposals submitted for the BP2022 Call was lower (42) than in the year before and the number of funded projects has increased for 2022.

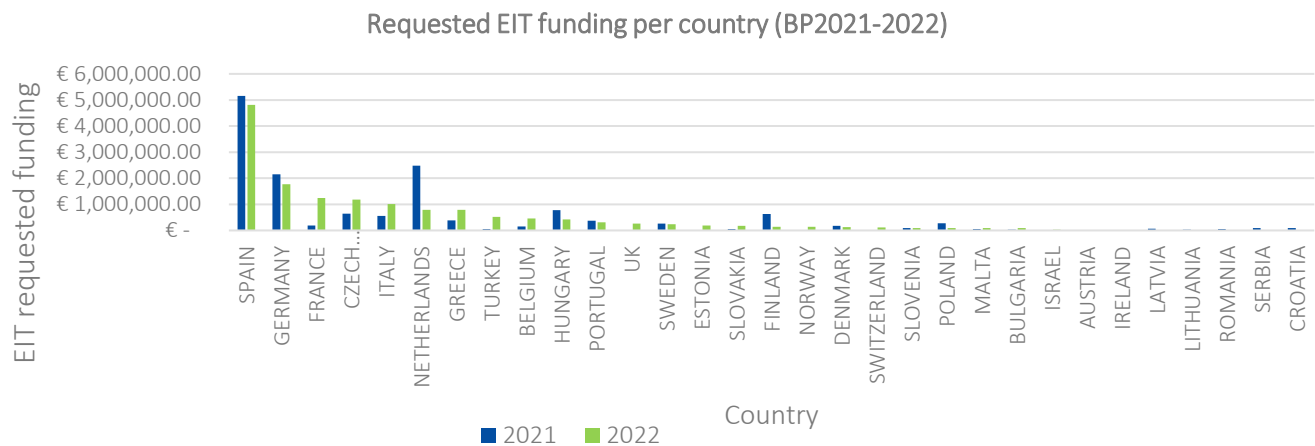


Figure 3 - Requested EIT funding per country

**Improved geographic balance:** from 2021 to 2022 the amount of EIT funding to be received by the successful project proposals has decreased in the countries traditionally concentrating a major amount of resources for the benefit of others such as the Czech Republic, Italy or Turkey. This geographic balance is partly a consequence of the effective communication and outreach activities carried out by the different CLCs and RIS Hubs.

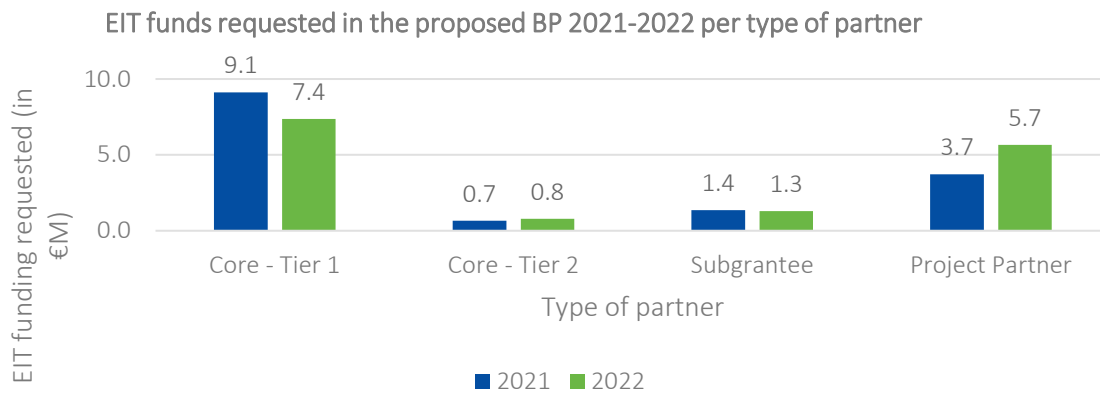


Figure 4 - EIT funds requested per type of partner

**Improved partner profile balance:** we can observe an evolution on the partner profile receiving the EIT funding from 2021 to 2022, with a little decrease on the budget requested by Core Partners Tier 1 and associated entities, together with an increase on the funding requested by project partner. This is mainly consequence of the efficacy of the dissemination activities carried out by the different CLCs and RIS Hubs, which have attracted new potential partners and stakeholders.

It is important to mention that almost all EIT UM external activities included in the BP are selected via open calls. Only one call addressed to evaluate the continuation of the RIS innovation hubs, has been launched as a restricted call aimed at the “Old RIS innovation hubs” (current RIS Hubs already operative). However, and besides being a restricted call, to ensure its maximum level of transparency and efficacy, the call has been published on all EIT UM communication channels and the above-described steps of the evaluation process protocols have been followed at all levels.

With regards to **impact**, all activities selected for the BP are asked to contribute to create awareness of urban mobility innovations and challenges among citizens and end-users and involving citizens in ideation processes or testing/implementing of new solutions. Specifically, all activities selected have been asked to address different types of EIT Core and EIT Urban Mobility Operational KPIs as a mandatory requirement for being selected for funding. Accordingly, and in order to ensure the accomplishment of the KPIs required during the activities’ implementation, EIT UM has also implemented different monitoring and control measures such as the Mid-term Reports and Mid-Term Reviews inter alia.

The assessment of the **market potential** of the selected activities depends on the type of area each activity belongs to. Accordingly, specific measures to ensure the market potential of the funded activities have been developed as part of the **Financial Sustainability Strategy**. Specifically, for the Areas of Innovation, Business Creation, and RIS, the market potential of the projects proposals for funding have been identified as part of the Strategic Fit Evaluation questions and as a part of the conditions for funding requested for the EIT UM Selection Committee to the selected proposals. Furthermore, during the project implementation, the market potential of the selected projects is evaluated at the Mid-Term Review, Mid-Term Report and after the project closing in order to ensure the mid- and long-term financial sustainability of the funded activities.

### 1.2.3 Open science

EIT Urban Mobility promotes open science practices in our own activities as well as those performed by our partners. Our approach to open science is based on:

- The Journal of Urban Mobility: In September 2021 we launched our fully Open Access journal on urban mobility with the aim of accelerating knowledge sharing of new urban mobility research.
- Open data: In all our programmes, and in particular in the Innovation portfolio, we aim to ensure that research data is FAIR (findable, accessible, interpretable and re-usable) and open by default with exceptions for commercially sensible data and personal data.
- Integration of open science with open innovation practices: We strive to create an open innovation environment in which open science is used to develop pre-competitive ideas, knowledge, and information. Open science is shared through open forums and initiatives to translate it into societal use and economic value, e.g. in the form of hackathons, living labs, testbeds and pilots.
- Citizens' science: Our focus on public engagement directly contributes to the development of new knowledge and data generated by citizens. We involve citizens in Living Labs to experiment innovative solutions and pilots, and we involve citizens in the ideation process, getting their inputs to develop solutions that meet the real needs.
- Cities' open data repositories: Cities play a key role in facilitating access to data.
- Open science in transport research: On EU level, the BE OPEN project financed by the H2020 R&I programme has defined a common understanding and framework for open science in transport research, and a Code of Conduct and Key Performance Indicators for evaluating transport research that uses Open Science. These may become a reference for any future EIT Urban Mobility activity and our research community in the field of open science.

#### 1.2.4 Social science

Social sciences and humanities are key in achieving our strategic objectives related to behavioural change (SO5), liveable urban spaces (SO1) or the deployment of inclusive mobility solutions (SO3). Our thought leadership activities shed light on social science impact aspects of relevance today, like the changes in mobility behaviour provoked by the Covid19 outbreak, or the financial implications of transiting to a fully decarbonised urban mobility.

The innovation portfolio has multiple examples where such interaction between social sciences and mobility is necessary to deliver successful products and services to the market. For example, FDDM addresses the ability to ICT geofencing, real time data to make active mobility/share micromobility safe for all. LivingLAPT will address how people interact with driverless mass transit on our public roads, with passive and active interaction of pedestrians, passengers and drivers studied and new laws/regulations proposed.

Our citizen engagement approach – connect, exchange, empower – which creates, experiments and deploys solutions with and for citizens is a clear example of social science integration. This area includes co-creation and co-design activities, direct participation of citizens, including children, in mobility planning and the development of new digital tools such as DecidiUM to improve citizen engagement processes.

#### 1.2.5 Gender dimension

Transport is not gender neutral. Not only the sector is highly dominated by men, only 22% of the transport workforce in the EU are women<sup>5</sup>, but existing mobility policies and services do not often consider women's needs. Gender differences in travel patterns are mainly accounted for by the division of roles that still exist today in the labour market and in the family<sup>6</sup>. While mobility policies have traditionally focused on improving longer-distance commuting trips, shorter and more frequent trips that are necessary for most caring tasks (children, elderly, shopping) have often been overlooked. Also, women's mobility choices are different from men and depend on how they experience the city (from their sense of security when travelling in public transport to cases of sexual harassment for women cyclists), and women on average are more likely to choose sustainable mobility options (active mobility, public transport) than men. The development of more

<sup>5</sup> Women in Transport – EU Platform for change: [https://ec.europa.eu/transport/themes/social/women-transport-eu-platform-change\\_en](https://ec.europa.eu/transport/themes/social/women-transport-eu-platform-change_en)

<sup>6</sup> CIVITAS Policy Note "Gender equality and mobility: mind the gap!"

inclusive urban mobility policies and better use of public space for the needs of all is only possible if gender perspectives are taken into account.

As mentioned in our Strategic Agenda, EIT Urban Mobility will develop a Gender Policy in 2021. This Policy aims to mainstream a gender perspective in our programmes (Innovation, Academy, Business Creation as well as HR) by assessing current activities / data and proposing activities for supported gender equality. The policy will include a 3-year action plan, with the following objectives:

1. Strengthening the lead role of the KIC in the community
2. Building capacity and raising awareness in the internal organisation
3. Achieving a gender balanced representation in staff and management, including a human resources policy that supports this goal
4. Promote gender equality/women's participation in education
5. Promote gender equality/women's participation in entrepreneurship
6. Promote gender equality/women's participation in innovation

With a female CEO and strong commitment by senior management to improve gender equality in the organisation and in the portfolios of programmes we manage, we aim to make a significant contribution to improving the gender equality of the EIT community and within the mobility sector. Highlights of work already done / implemented, include:

- A **human resources** policy built based on best practise examples from international organisations including recruitment with gender-balanced panels, competence-based recruitment, flexible working and paternity leave irrespective of European country located in.
- In **entrepreneurship** activities – specific training undertaken by entrepreneurship / business creation team, inclusion of gender balance in start-up teams as evaluation criteria, gender-balanced evaluation committees, targeted scouting for startups with female co-founders.

The KIC is performing better than the mobility sector as a whole in terms of female representation (> 30 % women in masters / PhD programmes; over 50% staff in KIC are women), however, there is much left to do. The main focus in 2022 will be in ensuring that we collect the requisite data to be able to monitor consistently across our organisation and portfolio (i.e. data on gender included in databases such as Plaza, Podio, Events reporting, etc); capacity building for staff and offered and undertaken, both for staff and in partner-lead activities (where applicable); and inclusion of gender more explicitly in evaluation of proposals/applications submitted to the KIC

## 2. Impact

### 2.1. KIC's pathways towards impact

#### 2.1.1 Unique contribution to the outcomes and the wider impacts

The BP2021-2022 sets a solid basis for the KIC's contribution to the outcomes and impacts described in the EIT Urban Mobility Strategic Agenda 2021-2027 and the KPIs of the EIT Impact Framework, in the medium- as well as particularly in the long-term.

In line with the described intervention measures according to our five Strategic Objectives (SOs), each programmatic area follows the basic logic to create impact: The activities within all areas 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 activities to the outcomes and hence describes the relevance of this BP with regards to achieving the wider impacts connected to our SOs.

Table 3 - Contribution of EIT Urban Mobility activities to long-term impacts

Area	Budget	Impact			Link to SO
		Outputs (2021 & 2022)	Outcomes (medium-term)	Contribution to wider impacts (long-term)	
Academy	12.760.774	EITHE05.1 – 6 EITHE07.1 – 50 EITHE08.1 – 3900 EITHE09.1 – 2 KONHE01 – 29 KONHE02 – 6700 KONHE03.2 – 17 KONHE06 – 7 KONHE08 – 13 KONHE13 – 66150 KONHE21 – 54 KONHE22 – 26	Created new competencies that match future needs for the mobility sector.  Created new competencies that create new solutions to be implemented on the ground.  Created new competencies that respond to city challenges.	Creating jobs and strengthening the European urban mobility sector.	SO2 – Close the knowledge gap  SO5 – Promote effective policies and behavioural change
Business Creation	11.088.857	EITHE03.1 – 142 EITHE06.1 – 11.52m KONHE06 – 24 KONHE10 – 174 KONHE11 – 40 KONHE19 – 56 KSN02 – 2	Supported new market opportunities developed and newly emerging players in the urban mobility industry and ecosystem.  Increased citizen involvement and level of active participation in decision making and co-creation of urban mobility solutions.	Strengthening the European urban mobility sector, making Europe’s industry lead the sustainable urban mobility transformation.	SO4 – Accelerate market opportunities  SO5 – Promote effective policies and behavioural change
Innovation	19.918.321	EITHE02.1 – 28 EITHE04.1 – 15 KONHE03.2 – 87 KONHE06 – 3 KONHE11 – 33 KONHE20 – 34 KSN01 – 4 KSN02 – 62 KSN03 – 11	Improved quality of public space design and public infrastructure.  Reduced GHG emissions through implementation	Improving quality of life in cities.  Mitigating and adapting to climate change.	SO1 – Create liveable urban spaces  SO3 – Deploy and scale green, safe, and inclusive

Area	Budget	Impact			Link to SO
		Outputs (2021 & 2022)	Outcomes (medium-term)	Contribution to wider impacts (long-term)	
			<p>and scaling of solutions.</p> <p>Supported the paradigm shift away from car-dependent urban mobility to people-centered urban accessibility.</p> <p>Increased citizen involvement and level of active participation in decision making and co-creation of urban mobility solutions.</p>	<p>Creating a green and human-friendly urban environment, green and efficient city logistics and an intermodal transport system, services and infrastructure.</p>	<p>mobility solutions</p> <p>SO4 – Accelerate market opportunities</p> <p>SO5 – Promote effective policies and behavioural change</p>
Factory	1.602.994	EITHE02.1 – 3 KONHE04 – 10 KONHE11 – 17 KSN01 – 11  Mobilised funding	<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>Mitigating and adapting to climate change</p> <p>Making Europe’s industry lead the sustainable urban mobility transformation.</p>	<p>SO3 – Deploy and scale green, safe, and inclusive mobility solutions</p> <p>SO4 – Accelerate market opportunities</p>
City Club and Living Labs	913,284.94	EITHE13.1 – 6 KONHE03.1 – 28 KONHE03.3 – 10 KSN01 – 2 KSN02 – 6 KSN03 – 6	<p>Repurposed traffic road space to public places.</p> <p>Modal shift to clean and healthy</p>	<p>Improving quality of life in cities.</p> <p>Promoting a mobility system</p>	<p>SO1 – Create liveable urban spaces</p> <p>SO3 – Deploy and scale</p>

Area	Budget	Impact			Link to SO
		Outputs (2021 & 2022)	Outcomes (medium-term)	Contribution to wider impacts (long-term)	
		Measurement of City Impact Indicators	mobility alternatives to motorised transport.	that protects and fosters people’s health and wellbeing.  Mitigating and adapting to climate change.	green, safe, and inclusive mobility solutions
Citizen Engagement	6,539,815.70	EITHE13.1 – 5 KONHE03.2 – 9 KONHE06 – 3 KONHE11 – 28 KONHE20 – 9 KSN02 – 4 KSN03 – 2	Improved quality of public space design and public infrastructure.  Increased citizen involvement and level of active participation in decision making and co-creation of urban mobility solutions.	Improving quality of life in cities.	SO1 – Create liveable urban spaces  SO3 – Deploy and scale green, safe, and inclusive mobility solutions  SO5 – Promote effective policies and behavioural change

EIT Urban Mobility constantly takes measures to maximise the described impact. Therefore, the EIT Urban Mobility KPI scoreboard as outlined in the Strategic Agenda and based on the EIT Impact Framework provides the main guidance for the selection of the most impactful activities for each BP. Constant monitoring of progress serves the twofold purpose of understanding if our actions are helping to move us in the right direction, and help us decide what future actions should be.

### 2.1.2 The Key Performance Indicators (KPIs) at portfolio level

The table below summarises the relevant KPI targets planned to be achieved following the implementation of the Work Packages, i.e. on portfolio area level, in line with the EIT Impact Framework and the GB Decision 17/2021. Furthermore, it includes selected operational KPIs of EIT Urban Mobility.

Table 4 - List of EIT Core KPIs and selected operational KPIs Year 2021 and 2022

EIT area	EIT KPI name	Target	Indicative WP(s)
Innovation	Innovations designed or tested	47	WP1, WP2, WP4, WP9
	Marketed Innovations	38	WP1, WP2, WP6, WP9
Business Creation	Start-ups and scale-ups supported by KICs	339	WP3, WP9, xKIC, HEI
	Start-ups created of/for innovation	31	WP2, WP9, xKIC
	Start-ups created by students enrolled and graduates from EIT-labelled MSc and PhD programmes	6	WP1



	Investment attracted by KIC-supported start-ups and scale-ups	11.52m EUR	WP3, WP9
Education	Graduates from EIT-labelled MSc and PhD programmes	50	WP1
	Participants in non-labelled education and training	9846	WP1, WP9, xKIC, HEI
	Students and graduates from EIT labelled MSc and PhD programmes who joined start-ups	2	WP1
KTI / Developing innovation ecosystems	Active partners collaborating in the KIC	298	WP1, WP2, WP3, WP4, WP5, WP6, WP7, WP8, WP9, HEI
	Number of higher education institutions involved in EIT and KICs activities	25% of Active KIC Partners	WP1
Leveraging investments in R&I	Financial sustainability	7.278.000 EUR	WP8
	KICs co-funding rate and total amount	9%	WP8
	Budget consumption of KICs	Calculated by EIT	
	Error rate of KICs	Calculated by EIT	
Additional HEI Initiative specific indicators	Number of new and/or improved support structures and mechanisms (e.g., testbeds, units, programmes, spaces, infrastructures, etc.) established within or mobilized by the HEIs participating in the HEI Capacity Building Initiative	Target number to be agreed upon and decided by all KICs and EIT in 2022	HEI
	Number of new partnerships established as a result of the HEI Capacity Building Initiative	Target number to be agreed upon and decided by all KICs and EIT in 2022	HEI
Additional RIS-specific indicators	Number of organisations from RIS countries that attracted funding from ESIF (in line with Smart Specialisation Strategies) with support from KICs, and the amount of funding attracted	0	WP9
	Number of new CLCs and RIS Hubs established in RIS countries	16	WP9
	Number of new and established KIC Partners from RIS countries	15% of Active KIC Partners	WP9
Societal Impact	EIT grant invested in climate action, biodiversity, clean air, digital transformation, health, sustainable development	Included in reporting	WP8
	Impact of KICs on achieving Sustainable Development Goals	Included in reporting	WP8
Horizontal Indicators	# Success stories presented by KICs to the EIT	40	WP1, WP2, WP3, WP4, WP5, WP6, WP7, WP9
	# Good practices and lessons learnt identified and codified by the KIC	15	WP4
	# Results, lessons learnt, and good practices disseminated by the KIC through appropriate means (e.g., publications, online repositories, fact sheets, targeted workshops etc.)	15	WP4

	# Dissemination and communication activities of the KIC and # people reached through these activities	188,000	WP4
<b>Operational Indicators</b>	Value of equity assets	5 m EUR	WP8
	Efficiency of Calls (average duration in months)	7 months	WP8
	Efficiency of Granting for Calls (percentage of partners contracted)	92%	WP8
	Employee satisfaction	70%	WP8
	Staff retention	92	WP8

Due to external barriers over the past year, deviations are expected between some specific targets as outlined in this BP in comparison to the targets originally set in the Strategic Agenda 2021-2027:

Academy Core KPI outcomes for Graduates from EIT-labelled MSc and PhD programmes will not meet the target due to the lower intake of students than planned in 2020 (new numbers aligned and agreed with EIT in the 2020 grant assessment process). The decreased number of admitted students is to a high extent a consequence of the Covid pandemic. Consequently, the decreased number of admitted students and graduates leads to a decrease of start-ups joined and created by students and graduates. Nonetheless, compared to others in a similar stage, our education portfolio has had the fastest development of all KICs, with 94 students enrolled this year in EIT labelled programmes. We now work on stepping up efforts to compensate for the initial lower student intake in the Master School by increasing and improving our marketing, including strong local university support, as well as exploring new models and tracks, such as a Master in Innovation and Entrepreneurship and the Fellowship model.

Participants in (non-labelled) education and training as well as overall target on start-ups supported increased due to the participation of EIT Urban Mobility in the HEI Capacity Building Initiative.

Innovation targets on tested and marketed innovations are aligned with the targets of the Strategic Agenda, however, these pose a great challenge with regards to the achievement at the end of the period of this BP. All Innovation projects either contribute to the launch of at least one product on the market or the foundation of one start-up. To be able to support the launch of further marketed innovations and foster start-up foundations, the Thematic Area of Innovation is actively taking a range of measures and piloting programme elements such as RAPTOR to support agile projects that create new pipelines of minimum viable product and hence feed through to both, marketed innovations and start-ups created, to stay as close as possible to the achievement of the targets indicated in the SA.

The specific KPI targets (KSN01 to KSN03) were newly established in line with the EIT Impact Framework and EIT Urban Mobility's specific impact pathways. The SA targets were based on and overall estimation in the development phase of the impact framework. Baselines and measurement methodology were not set at the time of the SA development phase, hence the targets as included in this BP deviate from the original targets set in the SA.

### 2.1.3 Requirements and potential barriers, incl. mitigation measures

When implementing the activities of this BP with the aim to achieve maximum impact, potential barriers may arise that hinder the achievement of the desired outcomes according to plan. The main barriers arising from factors that go beyond the scope and duration of this BP are:

#### The COVID-19 crisis

This global pandemic still dominates the world and it is not clear yet when it will be over and what will be its long-lasting effects for our economies, health systems and quality of life. As we experienced in 2020, the pandemic is impacting many of our partners who are still suffering from financial constraints, capacity bottlenecks and diverging priorities. As a result, a number of our partners have limited capacity to collaborate with us, affecting our innovation ecosystem. The pandemic also poses a challenge for our partner-led activities, compromising our success in bringing innovations into the market.

To minimise this, we stay closely connected with our partners and continuously improve our operations and services to deliver greater value to our partnership. At project level, we have established a monitoring framework to identify and react to any major deviations that may prevent a project to reach its KPIs.

This crisis has also reduced the creation and growth of start-ups and have put many companies in a difficult financial situation with significant consequences for employment. The global economic recession threatens our capacity to find good investment opportunities and leverage funds to support our start-ups.

### **Effects of COVID-19 on mobility behaviour and trends**

While the pandemic has brought some opportunities for urban mobility (reclaim public space, a sharp increase in bicycle use in some cities), it has also brought some challenges such as the increase of last-mile deliveries or the decrease in the use of public transport and shared services. Innovative actions aimed at addressing some of our specific KPIs may face public resistance in the short- to medium-term. To minimise this, we will support our partners in engaging citizens and making them participate of the design and implementation of new policies and projects. We also plan to monitor our progress against our set objectives, adapting and modifying our timeline and implementation when necessary.

### **Institutional barriers and regulation**

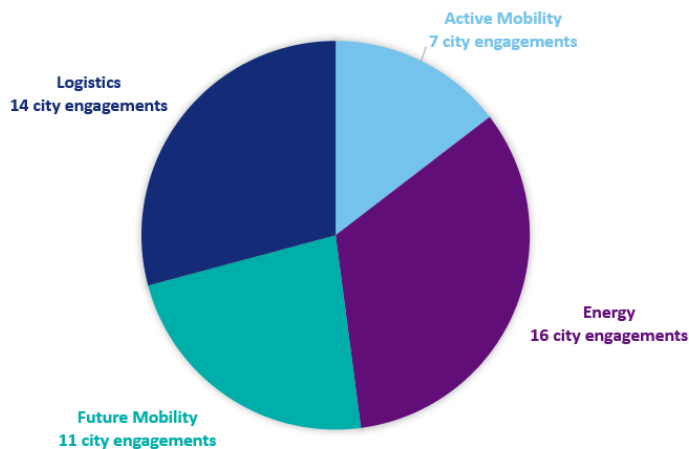
Changes in political priorities as well as different regulatory frameworks at municipal, regional, national and European level are an obstacle to the uptake of innovations in urban mobility. A clear example is found in shared mobility and MaaS (mobility-as-a-service) solutions. National and regional 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 Urban Mobility 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 a few years, once this BP has concluded. This barrier may negatively affect or delay the success of some of our innovations and threaten the sustainability of some of the start-ups we support that have developed new innovative business models.

### **2.1.4 Scale and significance of the BP's contribution to expected outcomes and impacts**

To ensure scaling of our outcomes and wider impacts, EIT Urban Mobility sets a strong focus on involving cities in the activities. Taking the area of Innovation as an example, with a minimum of three compulsory cities to be included in one innovation project, 40 cities and regions form an active part in the Innovation activities within 2022. This allows the spreading of the results and impacts across a high number of cities with a great geographic dispersion, including in RIS countries.

Furthermore, within the innovation projects the involved cities and regions are spread across the four addressed challenge areas, ensuring significance of the outcomes within all focus topics which contribute to EIT Urban Mobility's wider impacts, as outlined in the graphic below.

Figure 5- City engagements in Innovation projects



Meanwhile the City Club is building up a living labs network to offer only one European-wide testing environment through the EIT Urban Mobility as a one stop shop for the transport private sector and mobility innovators to test and validate new solutions and products before their launch to the market. Adopting a living lab approach will secure user acceptance of new technologies enabling better mobility options through a broader citizen engagement process, and a feedback loop to develop solutions that better cater for the city and citizen needs and help to achieve policy targets in a decade marked by the climate emergency. The living labs network shall become a reference for

conducting innovation projects with the active participation of a diverse range of cities and metropolitan areas, and their local stakeholders engaged in managing and operating living labs, by improving visibility and access for the end users to the existing technology infrastructure and available living labs across the Innovation Hubs.

Overall, after setting the specific societal impacts of the KIC in the beginning of 2021 and contributing to the EIT Impact Framework as adopted in the Governing Board Decision 17/2021, we will continually develop the impact pathways and the theory of change which is a living framework to adjust the focus and maximise the contribution to the high-level societal goals. In that respect, the City Club are developing a strategic Roadmap of milestones towards the deployment of innovative transport solutions for the EIT Urban Mobility. This roadmap shall serve as a basis and guidance to shape future programmes of the EIT Urban Mobility, forge new collaborations with the industry and companies and direct efforts towards impactful activities taking into account the gaps in the development and uptake of innovation in transport solutions across the EU. With the activities implemented in this BP which are fully aligned with the societal impacts, the innovation gaps, as well as the city impact indicators, EIT Urban Mobility is setting the basis for the mid-term review in 2024. To ensure significance and consistency of our actions and impact, by then, we aim for the following improvements in our City Club cities:

- An increase in 50% of City Club cities from levels of the baseline year with regards road space allocated from car traffic use to public space for alternative mobility options, more efficient use of the carriageway, leisure activities, and urban greening
- A decrease in 50% of City Club cities from levels of the baseline year with regards to City Club city inhabitants exposed to emissions in urban areas derived from road transport
- An increase in 50% of City Club cities from levels of the baseline year with regards to the modal share of sustainable mobility

To specifically measure the improvements within the City Club cities, 2021 will serve as the first measuring/assessment year, hence the goal is to set the baseline indicator within the work of this BP based on the data of 2020. The work has started with regards to ensuring the impact of the whole portfolio by selecting the activities in line with the described outputs and concrete results to be reached. Furthermore, the exchange with EIT experts and City Club cities is ongoing to develop the measurement of the wider impact reached in City Club cities.

## 2.2. Measures to maximise impact – Dissemination, exploitation, communication

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

EIT Urban Mobility will continue to strengthen the development of the EIT Community and its. All materials are designed by following clear brand guidelines to achieve the communication objectives and grow a strong community and an excellent brand identity.

EIT Urban Mobility endorses the EIT brand by using InnovEIT, EIT Awards and EIT Awareness Days as focal point for physical and digital communication actions. These are excellent opportunities to amplify the EIT brand, convene common audiences and collaborate with other KICs and stakeholders. Strong efforts are made and will continue to be made to support high-value communications opportunities in EIT RIS countries, to accelerate the knowledge triangle integration. The EIT Label is another key element of EIT Urban Mobility’s approach to building the EIT Community brand identity. For more details see chapter 1.1.5.

EIT Urban Mobility is using its targeted messaging approach to raise awareness of the Academy programmes, incl. the EIT label, among students, entrepreneurs, innovators and education institutions to increase its visibility and its novel approach to higher education. These Academy activities will target students from all over the world, adding up to the education and training portfolio offered by the EIT Community and strengthening its brand in the competitive global market. The aim is to differentiate the Academy programmes and activities by creating them to be innovative, engaging, ambitious and professional and also conveying this message. The programmes will be marketed in Europe through a broad range of channels, such as at conferences and online channels.

In 2022, the different activities that fall under Business Creation will be promoted by participating in start-up events as well as through online channels.

EIT Urban Mobility partners are key for fostering the EIT brand, as they communicate about their activities within the EIT Urban Mobility Community to their stakeholders. The EIT Urban Mobility Brand Book has been updated to Horizon Europe requirements and introduced to all partners.

In 2022, EIT Urban Mobility will further improve its brand identity and therefore EIT’s brand identity for greater visibility, through:

- Building cohesion within the EIT Urban Mobility partnership for a common vision and jointly supported brand.
- Strengthening branding coherence across all partner and project channels, for strong brand recognition and greater visibility.
- Developing merchandising materials to guarantee coherent outings throughout all regions.
- Supporting other functional areas – City Club, Academy, Innovation, Business Creation and Factory – with relevant communication and dissemination tools for their activities
- Improving and continuing with the development of the EIT Urban Mobility website and corporate presentation.
- Details on external communications, dissemination measures and stakeholder engagement activities are described in the following sub-sections 2.2.2, 2.2.3 and 2.2.4.

### 2.2.2 Planned external communication activities and achievements across Europe

EIT Urban Mobility, its activities, success stories, press, newsletters and results are promoted in a strategic and effective manner, to have its research activities reach a wider audience and to inspire and attract non-specialists and members of 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. External communication actions and involvement of external stakeholders will grow as the activities do. EIT Urban Mobility regularly publishes news, information about activities and about ways to get involved on the website and social media channels LinkedIn, Facebook, Instagram, YouTube and Twitter.

In order to strengthen the impact of the external communication, the following preparatory activities will be further implemented internally.

1. Provide brand support and regular trainings for EIT Urban Mobility staff & partner' on 'EIT Urban Mobility branding'
2. Set clear workflows for the distribution of tasks/planning of communication activities around the different programmes together with thematic leads
3. Improve the knowledge platform and offer more accessible communications (avoiding jargon, clear communications for non-experts), as well as access to relevant documents, such as communication / brand guidelines, and regular news updates. This will improve the communication internally and with partners, as well as the identification of potential success stories and information for dissemination purposes.
4. Empower Innovation Hubs in the development of their local communication plans and implementation of related communication activities

External communication activities planned in 2021 and 2022:

- Content production to position EIT Urban Mobility 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 and processes to stimulate partner collaboration, such as newsletters, the website, webinars, and workshops. Besides, we will also work on videoblogs that help position EIT Urban Mobility and provide a way to communicate about project activities.
- Further develop a narrative, infographics, image repository and continue to build key-messages, for greater impact
- Organise (online) events, among others Mobility Talks, ideation event and Innovation Hub events
- Continue to create merchandising and marketing materials in line with the EIT Urban Mobility brand identity
- Organise the third annual EIT Urban Mobility Summit, if possible, connected to a global outreach congress such as Tomorrow.Mobility, to multiply impact.

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

Key stakeholders and multipliers at different levels (local, regional, national, European, international and EIT RIS level) interested in urban mobility issues will be approached through targeted tools and channels. By participating in cross-KIC activities and tapping into synergies with other EU programmes/institutions, the organisation will become an active player and contribute to agenda-setting and policy-making processes for urban mobility in Europe. The table below shows the different target groups, the effect EIT Urban Mobility aims to have on these groups and tools that will be used to target them in 2022. A strong tool of dissemination will be using success stories from our Academy, Business Creation programme, innovation projects, Living Labs and the Factory Digital Marketplace, to showcase the impact EIT Urban Mobility supported have, inspire, engage and attract future students, start-ups and potential partners.

Table 5 - Stakeholder groups and activities of EIT Urban Mobility communication and dissemination efforts

Target Audience	Aimed effect of actions: what does EIT Urban Mobility want them to do?	Tools
<b>Internal</b>		
EIT Urban Mobility Partners	<ol style="list-style-type: none"> <li>1. Build cohesion within EIT Urban Mobility partnership</li> <li>2. Be informed, involved in and contribute to all ongoing EIT Urban Mobility activities</li> <li>3. Enhance synergies, mutual learning, collaborations and shared value creation</li> <li>4. Create added value to the partners for high partner satisfaction</li> </ol>	<ol style="list-style-type: none"> <li>5. Digital partner newsletter: achievements, new initiatives and urban mobility-related events</li> <li>6. EIT Urban Mobility PLAZA grants and activity management platform</li> <li>7. Partners Site (multifunctional intranet)</li> <li>8. Website of EIT Urban Mobility</li> <li>9. Partner events</li> <li>10. Social media: Twitter, Facebook and LinkedIn. YouTube and Instagram</li> </ol>
<p><b>Lesson learned/ Good practices</b></p> <p>11. The communication streams to partners need to be improved so we ensure they get the right information, avoiding duplication, etc. Besides, it should be clear to partners where to find all documents they need, such as branding guidelines and templates. Therefore, we are currently working in the development of an intranet for partners (knowledge platform), where all information will be shared in a clear way.</p>		
<b>External</b>		
<p>People and end-users Such as the citizens and visitors of partner cities, relevant user groups (e.g. public transport riders, people walking and cycling, car drivers); end-user associations, walking-, cycling- and citizens-associations, etc.</p>	<ol style="list-style-type: none"> <li>12. To increase understanding and appreciation of urban mobility challenges</li> <li>13. To understand the positive impact industry, research and cities can have together in improving urban mobility systems in the cities</li> <li>14. To understand the fundamental role citizen play in creating a more sustainable urban mobility paradigm and change behaviours in urban mobility habits</li> <li>15. To engage citizens as co-creators of novel and user-centric mobility solutions and more liveable urban environments</li> </ol>	<ol style="list-style-type: none"> <li>16. Social media (Twitter, Facebook, Instagram, LinkedIn)</li> <li>17. Collection of best practices from partners' experience in citizen engagement</li> <li>18. DecidiUM platform</li> <li>19. Innovation projects</li> <li>20. Events</li> <li>21. Outcomes of activities from internal audiences, such as success stories, good practices that emerge, etc.</li> </ol>
<p><b>Lesson learned/ Good practices</b></p> <p>22. Storytelling and planning of social media activities towards citizens is important to reach a high engagement. We have also learned more about the audience we reach, incl. end-users, helping us to use them as multipliers through which we increase the impact of our actions.</p>		
<p>Education Such as psychologists, engineers, designers, decisions makers, middle management, young professionals, future talents (students), higher education, universities, etc.</p>	<ol style="list-style-type: none"> <li>23. To get motivated and inspired to become part of the solution</li> <li>24. To become a new generation of engineers and city planners</li> <li>25. To encourage students to engage with EIT Urban Mobility opportunities</li> </ol>	<ol style="list-style-type: none"> <li>26. Digital external Newsletter</li> <li>27. Website of EIT Urban Mobility</li> <li>28. Social media (LinkedIn, YouTube, Twitter etc.)</li> <li>29. Public events</li> <li>30. Outcomes of activities from internal audiences, such as success stories, good practices that emerge, etc.</li> </ol>
<p><b>Lesson learned/ Good practices</b></p> <p>31. More alignment on what is happening in the education area</p> <p>32. Information is collected regularly and are used for interesting stories and news to share through all channels</p>		
<p>Research Such as innovation projects, other initiatives covering relevant subject matters; wider research community, etc.</p>	<ol style="list-style-type: none"> <li>33. Learn from good practices</li> <li>34. Get recommendations to tackle hurdles in innovation</li> <li>35. Collaborate on campaigns</li> <li>36. To discuss policy developments</li> <li>37. For cross-fertilisation and transfer of results</li> <li>38. To share knowledge, good practices and research insights</li> <li>39. To promote the overall goal of the EIT and EIT Urban Mobility (e.g. innovation projects)</li> </ol>	<ol style="list-style-type: none"> <li>40. Digital external Newsletter</li> <li>41. Website of EIT Urban Mobility</li> <li>42. Social media (LinkedIn, Twitter etc.)</li> <li>43. Public events</li> <li>44. Outcomes of activities from internal audiences, such as success stories, good practices that emerge, etc.</li> </ol>
<p><b>Lesson learned/ Good practices</b></p> <p>45. More alignment on what is happening in the projects</p> <p>46. Information is collected regularly and are used for the publication of interesting stories and news through all channels</p>		



<b>Industry</b> <b>Such as vehicle manufacturers and automotive suppliers; cycling industry; mass transit; ITS companies; insurance companies; telecommunications; freight; logistics; parking operators; taxi companies, etc.</b>	47.To promote the overall goal of the EIT and EIT Urban Mobility 48.To collaborate with EIT Urban Mobility on a project by project basis 49.To share knowledge, good practices and industry insights	50.Digital external Newsletter 51.Website of EIT Urban Mobility 52.Social media (LinkedIn, Twitter etc.) 53.Public events 54.Outcomes of activities from internal audiences, such as success stories, good practices that emerge, etc.
<b>Lesson learned/ Good practices</b> 55.More alignment on what is happening in within the partner organisations from industry 56.Information is collected regularly and are used for the publication of interesting stories and news through all channels		
<b>Institutions and European networks (multipliers)</b> <b>Such as policy- and decision-makers at European, national or regional level; local regional or national funding bodies and public authorities, standardisation and certification bodies; European networks; EC; EIT; other KICs, etc.</b>	57.Learn from good practices 58.Get recommendations to tackle hurdles in innovation 59.Discuss policy developments 60.Share knowledge, good practices and innovation insights 61.Promote the overall goal of the EIT and EIT Urban Mobility 62.Understand the goal of EIT Urban Mobility and support the vision 63.Stimulate engagement 64.Become ambassadors 65.Influence public discourse on topics of relevance to the KIC	66.Digital external Newsletter 67.Website of EIT Urban Mobility 68.Social media (LinkedIn, Twitter etc.) 69.Public events 70.Joint uptake of activities, such as organising sessions/events 71.Outcomes of activities from internal audiences, such as success stories, good practices that emerge, etc.
<b>Lesson learned/ Good practices</b> 72.Regular exchanges and consultation meetings will be organised to make them aware of the importance for EIT Urban Mobility to connect and cooperate 73.Involving relevant Institutions and European networks in EIT Urban Mobility events and workshops, to connect them with our partners and beneficiaries and increase visibility		

### 2.2.4 Planned stakeholder engagement priorities and activities

EIT Urban Mobility 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 by further expanding this opportunity to thematic NCPs. The upcoming collaboration with the Sector Group Mobility of EEN will also be leveraged.

Concerning European Commission Services, the emphasis has been put in 2021 on building a trusted relationship with **DG MOVE**, notably in the context of the Sustainable and Smart Mobility Strategy, and to create possible synergies with the potential Mission on Cities under Horizon Europe.

In 2022, 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.

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 ERRIN. 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 Urban Mobility will also be sought through institutional events.

To ensure we are well positioned in the urban mobility ecosystem, we have 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, though our flagship event Tomorrow.Mobility World Congress. We offer cascade funding through our role as partner in NetZeroCities and we operate as a network of networks.



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

In 2021, the EIT Urban Mobility approved a new IP policy focused on:

- Ensuring that the intellectual property resulting from the activities performed within the framework of EIT Urban Mobility (“the action”) is diligently used to satisfy the objectives of the EIT Urban Mobility under the new Horizon Europe framework. Training plan with EPO and EUIPO planned from January 2022 with 5 attendees from EIT Urban Mobility participating from Legal, Innovation, Business Creation and Factory.
- Enabling the potential exploitation of partnership, while taking third party IP and contractual rights into account (e.g. patents, open-source or commercial software license agreements, etc.), particularly concerning the Factory, which turns single project results into scalable, integrated, marketed urban mobility products and services.
- Protecting the respective participants’ background as well as foreground (or the “Results”) balanced against the needs and objectives for EIT Urban Mobility as a community and with the search for a long-term financially self-sustained business model. To avoid doubt, the IP policy applies to individual KIC Projects and activities, not to the entire portfolio of KIC actions.
- Create a new EIT specific KPI for Patent Submission and provide option in FSM process for IPR transfer in CfP2023.
- Optimizing due economical exploitation of generated results and dormant background, whether through IP-based commercialisation (e.g., spin-offs, licensing), open-source or other social innovations, or indeed any other commercial or non-commercial dissemination method for the wider benefit of European societies and the world.

This will be realised through three overall principles:

- **Open innovation, education and research.** The KIC LE will strive to create an open innovation environment in which pre-competitive ideas, knowledge, and information are shared within the action in an open forum to meet the goal of creating economic value, jobs, and sustainable European growth and competitiveness.
- **Standardised terms and conditions.** Results generated within each specific KIC project or activity (KAVA) are regulated by the terms and conditions set forth in the EIT KIC Partnership Agreement (“PA”) and the Model Grant Agreement (“MGA”). This IP Policy complements the standard terms and conditions framework.
- **Financial self-sustainability of EIT Urban Mobility.** The KIC LE is expected and legally obliged to evolve towards financial self-sustainability and thus gradually reducing financial dependency from EIT funding. This necessitates already from its foundation the development of a financial strategy that mobilises other revenues emanating from sources such as intelligent usage of Intellectual Property Background and Results, venture capital investments, and the development of other proprietary as well non-proprietary services and activities.

Furthermore:

- **IP rights:** IP Rights of the generated foreground results belongs to the generating partner organisation. In the context of this IP policy of the EIT UM, “IP” shall generally refer to intellectual property rights, including but not limited to patents, utility models, trademarks, copyrights, mask works of integrated circuit, design rights, confidential know-how as well as pending applications for the protection of intellectual property rights. “IP” shall also include Results which can be protected as software or computer programs as defined under Directive 2009/24/EC and corresponding national intellectual property legislation, even if this is not explicitly mentioned in the PA.
- **Exploitation and dissemination plans.** The new IP Policy establishes stresses out the obligation to exploit the results. If despite the parties’ reasonable efforts, no exploitation of the results takes place within four years after the end of the project, the participants shall use the Horizon Results Platform to find interested parties to exploit the results. If an interested party to exploit the results is found through the Horizon Results Platform, the ownership relating to the respective Results shall be transferred or licensed from the party/parties owning the results to the interested party. The party/parties transferring these results shall receive a fair and reasonable compensation from the party to which the Results are transferred. The transfer or license of the results is subject to a separate agreement between the respective parties.  
On the other hand, the KIC LE may be granted licenses to exploit commercially results that are owned by a participant.

Such licenses are subject to separate agreements between KIC LE and the participant in question. Any such license shall be granted by the participant/s to KIC LE under fair and reasonable conditions unless the agreement is concluded and agreed by the Parties as a contribution to the KIC LE’s financial sustainability.

Additionally, EIT UM will actively promote the use of dormant IP available within the partner network and help to negotiate terms and conditions for releasing such IP by student projects, start-ups, and SMEs. Knowledge sharing and exploitation are particularly embedded in the Factory as well as RIS programmes and the activities of the five Innovation Hubs.

## 2.2.6 Planned activities under the EIT RIS scheme and their contribution to the target group and expected results

In the period 2021-2022 the focus of the RIS activities is the following:

- RIS operation diversification, covering all large-scale important RIS countries (at least 15 out of the 20 eligible RIS countries should be covered)
- Involvement of new partners and new methods for better integration of RIS
- Full integration of the RIS stakeholders into the main Innovation, Academy and Business Creation portfolio projects
- Increased focus and efficiency of the RIS hub network for better interconnection of the local communities with the international community
- Highlighted integration of RIS in all the activity fields and support of this integration by a seamless internal communication involving Innovation Hubs and Thematic Areas

In line with the new HE RIS eligibility, EIT Urban Mobility RIS actions are focusing on the 17 EU members states of the RIS (including Spain and the Czech Republic and whole of Italy as well) and on the 5 RIS eligible non-EU Member States: Montenegro, North Macedonia, Serbia, Turkey and Ukraine.

The full integration of EIT RIS into the EIT UM activities is supported by organisational changes which allow integrated action and seamless information flow: Since Q2 2021, the RIS team has been organised as a matrix team having a RIS core team and bridging officers within the Thematic Areas of Innovation, Academy and Business Creation. The unimpeded information flow also supported other specific actions: RIS hubs are not taking part in separate monthly trilateral (Innovation–Hub - RIS–Hub - RIS team) meetings held to align on the country-specific strategies. Furthermore, monthly RIS hub meetings are dedicated to the increase of efficiency and sharing of best practices. Financial sustainability mechanisms similar to the ones applied by the other thematic areas are applied in the RIS programme as well.

**Action line 1** includes all actions to involve EIT RIS players in the existing KIC activities and to support the integration of RIS stakeholders into the core programme of EIT Urban Mobility. Actions which are aligned with the national Smart Specialisation Strategies are especially welcome and supported. The EIT RIS project activities aim to support new stakeholders from the EIT RIS region to be integrated in the activities of EIT Urban Mobility.

### *Innovation*

In 2022 the majority of RIS innovation subgrantees will be aligned in twinning programmes with main Innovation Calls. This is a significant shift in ensuring full embedding of RIS contributions in core KIC activities. Detailed work will be conducted to support the subgrantees to ensure their success in this new model. As such a RIS Innovation Officer acts as mentor/liason for subgrantees and promotes ongoing inclusion of RIS hubs in the Proposal Lifecycle. While alignment of RIS in main programmes is the main outcome, ensuring active and positive engagement requires targeted actions and events supporting RIS countries to ensure they can meet the required level for full participation Individual mentoring was tested in 2021 and was seen as positive in maturing our RIS subgrantees understanding and capacity.

### *Education*

The 2022 RIS education activities are focusing on two main areas: Extension of tested and proven training activities to be implemented in the RIS region with RIS partners for RIS target groups; and introduction of new experiments to meet special RIS needs. In both areas, the focus is on raising awareness of education opportunities to benefit RIS, train-the-trainer programmes as well as student online and face-to-face courses that have the potential to be repeated and scaled up, gradually increasing impact in RIS. The adaptation grade of programme extensions, in some cases, involve only slight changes reacting on the different environment (e.g. RIS Citython), in other cases the adaptation has to be more detailed (e.g. training modules to be used by HEIs). The new experiments can have methodological novelties (e.g. new online educational models) or thematic specialties which are especially needed in the RIS regions. We also expect the implementation and expansion of the cross-KIC HEI Initiative to have a significant impact on the involved RIS HEIs due to the result of adding 8 RIS HEIs from the first HEI Initiative pilot call, and with many more expected during 2022 and beyond. Special attention will be paid to the MSc/PhD program participants to motivate and support them to create start-ups, but until now our experience is that the employment-focused career is more appealing for this target group. In 2022 we will analyse with what kind of actions we can take to increase the number of the start-ups established by RIS graduates. We will also leverage on the network of existing RIS hubs. They are foreseen to deliver local trainings for professionals (partly in local language). To do it they will be trained on how to implement the courses.

### *Business Creation*

Most of the RIS hubs are delivering the local support of start-ups on advanced level and filling the pipeline of the acceleration programme of Business Creation portfolio, putting a focus on the international interconnection of the local start-up support activities and the exchange of best practices in the 2022 RIS Business Creation call. Further RIS funding will be used for targeted funding of some selected high potential RIS start-ups, which can be selected in the main business creation programme.

**Action Line 2** focuses on the RIS Hub network establishment and operation as well as community building activities. Within these, information is distributed to the local actors, networking among each other is promoted and their cooperation is controlled. The establishment and operation of the Europe-wide RIS Hub network is one of the most essential RIS activities with a large external impact and currently RIS hubs operational in 7 countries (Poland, Hungary, Serbia, Greece, Malta, Portugal, Slovenia) as well as a kick-off of RIS hub activities in Croatia, Latvia, Romania, Slovakia, Turkey in Q3 of 2021.

A new financing model of the RIS hubs has been introduced to increase the efficiency, in which a mandatory work package (WPO) is defined with the Innovation Hub directors and Thematic Area Leads. Tasks, KPIs, deliverables, budget, co-financing rate (15%) are all predefined in the mandatory WPO. Other competitive WPs on 5 areas (awareness raising/innovation/education/business creation/local community building) can be defined and offered by the RIS Hubs and the KIC makes the selection based on different evaluation factors (strategic fit, value for money, co-funding rate, long term impact alignment with the local smart specialisation strategy...).

Awareness-raising is covered by the mandatory WP of the RIS Hubs (at least one event to be delivered) but special actions beyond shall be covered by the “Awareness-raising competitive WP”. Know-how and technology transfer is part of the competitive innovation WP and citizen engagement actions are part of the community building competitive WP. In 2022, the EIT Urban Mobility RIS strategy will be updated and will introduce country specific sub-strategies with the support of the local RIS Hubs. The country specific strategies must correspond with the S3 strategies to focus on the local strengths of the country.

Additionally, Action Line 2 includes advanced local activities to improve the EIT RIS ecosystem, where various EIT RIS player will interact as a team to achieve the strategic objectives. For 2022, a call has been launched with one project selected which targets the international cooperation of 9 organisations from 5 countries (BG, GR, IT, MT, PT) with various activities to build new and strong local RIS communities. This project connects the RIS hubs as well, (from 9 organisations are 5 hub entities) and works as a pilot, which can be scaled up if successful. The proper extended knowledge triangle integration is a core requirement in all the RIS programmes.

## 3. Quality and efficiency of the implementation

### 3.1. Work plan and resources

#### 3.1.1 Overall structure of the Business Plan portfolio

The activity portfolio for the BP2021-22 is designed to address the EIT Urban Mobility’s five strategic objectives (SOs) as described in the Strategic Agenda. EIT Urban Mobility activities are clustered into 9 different work packages plus activities carried out within the framework of Cross-KIC and HEI areas. Next to the areas based on the EIT guidelines for the BP 2021-22 development, the “City Club and Living Labs” and the “Factory” have been again added as separate areas to cater to the EIT Urban Mobility strategy of involving cities as partners for demand-driven innovation (the City Club) and running a dedicated vehicle for the deployment and scaling of proven solutions (the Factory). An overview of the work packages can be found in Table 7 below. The specific activity detailed in each work package have been done at portfolio level, through the use of two different methods:

- 1) **Call activities based on competitive calls for proposals** open to all EIT Urban Mobility partners and external entities. Considering the collected feedback and defined challenges from 2019 and further developed through 2020 and 2021, calls for proposals were run for all thematic areas and were selected following a clear evaluation and selection process described in section 1.2.2.
- 2) **Non-call activities** defined and led by EIT Urban Mobility Headquarter and Innovation Hubs.

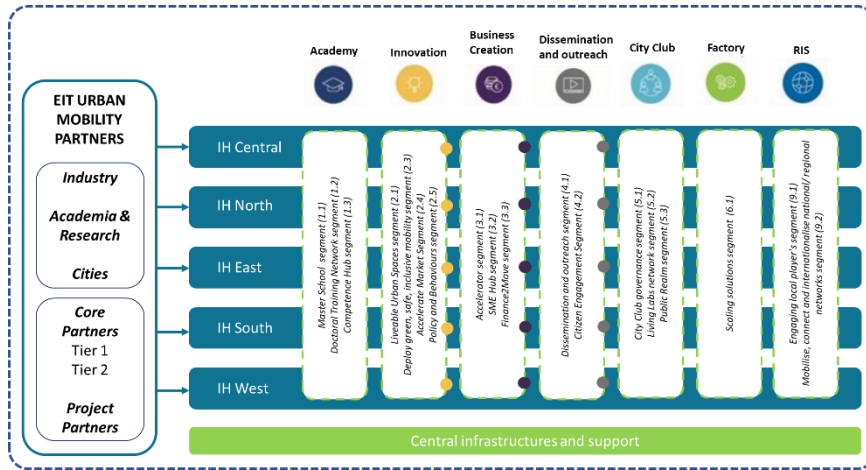
Non-call activities were defined for all areas and were guided by strategic and operational requirements. To create impact with integrated solutions, EIT Urban Mobility must take a highly directional approach setting a clear thematic and strategic focus for partner projects. The segment of “Area Leadership” under each thematic area comprises activities that are centrally led by the respective areas and focus on strategic steering of the overall portfolio of activities (call and non-call activities) to ensure all activities deliver impact towards EIT Urban Mobility’s vision and mission and in line with the impact framework.

#### 3.1.2 Inter-relation within the Knowledge Triangle

##### 3.1.2.1 Knowledge triangle integration

EIT Urban Mobility is taking on the urban mobility challenge by breaking down silos between the different stakeholders in the mobility value chain. It is addressing each aspect of the knowledge triangle – Education, Innovation and Business – equally. The urban mobility ecosystem is complex and only a systemic approach will bring the desired changes to deliver on our vision and mission. Therefore, EIT Urban Mobility puts the needs of cities and citizens at the centre and makes the cities as the catalyser for the envisioned change. EIT Urban Mobility’s partner cities act as a network of best practice sharing and global cooperation to lead fruitful regulation and governance change while staying open for new candidate cities. It is foremost the generator of concrete challenges to address. Through a bottom-up process, the most pressing needs of cities are identified and form the basis for the activities.

Figure 6 – Knowledge Triangle Integration and regional integration at EIT Urban Mobility



As presented in the figure above the 5 different EIT Urban Mobility Innovation Hubs (IH) are responsible for managing the partners portfolio of the KIC being the entry point for new partners, in accordance with the needs provided by each area and the Strategic Agenda. Consequently, the Knowledge Triangle Integration is ensured through two fundamental channels: partners integration managed by the KIC IHs as well as the different segments integrating each area.

### 3.1.2.2 City Pilots

To accelerate deployment of more sustainable transport systems, EIT Urban Mobility increases its focus on small and agile city pilot projects in 2021 and 2022. City pilots bring together cities with a specific problem and innovators who have solutions to solve it. This is done in a holistic approach of facilitating the implementation of city pilots on one hand and facilitating the integration of outcomes of those pilots into urban governance through City Club on the other hand.

Three types of city pilots foster the co-creation between cities and innovators to prototype and test close to market solutions that will lead to faster deployment and scaling of commercial solutions:

- 1) RAPTOR (WP2, Innovation, KAVA 21237 for Pilot and 21248 for Placeholder): Agile innovation calls complementary to our traditional larger scale projects. An open competition, targeting start-ups, SMEs and individuals/teams to address niche challenges via a rapid innovation process over 4 months. Main KPIs addressed: EITHE2.1, EITHE4.1, EITHE11.1.
- 2) SME hub pilots (WP3, Business Creation, KAVA 21241): EIT Urban Mobility start-ups and scale-ups are able to pilot their solutions in interested cities. Main KPIs addressed: EITHE6.1, EITHE11.1, KONHE19.
- 3) Challenge-My-City (WP6, Factory, KAVA 21281): A one-stop consultative approach supporting cities to deploy innovative solutions from setting their needs and priorities, to implementing calls and subsequent deployment of city pilots to impact assessment. Main KPIs addressed: EITHE6.1, EITHE11.1, KONHE19-

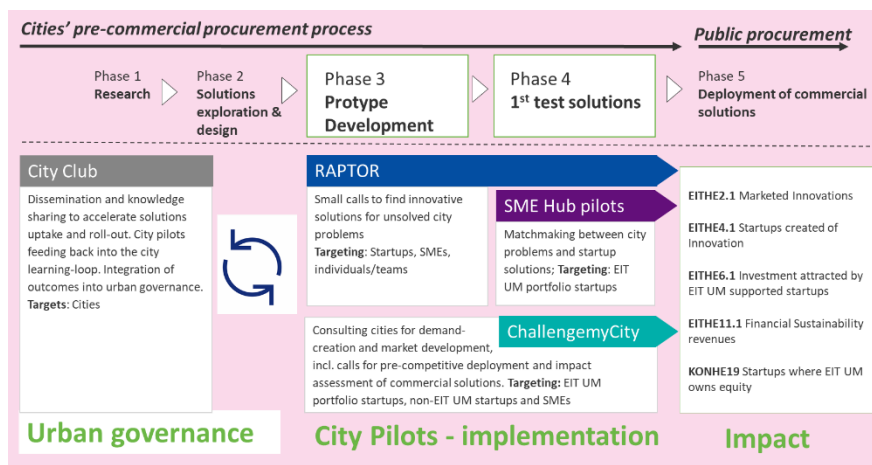


Figure 7 - EIT Urban Mobility approach to City Pilots

By pushing city pilots, EIT Urban Mobility addresses some of the barriers facing cities today when deploying innovative systems:

- political and public acceptance of novel solutions and technologies,
- co-creation with private sector stakeholders,
- testing viable business models,
- stimulating take up of innovations, pre-public procurement,
- competence and training on how to manage innovation pilots, relevant solutions available and their impact.

### 3.1.2.3 Activities addressed by each area and inter-relation with the KIC strategic objectives

Besides the internal activities integrating the EIT UM management (see EIT UM Central Functions WP below) the following activities per area and strategic objectives are planned to be implemented for the period 2021-22:

Table 6 - Overview of EIT Urban Mobility areas, addressed Strategic Objectives and budget distribution

Area	Strategic Objectives Addressed	Funded (in €)		Total number of activities funded		Average per project (in €K)		Proportion of total funding provided by area	
		2021	2022	2021	2022	2021	2022	2021	2022
Academy	SO2	5,635,244	7,125,529	20	25	281,762	285,021	18%	15%
	SO5								
Business Creation	SO4	4,018,812	7,070,045	8	8	502,352	883,756	13%	14%
	SO5								
Dissemination and Citizen Engagement	SO1	1,889,529	4,650,287	5	9	377,906	516,699	6%	10%
	SO3								
	SO5								
EIT Regional Innovation Scheme	SO1	2,830,276	5,333,816	5	17	566,055	313,754	9%	11%
	SO2								
	SO3								
	SO4								
Innovation	SO1	8,517,154	11,401,167	14	21	608,368	542,913	27%	23%
	SO3								
	SO4								
	SO5								
City Club, Living Labs and Public realm	SO1	266,680	646,605	1	4	266,680	161,651	1%	1%
	SO3								
Factory	SO4	707,451	895,544	3	3	235,817	298,515	2%	2%
	SO5								
Management	SO1	5,972,906	6,953,033	3	3	1,990,969	2,317,678	19%	14%
	SO2								
	SO3								
	SO4								
	SO5								
Cross-KIC Scheme	SO1	706,451	1,479,146	6	6	117,742	246,524	2%	3%
	SO2								
	SO3								
	SO4								
	SO5								
HEI Capacity Building	SO2	1,274,108	3,209,889	4	4	318,527	802,472	4%	7%
	SO5								

When deciding about the size, the number and type of KAVAs, three main evaluation criteria are taking into consideration in order to ensure identification of KAVA with maximum FS, maximum impact, high TRL and the highest potential:

Excellence: novelty and innovation; Impact: social, economic, financial, and general sustainability; and Implementation: planning and sound financial management.

In addition to these three main criteria, other additional criteria have been designed by the selection committees to ensure selection of KAVAs that would provide a maximum contribution to financial sustainability, maximum impact but also maximum viability for its implementation:

- Completeness
- Lead Applicant eligibility
- Partnership composition
- Co-funding rate
- Demonstrations
- KPIs addressed
- Consortium partners eligibility

### 3.1.3 Structure of the different work packages (portfolio segments)

Table 7- List of work packages

WP no.	Work Package Title	Lead Participant Short Name	Person-Months	Start Month	End Month
1	ACADEMY AREA	EIT UM	295.92	01/01/2021	31/12/2022
2	INNOVATION AREA		265.61	01/01/2021	31/12/2022
3	BUSINESS CREATION AREA		294.96	01/01/2021	31/12/2022
4	DISSEMINATION & OUTREACH AREA		87.6	01/01/2021	31/12/2022
5	CITY CLUB AREA & LIVING LABS AREA		81.84	01/01/2021	31/12/2022
6	FACTORY AREA		216.1	01/01/2021	31/12/2022
7	EIT UM INNOVATION HUBS		459.6	01/01/2021	31/12/2022
8	EIT UM CENTRAL FUNCTIONS		675.84	01/01/2021	31/12/2022
9	RIS AREA		141.84	01/01/2021	31/12/2022
			<b>2489.27</b>		

KPIs related to each of the WPs are included in section 2.1.2 “The Key Performance Indicators (KPIs) at portfolio level” (table 4). And the Deliverables to be completed per WP are included in section 3.1.5 “List of deliverables at portfolio level” (table 8).



### 3.1.4 Work package description

#### 3.1.4.1 ACADEMY AREA

<b>Work package number</b>	1	<b>Lead beneficiary</b>	EIT Urban Mobility KIC, S.L.
<b>Work package title</b>	ACADEMY AREA		
<b>Short name of participant</b>	EIT UM		
<b>Person months per participant</b>	295.92		
<b>Start month</b>	1 January 2021	<b>End month</b>	31 December 2022
<p><b>Objectives</b></p> <p>The aim of the Academy area is to close the existing and future knowledge gap related to the desired transformation aiming for a sustainable urban mobility system. The knowledge gap can be categorised into three main areas: implementation and utilization of new technology, innovation and entrepreneurship and managing transformation and change.</p> <p>The specific objectives of the area for BP2021-22 are:</p> <ul style="list-style-type: none"> <li>• To increase the number of highly skilled change agents and entrepreneurs within the Urban Mobility field, reaching an annual target of 500 Master and Doctoral level graduates per year in 2027.</li> <li>• To increase the number of professionals with the required knowledge and skills to manage the transformation triggered by change agents and entrepreneurs, reaching an annual target of 50.000 taking online courses and 500.000 small learning elements such as a short video in 2027.</li> <li>• To foster entrepreneurship and innovation capacity among master and PhD students.</li> <li>• To develop new courses to up-skill the existing workforce enabling them to handle transformation and change in urban mobility.</li> </ul> <p>Table 3 and 4 outline the <b>impact</b> generated by this WP by representing the contribution to the EIT Core and selected specific and operational KPIs.</p>			
<p><b>Description of work</b></p> <p><b>Task 1.0. Academy Area Leadership</b></p> <p>Academy Area Leadership includes selection, monitoring and follow up of the area as well as each task. This includes the annual business plan for all the three task areas Master School, Doctoral Training Network, and Competence Hub. The tasks are selected and structured based on targeted segments: master students, PhD candidates and professionals. The WP and the included tasks are still in a build-up phase setting the platform for further scaling. Assumptions are tested aiming for processes and formats, as well as working business models. In 2021-22, we are also expanding our RIS Education portfolio, as RIS Education is now fully integrated and organised by the Academy, in close cooperation with RIS (see WP9 for further details).</p> <p><b>Task 1.1. Implementation of the EIT Urban Mobility Master School Segment (1.1)</b></p> <p>The Master School, led by EIT Urban Mobility, aims to fill this existing gap within the university education area with a challenge-driven pan-European 2-year EIT labelled master programme, combining innovation and entrepreneurship training with technology to educate and train the future urban mobility practitioners to lead sustainable urban mobility transformation. The Master School is still in its ramp-up phase, currently with 53 students, ahead of what other KICs did in a similar stage but behind compared to plan, with an intake of students lower than expected, partly due to the pandemic. To catch-up on targets, we increase our efforts on marketing and recruitment, also at local level with partner universities, and we work on new programmes and formats. Both public and private stakeholders are involved throughout the programme to safeguard a holistic approach, knowledge sharing, and relevance, including economic, social, ethical, and sustainability perspectives. Industry is particularly involved with the Master School through our Academy Advisory Board, providing strategic guidance and contribution to challenge-based education. This involvement will be ramped-up in the years to come with industries providing thesis placements for students when they complete their master thesis work. The EIT Label obtained attests sufficient industry involvement. To further leverage the initiative, existing living lab environments as well as blended learning methodologies will be utilised. The selection of programmes is based on an analysis of the need in combination with projected market changes. The first programme launched in September 2020, Sustainable Urban Mobility Transitions has been awarded the EIT Label. The second programme launched in September 2021, Smart Mobility Data Science and Analytics, is presently applying for the EIT Label. This new programme is designed in an interdisciplinary fashion and emphasizes new and emerging transportation technologies and services for citizens, goods, and logistics. Furthermore, as an EIT Urban Mobility Master School programme, it integrates entrepreneurship &amp; innovation throughout the coursework and was launched to train future elite data scientists in urban mobility and innovation. In 2022, programme redevelopment will be redirected to two new initiatives: the development of a new dual-degree two-year master degree</p>			

programme centred on Industrial Engineering and Management with a minor on Urban Mobility, and a new Urban Mobility Fellowship designed to conform to the EIT's upcoming EIT Label Fellowship format.

Activities included and required for delivering Master School programmes and graduates are: programme and course development, marketing and admission, programme implementation, summer schools, student onboarding and team development, internship portal, alumni support. This included both long-term partnerships and commitment regulated by the Master School agreement as well as time limited activities selected by open calls. The annual tuition fee for non-EU students is EUR 16k and for EU students is 4k. Students can apply for scholarships corresponding to up to 50% of the tuition fee for a non-EU student and up to 100% for an EU student.

### **Task 1.3 Implementation of the EIT Urban Mobility Doctoral Training Network Segment (1.2)**

The Doctoral Training Network leverages on and should be seen as an add-on to existing (funding) programmes (e.g. Marie Curie). The aim is to bridge the gap between research and practice (policy and implementation) by building a platform for dialogue between key stakeholders that promotes the development of policies targeting specific urban mobility challenges, entrepreneurship, creativity and innovation that support productive activities and the formalisation and growth of solutions for sustainable urban mobility transition. The Doctoral Training Network consists of a 30 ECTS Innovation and Entrepreneurship programme, a research-stay of 4 to 6 months at a foreign university, research institute, industrial partner or city, and the Annual Doctoral Forum, which, when combined, will result in a PhD Certificate (EIT labelled). The programme consists of compulsory, hands-on innovation and entrepreneurship workshops with a market-oriented and citizen-centred approach. The Annual Forum is a three-day pan-European, cross-disciplinary and intersectoral symposium inviting doctoral students as well as partners (industrial and cities) and representatives from other KICs. The symposium includes poster sessions, seminars, workshops, and keynote presentations by internationally renowned speakers.

In 2021, the EIT Urban Mobility will further expand the number of PhD candidates aiming for in total more than 50 PhD candidates. During 2021, two admission rounds will be launched and the growth is planned to continue at the same rate in 2022. The basic course package will be completed in 2021 and further developments and additions will be made in 2022 to improve quality and scope. Activities included and required for delivering the Doctoral Training Network and graduates are: programme and course development, marketing and admission, programme implementation, planning and running the Annual Forum, PhD Candidate's supervisor involvement. This included both long-term partnerships and commitment regulated by the Doctoral Training Network agreement as well as time limited activities selected by open calls.

### **Task 1.4 Implementation of Competence Hub Segment (1.3)**

Competence Hub aims at providing a customised and cross-organisational learning experience for professionals, people working for city authorities, public institutions, companies or start-ups, to learn about the latest topics in mobility and transport sector, in order to re- and up-skill the existing workforce regarding the use of new technology to address the latest urban mobility challenges. By being the Academy's Professional School, the Competence Hub, provides an accessible way for busy professionals to learn about the latest topics in mobility and transport. The funnel-based freemium strategy that has been developed, tested and implemented by the Competence Hub, with four levels and a blended approach to training support the Academy in providing high-value quality training, meeting the huge professional upskilling/reskilling needs of the European urban mobility market, reaching a wider audience and increase the revenue generated from the education programmes. The freemium funnel model with four distinct levels and a focus on learning in a blended format is implemented. Whilst the first two levels are intended to provide easy-access and up-to-date knowledge to a very broad audience, the second two levels are more customer-specific addressing projects or topics the participants are dealing with.

Close partner collaboration is needed to align the thematic priorities, in a quick and agile manner, to assure the offer of 'hot topics'. The Competence Hub training programmes are co-created by/with selected EIT Urban Mobility Academy partners in various locations in Europe. They use a variety of teaching/learning formats to provide customised and accessible learning opportunities as well as synthesised knowledge on the latest topics and trends in mobility and transport. In order to ensure we find the best speakers and trainers and that we have the best e-learning infrastructure to create the most impact, whereas we try to find the expertise in the membership first, we also work with external experts.

The portfolio of online, blended and face-to-face course offerings is gradually growing. In 2020, 7 MOOCs, 10 small free online courses and 50 learning videos were developed while planned face-to-face courses were cancelled or moved online due to the pandemic. In 2021, the online portfolio will double in volume, and we plan to start offering face-to-face courses. We are also setting the initial business model and aim for revenues of about 70k. In 2022, the portfolio will expand further and especially regarding offering more blended and face-to-face courses with the ambition to increase total sales in 200% compared to 2021. With our online portfolio, we expect to create impact and recognition for the high-quality content and method of education and training we provide so professionals, and their companies, come back to us for customised training, in which we really expect to make money.

### 3.1.4.2 INNOVATION AREA

<b>Work package number</b>	2	<b>Lead beneficiary</b>	EIT Urban Mobility KIC, S.L.
<b>Work package title</b>	INNOVATION		
<b>Short name of participant</b>	EIT UM		
<b>Person months per participant</b>	265.61		
<b>Start month</b>	1 January 2021	<b>End month</b>	31 December 2022
<p><b>Objectives.</b> Innovation will fulfil the strategic objectives and mission of EIT Urban Mobility by taking innovative ideas, improving them, and executing delivery. Three types of innovation projects have been defined: Agile <b>innovation</b> that enable new businesses to solve local problems with local actors; <b>Demo Labs</b> that build, test, and verify formal innovation project outcomes; <b>Pilot</b> and implement major solutions. Projects must contribute to city transformation in line with the EIT Urban Mobility KPIs. Projects are strategically complimentary with 4 main Challenge Areas with potential for scaling via Business Creation and Factory.</p> <p>To create fast visibility and outputs, the innovation activity portfolio mirrors four of the five Strategic Objectives of EIT Urban Mobility:</p> <p><b>SO1</b> – To create liveable urban spaces;</p> <p><b>SO3</b> – To deploy green, safe, inclusive mobility solutions for people and goods;</p> <p><b>SO4</b> – To accelerate market opportunities, and</p> <p><b>SO5</b> – To promote effective policies and behavioural change.</p> <p>Table 3 and 4 outline the <b>impact</b> generated by this WP by representing the contribution to the EIT Core and selected specific and operational KPIs.</p>			
<p><b>Description of work.</b></p> <p>During 2021 and responding to partners requests for more specific projects and ideas following the CfP 2021, nine challenge areas were reworked from 250+ urban mobility challenges identified by cities across Europe. Following a EIT UM community ideation process, 4 challenge areas of focus were selected for the Innovation Area CfP BP2022: active mobility, future mobility, energy and mobility, and sustainable city logistics. Provision for projects wishing to continue were part of the CfP BP2022.</p> <p><b>Task 2.1. Evaluation and Selection of activities.</b></p> <p>To ensure maximum contribution to financial sustainability and maximum impact, the following specific elements were incorporated at the proposal development lifecycle for 2022: Select a FS Mechanism and identify a commercial lead partner; provide a credible FS strategy and outline a provisional financial revenue forecast; define clear measures to manage commercialization and exploitation of results (EIT Innovation Principle 2): include a signed Commercial Agreement as a formal milestone; select either EIT Core KPI EITHE02.1 or EITHE04.1; provide a minimum of 30% co-funding. (EIT Innovation Principle 4). The call for proposals also outlined the process for managing the continuation projects into 2022.</p> <p>In 2021, the Innovation Area has been piloting RAPTOR as an agile innovation call compatible with and complementary to our traditional larger scale projects. The first RAPTOR competition was launched in July 2021 and winners were announced in October 2021. The RAPTOR pilot has allowed the model to be honed and amended for full functionally and additional FSM impact in 2022. A RAPTOR call was launched in December 2021. Three city partnerships from around Europe will be selected to replicate the initial pilot programme. Once selected, the 3 projects will be part of the segment 2.4.</p> <p><b>Task 2.2. Innovation Area leadership.</b></p> <p>The Innovation Leadership Segment (segment 2.0) aims to manage and implement, animate, monitor, and support the projects to their conclusion, commercialisation, and market take-up. Specifically, <b>InnoLead (21248)</b> is the actual delivery and execution of the Innovation Leadership as well as the scientific management, business development, community building, internationalisation and awareness raising. InnoLead ensures the smooth and efficient running of the Innovation Programme to achieve best project results, and contribute to EIT Urban Mobility goals, strategic objectives, and financial sustainability.</p> <p><b>Task 2.2.1 Monitoring and control of activities.</b></p> <p>The innovation team oversees the delivery and execution of all innovation KAVAs from a technical and exploitation point of view. It includes ongoing reviews of deliverables, outcomes and KPIs and a mid-year deep dive when under/over performance is assessed (go/no-go system to be implemented from 2022 onwards). This monitoring task also includes site visits to the projects to check product development, demos, and tests. Innovation proposals sign a Commercial Agreement toward the end of the funding term. As of June 2021, the Innovation Area has a dedicated Financial Sustainability Officer to monitor the financial revenues over a 5-year duration. This aligns with EIT Innovation Principle 1 regarding formal post-funding monitoring procedures on the impact on the Innovation Community’s strategic objectives and financial sustainability. Also, from 2022 onwards, the requirement on FSM has been strengthened. All partner-led KAVAs have 2 mandatory deliverables: Product Plan or Business Plan (M9) and a signed commercial agreement (M12). Failure to deliver these outputs will lead to penalties.</p>			

### **Task 2.2.2 MobeLab.**

MobeLab is a study assessing the feasibility of developing an easy-access physical living lab demo/sales site sponsored by EIT UM to address weaknesses in existing testing facilities. A positive outcome of the feasibility study would lead to: a) set-up of an FSM solution – either JV or direct SME creation with 25-40% ownership by EIT UM and remaining value held by private/public entities; b) implementation of a build phase commencing in 2022. This will provide core access to demo sites and infrastructure at guaranteed reasonable costs and ensure the long-term maintenance and upgrading of facilities. Moreover, it would become a sales-demo site for EIT UM invested products/solution/services and SME equity partners. It would provide the location for training of public administrators, transport concession holders, politicians, and SME start-ups. This creates multiple revenue streams for EIT UM and better links to Academy and Business Creation.

### **Task 2.3 Implementation of the Innovation Area Segments.**

#### **Task 2.3.1 Implementation of Liveable Urban Spaces Segment (2.1)**

This segment aims to create pedestrian corridors enhancing accessibility, safety, attractiveness, greenery, and flow (SO1) as well as valorise micro- and active mobility, and demand response logistics considering the impact of future autonomous mobility. Specifically, **WALKCYCDATA (21172)** and **AITraWell (21031)** aim to improve safety and user experience of green transport modes and the built environment of mobility services, respectively. **HALLO (21177)** seeks to create shared mobility depots to promote zero-emission vehicles. **WALKCYCDATA** and **HALLO** have requested continuation of 3 months into BP2022.

#### **Task 2.3.2 Implementation of Deploy green, safe, inclusive mobility solutions for people and goods segment (2.2).**

This segment focuses on fostering mobility solutions designed around users' needs to provide clean, safe, affordable, and equitable travel options. This segment will drive up agile on-street demonstrations with high volume usage exploiting living labs investment. The segment promotes the role of mobility hubs for multipurpose use – logistics, demand responsive buses and micro-transit such as in **MULTIDEPART (21114)**, shared modes as seen in **SMARTHUBS (21062)** and mass mobility. Deploying clean green mobility via charging technology and power management solutions are the focus of **eULTIMATE (21169)** and **PowerManagement (22081)** respectively. Building user acceptance and trust in safe, green mobility solutions are the objectives of **LivingLAPT (22026)** who will deliver autonomous shuttle/logistics services via transnational legal/safety framework. **IPA2X (21062)** will implement a low power IoT computing platform on an autonomous rover and **RideSafeUM (22265)** will zone city areas and alert users to changing conditions and regulations. **BICIFICATION (22010)** aims to encourage citizens to use bicycles through gamification/reward schemes. **ANTITRASH (21010)** demonstrates machine-vision based trash/odour detection system in shared transport and develops more suited materials. **CITYFLOWS (21099)** uses real-time decision-support systems to monitor crowd movement and crowded spaces and their impact on liveability. **MULTIDEPART** and **eULTIMATE** requested 3-month continuation and **SMARTHUBS** 12 months continuation into BP2022.

#### **Task 2.3.3 Implementation of Accelerate Market Segment (2.3)**

This segment **creates** opportunities for start-ups to respond to city challenges and animate Core Partners, broker new relationships and provide access to innovation networks. **UMOS (21043)** creates a neutral technical service to transfer mobility data between entities that can be scaled across Europe and transport modes. **CLEAR (21143)** methodology for transition experiments, positioning low-cost, tactical actions in streets and public spaces. BP2021 project **RAPTOR (21237)** is an open competition for innovation start-ups to address niche challenges not suited to larger calls via a rapid innovation process over 4 months. **RAPTOR** aims to accelerate innovation capacity, drive mindset change, and promote low cost, rapid, high impact actions. Several BP2022 projects focus on increasing uptake of electric vehicles by resolving charging infrastructure issues. **UMC (22019)** seeks to implement fast, mobile, renewable, on-demand electric vehicle charging, **ECOSWAP (22294)** aims to deploy a battery swapping ecosystem for electric motorbikes and **Cleanenergy 4 Micromobility (22210)** which will develop a dock for e-scooters that includes solar pavement for renewable energy. Urban logistics and in particular last-mile logistics management is the subject of **LogiSmile (21140)** who will pilot a system for fully autonomous last-mile logistics, **FlexCURB (22097)** which focuses on flexible curbside management for deliveries, and **S+LOADZ (22193)** who will pilot a digital platform to analyse and manage multi-sustainable digital loading and delivery zones in urban areas. **UATMDEVDEM (22048/22072)** will develop an autonomous urban air traffic management system. **UMOS** requested continuation of 12 months into BP2022.

#### **Task 2.3.4 Implementation of Policy and Behaviours segment (2.4).**

This segment focuses on addressing behavioural change in not only citizens, but across all parts within the Knowledge Triangle. Contextualise mobility regulatory changes within a wider commercial, legal, health, resilience, and technology framework. **FDMM (21060)** uses technology, nudge behavioural games, and street mapping and zoning to test incentives like dynamic pricing or to avoid certain streets to compare the effects on the mobility network and compliance of users. **CELESTE (21109)** has applied to continue its work for an additional 12-months into BP2022, analysing synergies between dynamic speed limits and Intelligent Speed Assistance systems to create a reusable assessment toolkit aimed for cities to identify their speed limit problems.

### 3.1.4.3 BUSINESS CREATION AREA

<b>Work package number</b>	3	<b>Lead beneficiary</b>	EIT Urban Mobility KIC, S.L.
<b>Work package title</b>	BUSINESS CREATION AREA		
<b>Short name of participant</b>	EIT UM		
<b>Person months per participant</b>	264.96		
<b>Start month</b>	1 January 2021	<b>End month</b>	31 December 2022
<b>Objectives</b>			
<p>EIT Urban Mobility’s Business Creation strategy aims to activate and connect the most promising European entrepreneurs and start-ups considering new applications, business models, systems, and data for the advancement of the urban mobility world. It will stimulate an enabling and gender-balanced environment for entrepreneurs, provide unique access to expertise (e.g. through access to decision-makers and experts from companies, leading universities and research institutions), access to living labs and (pilot) customers, partners and infrastructure and the critical access to finance (mix of grants, investments, and matchmaking with angel and venture capital). The area will also support start-ups to cope with regional differences in regulations and standards, helping to reduce the risk of operations of new ventures.</p> <p>The specific objectives of the area for BP2021-22 are:</p> <ul style="list-style-type: none"> <li>• To provide access to expertise and living labs at the ACCELERATOR (3.1)</li> <li>• To support growth within the EIT region and facilitate implementation of pilots with city partners through the SME HUB (3.2)</li> <li>• To provide access to funding for start-ups through FINANCE2MOVE (3.3)</li> </ul> <p>Table 3 and 4 outline the <b>impact</b> generated by this WP by representing the contribution to the EIT Core and selected specific and operational KPIs.</p>			
<b>Description of work</b>			
<b>Task 3.1. Evaluation and Selection of activities</b>			
<p>To ensure the selection of KAVAs that would provide a maximum contribution to financial sustainability and maximum impact, specific elements are requested at the call application form, such as uniqueness of the programme and relevance to the market, feasibility (durability and transferability of the programme results) as well as an explanation of the financial sustainability model linked to the activity.</p>			
<b>Task 3.2. Monitoring and control of activities</b>			
<p>KAVA progress is measured against the milestones, deliverables, KPIs and outputs to be achieved at different stages of the programme’s implementation.</p>			
<b>Task 3.3. Implementation of the Business Creation Area Segments</b>			
<p>The Business Creation Area activities are set out through four segments which integrates the different KAVA per segment: 3.0 Area Leadership, 3.1 Accelerator, 3.2 Scale-up Hub and 3.3 Finance2Move.</p>			
<b>Task 3.3.1 Implementation of Area Leadership Segment (3.0)</b>			
<p>The area Leadership segment includes the development and follow up of the area as well as each individual segment. In 2022, EIT Urban Mobility will specifically undertake the following activities:</p> <ul style="list-style-type: none"> <li>• Develop, implement and monitor the strategy for the Business Creation. This includes the annual business plan for all the three segments Accelerator, SME Hub, and Finance2Move.</li> <li>• Support equity portfolio start-ups in exploiting the EIT Urban Mobility network of partners and investors in order to facilitate growth.</li> <li>• Develop and implement investment processes and an investment fund to manage the growing equity portfolio and the new investment pipeline.</li> </ul>			
<b>Task 3.3.2. Implementation of Accelerator Segment (3.1)</b>			
<p>The goal of these KAVAs is to create state-of-the-art thematic acceleration programmes that are attractive for urban mobility start-ups. Each programme is expected to support start-ups from all regions. Application and selection of each batch, consisting of five start-ups per region twice per year, are envisaged to be highly competitive (for the first batch 2021 roughly one start-up from ten applications was admitted). Early-stage start-ups from within the EU and EIT involved countries are eligible to apply.</p> <p>The Accelerators in 2022 will cover the following thematic focus areas:</p>			



- Sustainable city logistics (Sustainable City Logistics accelerator)
- Connected vehicles (5GTURBO)
- Urban Air Mobility (B612-UAM)
- Public realm (Public realm accelerator)
- Mobility and energy (E+ Mobility accelerator)

Each accelerator programme consortia will within a yearly budget of €350k provide:

- Co-working space and access to prototyping facilities.
- Access to living labs, which provides a live testing and demonstration platform for the participants.
- Structured six months Accelerator programme with customised training and coaching through full-time start-up experts, EIT Urban Mobility partner companies, investors, experienced entrepreneurs and mentors with urban mobility specific thematic expertise.
- Connections to regional EIT Urban Mobility partners and the network of the respective local IH.
- Cities as partners for concept validation and pilot projects.
- Access to decision-makers and experts from companies, leading universities and research institutions.
- All consortia are expected to push their scouting and admission processes to achieve a gender-balanced participation.

Identify candidates for EIT Urban Mobility's investment process, as a contribution to the financial sustainability (See segment 3.3). In 2022, the Accelerators will support up to 60 start-ups in two semi-annual batches across all regions.

#### **Task 3.3.3. Implementation of SME Hub Segment (3.2)**

**The SME Hub** is EIT Urban Mobility's offer to mature start-ups in the growth and scale-up stage from EIT regions. They can join either after graduation from EIT Urban Mobility's Accelerator or an external programme. Start-ups will be selected in a competitive process every year. Membership will be curated carefully every 12 months. Non-performing start-ups or start-ups not using the offered services are excluded to preserve the highest quality. The programme includes access to EIT Urban Mobility networks, with a minimum of 7 pilot opportunities for the participants. It also provides visibility for the start-ups, regulatory and country-specific administration support at Innovation Hub level. Main activities in 2022: The SME Hub consortia will within its €350k budget provide:

- An attractive pan-European start-up competition for mature start-ups to grow Scale-up Hub (Top 12 gain access to the SME Hub)
- An attractive programme to SME Hub members, consisting of:
  - Participation in major European City events
  - Networking events to connect to the EIT Urban Mobility network (cities, industries, universities)
  - Pilots with cities and industry partners (SME Hub Pilots): The consortium has onboarded cities and industry with the objective of offering at least 5 pilots with the cities and 2 pilots with industry. The participants have the opportunity to have their pilot funded by EIT Urban Mobility, with an equity contribution to EIT Urban Mobility's financial sustainability. (See segment 3.3).

The consortium is expected to push the scouting and admission processes to achieve gender-balanced participation.

#### **Task 3.3.4 Implementation of Finance2Move Segment (3.3)**

Finance2Move is EIT Urban Mobility's financial support arm, targeting high potential seed and post-seed start-ups. Finance2Move will facilitate business creation by managing the investment process and matching innovative urban mobility ideas to relevant networks of funds (e.g. access to a pool of local, financial, public donors providing public equity as well as public loans and to Venture Capitalists), grants and Pan-European Investor Demo Days. The segment's overall purpose is to manage EIT Urban Mobility's investment process leading to investments (non-EIT/funded) in at least 20 start-ups per year.

Main activities in 2022:

- Provide financial grant (non-equity, non-refundable) of €1 million in total to up to 20 start-ups in exchange for a contribution to the KICs financial sustainability, mainly an equity investment. The grants will be expected to cover the costs for pilots, prototyping, growth etc...
- Perform EIT Urban Mobility's (non-EIT/funded) investments in start-ups and follow-up investments totalling €1 million.

Facilitate investments for portfolio and external start-ups through matchmaking activities and other value-added services, with a defined focus to generate sustainable revenue.

### 3.1.4.4 DISSEMINATION & OUTREACH AREA

<b>Work package number</b>	4	<b>Lead beneficiary</b>	EIT Urban Mobility KIC, S.L.
<b>Work package title</b>	DISSEMINATION & OUTREACH		
<b>Short name of participant</b>	EIT UM		
<b>Person months per participant</b>	87.6		
<b>Start month</b>	1 January 2021	<b>End month</b>	31 December 2022
<p><b>Objectives</b></p> <p>Key dissemination and outreach activities in 2021 and 2022 will build upon the work carried out in 2020. The specific objectives of the area for BP2021-22 are:</p> <ul style="list-style-type: none"> <li>• To build and intensify relations and look for synergies with key stakeholders</li> <li>• To create awareness and generating visibility through improved online and offline presence</li> <li>• To achieve a stronger brand coherence across all channels, incl. those of partners</li> <li>• To connect, exchange, and empower citizens and end-users</li> <li>• To strength relations with institutions, EU networks, academia, entrepreneurs and industry to create (or improve) synergies for greater impact at EU level.</li> </ul> <p>Table 3 and 4 outline the <b>impact</b> generated by this WP by representing the contribution to the EIT Core and selected specific and operational KPIs.</p>			
<p><b>Description of work</b></p> <p><b>Task 4.1. Evaluation and Selection of activities</b></p> <p>The main evaluation criteria of the annual Citizen Engagement call for proposals BP2022, used by external experts to score the proposals, were designed to ensure identification of KAVA with maximum impact and highest potential, aiming to establish how the projects ensure the required levels of social, economic and financial impact as well as general sustainability within its project management plan (project proposal).</p> <p><b>Task 4.2. Monitoring and control of activities</b></p> <p>KAVA progress is measured against the milestones, deliverables, KPIs and outputs to be achieved at different stages of the project's implementation. Furthermore, a mid- term report together with a mid-term review is requested during the project implementation (at least once per year) in order to evaluate the progress of the project activities as well as to evaluate any request for an amendment. At the end of the project, a final report is requested in order to evaluate the KAVA implementation, against the project management plan. Additionally, a project officer from the area is also assigned to each KAVA in order to carry out continuous monitoring of its implementation as well as to provide support to the KAVA lead.</p> <p><b>Task 4.3. Implementation of the Dissemination and Outreach Area Segments</b></p> <p>The Dissemination &amp; Outreach Area activities are set out through three segments which integrate the different KAVA per segment: Dissemination and outreach and Citizen Engagement</p> <p><b>Task 4.3.1. Implementation of the dissemination and outreach segment</b></p> <p><b>Task 4.3.1.1 Events</b></p> <p>As part of KAVA 21234, EIT Urban Mobility will implement the following actions:</p> <ul style="list-style-type: none"> <li>• Active participation in at least three relevant events at EU level and related to urban mobility topics. EIT Urban Mobility will target events of important stakeholders whom it already has relations with, such as the Polis Network, EU R&amp;I Days or Urban Mobility Days.</li> <li>• Organisation of the annual EIT Urban Mobility Summit, which will be the EIT Urban Mobility's flagship event to bring together its partners, as well as key stakeholders from all sectors, policy makers and scientific experts. Its aim is to showcase results of EIT Urban Mobility programmes and to discuss relevant topics in different formats. Cooperation will be sought with a congress of global reach for maximum impact, such as Tomorrow.Mobility.</li> <li>• Organisation of Ecosystem events and matchmaking events to stimulate the uptake of activities by partners and the exchange of information, results and experiences, our portfolio of marketable solutions and their potential clients and partners, thereby strengthening the partnership.</li> <li>• Mobility Talks: a series of regular webinars on urban mobility topics aimed at professionals and the general public.</li> <li>• Innovation Hub events for regional/local impact.</li> </ul> <p>In 2022 the activities will continue in the same line as in 2021, having a good mix of events for increased visibility and positioning.</p> <p><b>Task 4.3.1.2 Dissemination and outreach:</b></p> <p>As part of KAVA 21233, EIT Urban Mobility will implement the following actions:</p>			



- Improve the way we disseminate our activities and outcomes, getting a better overview of who to target, when and with which tools (who, what, why, how, where, when, with what).
- Make the results of EIT Urban Mobility public, raising awareness, for visibility and building and strengthening relations with key stakeholders and media.
- Use success stories and good practices of Academy (incl. HEI), innovation projects and supported start-ups to be shown at relevant events and activities, specifically targeting academia, students, entrepreneurs, industry, and the start-up ecosystem, to engage with and attract future beneficiaries and industry players in our activities and to show the impact of supported activities.
- To design in 2021 an MVP for a digital marketplace (<https://marketplace.eiturbanmobility.eu/>) and further develop it in 2022. The aim of the marketplace is to showcase our successful innovative solutions for further replication across Europe, helping connect solution providers with their potential clients, find city challenges and opportunities in Living Labs. The marketplace plan includes developing a monetization strategy in order to generate revenues in the long-term once supply and demand have grown to critical mass and willingness to pay by registered Marketplace users is confirmed.
- Support the development of Innovation Hubs, notably through the engagement with EIT NCPs and progressively with thematic NCPs, and by implementing the collaboration with the sector group mobility of EEN.
- Finally, during 2022 a new way of engaging with local and national stakeholders and raise regional and local funds (including #EUrecovery funds) will be piloted in 2 regions. The two Regional Dissemination Hubs (RDH) pilots are:
  - RDH in France: A one-year pilot initiating in Paris or Strasbourg. We will reach out to local and national government and connect to local partners for support while attracting new partners.
  - RDH in Northern Italy: the aim is to increase dissemination and outreach of EIT UM activities. The RDH and the three RIS Hubs situated in the geography of Innovation Hub Central will be closely integrated into the networking, matchmaking and knowledge-sharing activities.

#### ***Task 4.4. Implementation of the Citizen Engagement Segment***

Citizen engagement activities play a key role within EIT Urban Mobility, as developing solutions with and for citizens is key for delivering real change. The Citizen Engagement pillar of EIT Urban Mobility's communication framework targets citizens and end users, mainly through the City Club. In 2021 and 2022, the citizen engagement activities will focus on:

- Collecting good practices on citizen engagement within EIT Urban Mobility's partnership and beyond;
- Implement activities to support the integration and uptake of citizen engagement activities in running EIT Urban Mobility projects;
- Further developing the Citizen Engagement platform DecidiUM, looking into options to use it not only to communicate about good practices citizen engagement, but also to disseminate results and interact with citizens
- Organizing specific activities, e.g. visual communication campaigns or contests, to start and further connect with citizens and end-users at the local level;
- Improving the connection of citizen engagement activities with other programmes – Academy, Business Creation, Innovation, City Club and Factory

Citizen Engagement's portfolio will expand by supporting community-led activities and events in cities across the five Innovation Hubs. It's about co-creating together with the citizens, involving them in the ideation process, to look for and test suitable solutions together with industry, academia, cities and all stakeholders of a city. EIT Urban Mobility's aim is to understand and change thinking and behaviour and open up research and innovation to society. It's important to understand the target groups and having long-term impact in order to be truly effective in citizen engagement activities.

#### ***Task 4.4.1 Connect, Exchange and Empower (21235):***

Implementation of KAVA projects in 2021: **Citizen Bench (21054)** encourages citizens to describe and share their needs for public seating through a user-friendly tool; **CES4Kids (21226)** creates educational content on sustainable mobility for use in classrooms as well as hands-on learning activities. In 2022: **DVECE (22086)** tests innovative applications of dynamic visualizations, to enhance citizens engagement in the mobility context, **414U (22016)** engages 15-25 aged students as actors of future sustainable mobility, **Inclusify (22148)** engages women to share their challenges and concerns with the transport system, **BH (22025)** children in three cities will identify the barriers to, and benefits of, active mobility, **UMCASE (22042)** focuses on providing cities a method to improve and tailor transport solutions to the needs of the most vulnerable users, and **WSCE (22225)** uses a web and mobile platform to encourage citizens to take part in decision-making processes.

### 3.1.4.5 CITY CLUB AND LIVING LABS AREA

<b>Work package number</b>	5	<b>Lead beneficiary</b>	EIT Urban Mobility KIC, S.L.
<b>Work package title</b>	CITY CLUB AND LIVING LABS AREA		
<b>Short name of participant</b>	EIT UM		
<b>Person months per participant</b>	81.84		
<b>Start month</b>	1 January 2021	<b>End month</b>	31 December 2022

#### Objectives

The CITY CLUB and LIVING LABS network aims to help the EIT Urban Mobility to shape their activities around concrete city needs, to support the mobility sector and industry to develop user-centric solutions and testing innovations with the citizens in demonstrations and test beds, accelerate diffusion of knowledge on innovative solutions (and how to test and deploy them) among city practitioners and to help the EIT to create impact at the local level in Europe through this initiative.

The specific objectives of the area for BP2021-22 are:

- To develop and review annually the roadmap of milestones for co-developing city-solutions with the private sector and research community and outlining a vision for a sustainable and cleaner future of urban mobility from the perspective of EIT Urban Mobility. This will help the strategic programming of the EIT Urban Mobility to help focus more on the long term structure of the eco-system and to facilitate future enhancements and directly support the achievement of core KPIs such as marketed innovations and financial sustainability.
- To conduct innovation and knowledge exchange and transfer among city practitioners and with industry and academia for faster and more impactful development and uptake of novel transport solutions directly contributing to achieve Strategic Objectives 01, 03 and 05.
- To co-create new FACTORY services which are better tailored to support cities' decision-making processes in accessing to and implementing sustainable urban mobility measures. This will improve the respective KPIs on scaling solutions and marketed innovations.
- To reach out and engage with current and new city (core and network) partners as members of the City Club aimed to increase the number of cities participating in current and future KAVAs (as living labs and test beds, and solutions co-developers) across all the EIT Urban Mobility programmes.
- To oversee the execution and delivery of living labs/city pilots in the five Innovation Hubs. These will foster local entrepreneurship and start-ups creation, engage the citizens and communities in shaping their city, and prove the sustainability of new business models of tested and marketed solutions and prepare for future scaling.
- To become a competence centre and knowledge base platform for working with mobility-related test beds and living labs and foster European entrepreneurship in the transport sector.

Table 3 and 4 outline the **impact** generated by this WP by representing the contribution to the EIT Core and selected specific and operational KPIs.

#### Description of work

The City Club and Living Labs Thematic Area has manifold ambitions: animating the City Club community of practice of local governments engaged in the EIT Urban Mobility through the Innovation Hubs; promoting the role of cities and regions as key players for co-developing innovative urban mobility solutions by forging new collaborations with the private sector and start-ups through test beds and living labs; supporting the execution and delivery of city pilots by other EIT Urban Mobility programmes, measuring the impacts of new mobility solutions, sharing knowledge among city practitioners to feed back into urban governance; and managing the annual CfP on Creating Public Realm.

#### Task 5.1. Evaluation and Selection of activities

To ensure that the selection of KAVAs on Creating Public Realm provides a user-centred approach and maximum impact, specific elements are requested in the application form, such as the integration of citizen engagement actions, high visibility for the local population. Specifically, the second evaluation criteria - Impact and user engagement for societal and broader impacts of project results – aims to establish in which ways the project ensures the required levels of social impact as well as general sustainability within its project management plan (project proposal). Financial sustainability did not apply to the call for projects on public realm.

#### Task 5.2. Monitoring and control of activities

The progress of all Creating Public Realm KAVA is measured against the milestones, deliverables, KPIs and outputs to be achieved

at different stages of the project’s implementation. Furthermore, a mid-term report together with a mid-term review is requested during the project implementation in order to evaluate the progress of the project activities as well as to evaluate any request for an amendment. At the end of the project, a final report is requested to assess the KAVA implementation, against the project management plan. Additionally, a project officer from the area is assigned to each KAVA to carry out continuous monitoring of its implementation as well as to provide support to the KAVA lead.

### **Task 5.3. Implementation of the City Club and Living Labs Area Segments**

#### ***Task 5.3.1 Implementation of the City Club governance segment***

The City Club governance segment is based on four main lines:

- 1) The election in Q4 2022 of the two new Chairpersons serving a 2-year period in 2023-2024.
- 2) Convening the mobility leadership group of elected officials and policy practitioners as EIT Urban Mobility’s agents of change and innovation leaders and organising regular meetings. In Q4 both in 2021 and 2022, the City Club will host the mobility leadership group during the EIT UM Summit in a high-level panel meeting with the aim to get a commitment on common objectives to achieve the EIT Urban Mobility goals for more liveable cities by 2035.
- 3) Hosting regular innovation and knowledge exchange and transfer activities among the City Club members and facilitating KTI and city participation to thematic discussions in the Specific Interest Groups (SIG) as policy laboratories.
- 4) Developing and reviewing annually a City Club roadmap on city-led innovative solutions in transport for the EIT Urban Mobility. The roadmap aims to foster and improve a collaborative approach between the public and private sectors and academia-research across the various EIT Urban Mobility programmes.

#### ***Task 5.3.2 Implementation of the Living Labs network segment***

The Living labs network segment facilitates the visibility and access to living labs’ technology and infrastructure to end users, including start-ups, accelerators and consortia from the Innovation and Business Creation programmes and allow them to test new mobility solutions. The EIT Urban Mobility partnership counts 24 affiliated entities hosting and managing test beds and living labs in Europe.

This segment oversees the living lab framework for working with cities and their citizens in transport innovation and the execution of city pilots by other EIT UM programmes (RAPTOR, SME Hub pilots, Challenge-my-City) especially measuring the impact of new solutions on urban mobility and the societal challenges. One staff member is responsible for assessing how these agile approaches to user-centric needs channelled through challenge-based calls can boost local entrepreneurship and create catalysts for investments. The Living Labs officer also supports the Innovation Area in the technical design of an EIT UM living lab (see WP2 – Innovation, Task 2.2.2).

Finally, the knowledge base platform on living labs (WordPress format), comprising also the inventory of European mobility-related living labs initiatives, provides an overview of the city pilots conducted across the various programmes and grows with more learning practice examples and best practices as a competence centre and training for cities. A new deliverable on “City Pilots in Urban Mobility” (D5.2) will bring together the knowledge, results and lessons learned from across the different pilots.

#### ***Task 5.3.3 Implementation of the public realm segment***

The ongoing management and implementation of activities integrating the citizen engagement and liveable urban spaces segment focuses on citizen needs and public realm redesign through mobility measures, including call for projects design, community animation, monitoring and support from knowledge partners to project roll-out, impact assessment and further up-scaling, and an annual award for the best public realm project from 2022. In 2022, EIT Urban Mobility will support 3 Public Realm projects selected through the CfP22: **FURNISH KIDS (22156)** aimed to co-design street furniture and equipment with school communities to improve space usability in 3 school surroundings. **KIDS FIRST-K1 (22144)** aimed to improve accessibility and safety of the built environment targeting young people needs. **RAISE-UB (22278)** sought to propose alternative design options for rail station outdoor spaces reconnecting with the neighbourhood community.

### 3.1.4.6 FACTORY

<b>Work package number</b>	6	<b>Lead beneficiary</b>	EIT Urban Mobility KIC, S.L.
<b>Work package title</b>	FACTORY AREA		
<b>Short name of participant</b>	EIT UM		
<b>Person months per participant</b>	216.1		
<b>Start month</b>	1 January 2021	<b>End month</b>	31 December 2022

#### Objectives

The Factory activities are carried out to generate business opportunities for our partners' innovations which are ready for market scaling. The specific objectives of the area for BP2021-22 are:

- To scale urban mobility solutions through new business opportunities and market positioning for the EIT Urban Mobility Business Creation and Innovation portfolios.
- To generate financially sustainable services that support the market uptake of our partners' innovations.
- To develop and implement the city pilots (Challenge-my-city programme) to contribute to core KPI and FSM revenues while enabling agile market deployment of mobility solutions.
- To extend the access to external funding through the Action and Impact Groups, aiming at bidding in its pilot year for 6 A-projects (EITUM + partners) and 5 B-projects (only partners) and generate a yearly stream of income of 300k€ for EITUM.
- To provide market visibility, differentiation and positioning to EIT Urban Mobility solutions through its thought leadership studies, while developing a sponsoring model as FSM.

Table 3 and 4 outline the **impact** generated by this WP by representing the contribution to the EIT Core and selected specific and operational KPIs.

#### Description of work

##### Task 6.1. Evaluation and Selection of activities

The activities have been designed to support the market development of innovation products and start-ups. To ensure maximum impact, all the innovative solutions are evaluated following a market readiness appraisal that filters solutions by maturity and helps to tailor support to each solution's particularities. Parallel to market development, several tools designed for the analysis of cities challenges have been selected after a call for proposals back in 2020 to support the implementation of mobility solutions in cities. Each of the activities will be evaluated individually in terms of contributing to scale urban mobility solutions, contribute to direct core-KPI generation for Business Creation and Innovation while generating a viable business model that produces revenues in the mid and long term.

##### Task 6.2. Monitoring and control of activities

KAVA progress is measured against the milestones, deliverables, KPIs, budget and outputs to be achieved at different stages of the project's implementation. Furthermore, a mid-term report and review are requested during the project implementation to evaluate the progress of the project activities as well as to evaluate any request for an amendment. At the end of the project, a final report is requested to evaluate the KAVA implementation, against the project management plan.

##### Task 6.3. Implementation of the Factory Area Segment (6.1 Scaling solutions)

Market development activities are at the core of the concept of the Factory. It aims to support this process from three main activities for its partners: (a) analysing city needs through consultancy and piloting the solutions to their needs, (b) enabling business relations, providing visibility, market differentiation through thought leadership workshops and participation in Tomorrow.Mobility, (c) targeting new external sources of funding for our partners and for EITM. The activities in 2021 and 2022 will be focused at creating, deploying, and improving these instruments.

##### Task 6.3.1 Scaling Tools

The Factory will continue to support mobility and placemaking tools from its partners that have been rolled over to 2022 (**KAVA 21282**): Street Experiment Tool (SET) focusing on redesigning urban space for citizens will benefit cities in adapting to new mobility concepts and making the urban environment more liveable. Also, Urban Mobility Assessment Model (UMAM2.0), which was supported and tested among City Club cities in 2020, will evolve to a more digitised tool, incorporating more best practices. Again, the main beneficiaries of this tool will be cities, who will be able to assess and monitor their strengths and weaknesses in several

mobility areas and identify which best practices and solutions can support them to improve their UMAM scoring. The tools will be developed and aimed to produce marketed innovations (EITHE02.1) by the end of the BP.

**Task 6.3.2 Deploying solutions through a one-stop consultative approach (“Challenge-my-city”)**

Factory will engage with two city club cities (Toulouse and Milan) in a pilot during 2021 to set up and test a service methodology that will help cities in their deployment of market-ready innovations. The Challenge-my-city is a one-stop consultative approach that helps cities from

- a) identifying their challenges and priorities to
- b) drafting a call for market-ready solutions to those challenges
- c) facilitating the selection and implementation of pilots by start-ups and industry partners in a specific city-location,
- d) conducting an impact assessment that will provide ground for potential long-term procurement by the city.

A viable financial sustainability model for this activity based on consultancy fees, start-up investments and commercial agreements will be developed and implemented in 2022 to ensure its scalability and roll-out across more cities (KAVA 21281).

**Task 6.3.3 Action and Impact Groups (AIG) and delivery**

Building on the public funding study developed in 2020, the Factory will prepare and submit proposals in 2021 and 2022 for new funding opportunities at European and regional levels to support its partners’ innovations (projects’ implementation reported in KAVA 21420). This activity aims to support partners in accessing additional sources of funding by bringing together their capacities and interests in mobility innovation, but also to get funding for EITUM’s FSM. To bring this to reality, in 2021 EIT Urban Mobility has launched its Action and Impact Groups (AIG), leveraging its ecosystem of entities in the knowledge triangle, and targeting calls from public funding programmes that matchmake with EIT UM’s defined challenge areas in public realm, energy and mobility, future mobility, sustainable city logistics and active mobility. A team and methodology will be set up and piloted, and its results will be evaluated to further improve the activity.

Already in 2021, two projects (Net Zero Cities and Entrance) have been awarded to EIT Urban Mobility summing up to 418k€ in funding for EITUM only. Pursuing an effective kick-off and management of the project, an AID (action and impact delivery) team will be set-up, expecting its activity to respond to the implementation phase of more project awards in the future through KAVA 21420.

**Task 6.3.1.4 Thought Leadership**

Under KAVA 21281, the Factory will deliver at least five thought leadership studies in 2021 and 2022 under a sponsorship business model, to widely position our portfolio of solutions in the mobility innovation market, aiming to contribute to current debates of relevance for urban mobility while making EIT UM’s profile as the go-to reference in the field of urban mobility innovation. Thus, studies will feature EIT UM best practice innovations and start-ups (and beyond it, EIT UM partners) in best practice cases to illustrate the broader argumentation. Along with these studies, the Factory will coordinate with Communications the dissemination and outreach strategy to ensure maximum impact for solutions, partners and sponsors. Additionally, a new format of mobility innovation thematic workshops is going to be tested in 2021, and if successful, rolled-out in 2022. The workshops aim to create networking, knowledge and dissemination activities around an innovative hot topic, to be sponsored by an industry partner. It will shed light over future societal benefits, challenges and policies needed to reap the value of new technologies and business models applied to mobility services.

### 3.1.4.7 EIT UM Innovation Hubs

<b>Work package number</b>	7	<b>Lead beneficiary</b>	EIT Urban Mobility KIC, S.L.
<b>Work package title</b>	EIT UM Innovation Hubs		
<b>Short name of participant</b>	EIT UM		
<b>Person months per participant</b>	459.6		
<b>Start month</b>	1 January 2021	<b>End month</b>	31 December 2022

#### Objectives

The aim of the Innovation Hubs is to create a vibrant innovation eco-system, ensuring effective knowledge and activity management and prominent regional visibility.

The specific objectives of the EIT Urban Mobility IH for BP2021-22 are:

- To strength and increase the connection between IH and new European key players.
- To increase the number of cities involved in EIT Urban Mobility activities both as a partner and as a living lab.
- To attract new EIT Urban Mobility partners from all sectors and to all programmes, through the definition of Special Interest Groups based on local needs.
- To search and identify complementary funding opportunities at national, regional (local), and EU programmes to support the creation of competitive consortia.
- To develop and implement new communication strategies at IH level with the help of local partners.
- To update and continuously set up strategies to generate revenues and/or funding.

Table 3 and 4 outline the **impact** generated by this WP by representing the contribution to the EIT Core and selected specific and operational KPIs.

#### Description of work

The area of Innovation Hubs is divided into 5 different innovation Hubs: IH North, IH Central, IH East, IH West and IH South.

##### Task 7.1 Implementation of the Innovation Hub North Activities

In addition to the bi-weekly dial-in meetings and other communication and engagement activities for partners, IH North will organise in 2022 4 internal (partner focused) events and 4 public (external) events. Own events and event participation will be organised closely with relevant other major professional events in the region and with key challenge areas of general public and special partner interest (such climate and energy, a.o). A particular focus will be taken on freight/city logistics, digitization (including both future mobility and smart city concepts) and sustainable urban mobility in its broadest sense. Outreach efforts will focus very much on understanding city needs in the region. A pilot project will put key city challenges in the region and explore if there is a demand and a business case to establish a more formalised city network across the mid-size municipalities and regional authorities of the region, focussed on smart and sustainable mobility. By the same token, IH North is also stepping up its focus on stakeholders and partner and RIS Entity recruitment in the four RIS countries covered. The funding capabilities of EIT Urban Mobility have proved uncompetitive (small) and basically not very attractive for many innovation agents in the Nordic countries. These are characterised by high costs, innovation leadership over other European regions (cf EU Innovation Scoreboard 2021), and ample of alternative funding opportunities in both the research-led innovation and in the start-up/business creation domains. IH North will focus on developing add-on value propositions and strategies to position EIT Urban Mobility as a relevant player for urban mobility innovation also in the Nordic region whilst of course still attempting to increase IH North partner participation in EIT Urban Mobility's mainstream programmes. IH North contributes actively to data analytics across EIT Urban Mobility partner and local stakeholder analytics and is building up a business intelligence-based approach to strategic outreach and communication across the 10 countries it covers.

##### Task 7.2 Implementation of the Innovation Hub Central Activities

Innovation Hub Central will make intensive use of its new and permanent location in the Munich Urban Colab to liaise with local and visiting start-ups, corporate innovators, scientists, and creatives technologies to nurture and extend its partnership. Innovation Hub Central will also organise four external, outreach events across its geography. The selected locations will be based on a solid mapping of regional stakeholders, potential complementary funding opportunities and in collaboration with Core Partners, RIS Hubs and, when suitable, other EIT KICs. Innovation Hub Central will support the mapping of local challenges as well as the overall ideation and matchmaking process with a focus on engaging current and new cities at a very early stage. In collaboration with IH South, we will continue to facilitate the pilot Specific Interest Group (SIG) on Urban Air Mobility, define, and refine its role as a bottom-up, partner-driven initiative and develop and share best-practice for the establishment of future SIGs with the other hubs. Innovation Hub Central will intensify its role as the one-stop-shop for all partners from all sectors within its geography. It will organise regular online meetings (bi-weekly) to inform



about ongoing activities across all thematic areas, showcase new partners, start-ups, ongoing projects, and project results. Dedicated staff will be monitoring the progress of activities led by partners and actively support them with any issues and problems that arise. We will further develop the value proposition for the new partner categories.

### **Task 7.3 Implementation of the Innovation Hub East Activities**

In 2022, Innovation Hub East will organise 4 internal, partner focussed, events and 4 external events, such as presence at key mobility conferences in the CEE region as well as organising engaging events for all types of mobility stakeholders. These events and event participations will be closely aligned with the EIT Urban Mobility Challenge areas and 5 thematic areas assuring KTI+ integration and involving citizens. Two of the planned external events shall be focussed on Business Creation and start-ups. These events and event participations will be closely aligned with the EIT Urban Mobility Challenge areas and 5 thematic areas assuring KTI+ integration and involving citizens. Two of the planned external events shall be focussed on Business Creation and start-ups. In addition to this Innovation Hub East will continue organising biweekly Steering Committee meetings for its Core partners and regular informational calls for all partners of innovation Hub East. A closer cooperation with RIS hubs in the CEE region is expected in 2022, resulting in growing awareness about EIT Urban Mobility activities in the CEE RIS countries, raising number of proposals from the RIS countries and number of or start-ups applying for the Business Creation programmes. Innovation Hub East will identify suitable national, regional, and EU funding schemes. (Recovery funds, Interreg...) and explore with other partners possibilities to participate in most appropriate opportunities. IH will also explore opportunities to pilot relevant paid services for partners and non-partners.

### **Task 7.4 Implementation of the Innovation Hub West Activities**

To continue and further develop our Partnerships within IHW we have developed the following extensive meeting structure: a six-weekly Core-partner Steering Committee for Governance related topics, a bi-weekly Core-partner ‘free format’ meeting on EIT UM-related content with a clear task to improve our IMPACT of the portfolio, a monthly All-partners Heads-Up event where besides business updates thought leadership, impact created, community building, networking and co-creation are vital parts of the setup of this format. Once per quarter a physical meeting with all partners (incl. a visit to a Partner site and/or living lab) for networking and co-creation, and once a year a 1:1 Core-partner & IHW management meeting where strategy and tactics for both Core as well as IHW management topics are discussed in a half-day workshop in a 1:1 setting. In addition to the above, IHW will start in 2022 with a dedicated Citizen Engagement initiative in the respective IHW Core-partner cities in close cooperation with the City Club thematic area: this to foster citizen engagement from a local perspective with a selection of citizens which want to drive the change towards a sustainable mobility future in their respective living area, following the Quadruple Helix approach. During 2022 IHW will be present as speaker during various (inter)national events closely related to Urban Mobility, organise business creation activities to support the development of new concepts and solutions to foster FSM.

### **Task 7.5 Implementation of the Innovation Hub South Activities**

In 2022, Innovation Hub South will organise 4 internal, partner focussed, events and 12 external events, such as presence at key mobility conferences in the CEE region as well as organising engaging events for all types of mobility stakeholders. These events will be closely aligned with EIT UM communication strategy and will increase the awareness of EIT UM in the region.

A closer cooperation with RIS hubs in the CEE region is expected in 2022, resulting in growing awareness about EIT Urban Mobility activities in the CEE RIS countries, raising number of proposals from the RIS countries and number of or start-ups applying for the Business Creation programmes. We will continue with the programme “Discovering Cities” where we will engage the most innovative cities in the CEE region. Closer cooperation with central and regional governments is expected in 2022. EIT UM factory team will help to scale some of the solutions in the CEE region. Innovation Hub South will support the mapping of local challenges as well as the overall ideation and matchmaking process with a focus on engaging current and new cities at a very early stage. In collaboration with IH Central, we will continue to facilitate the pilot Specific Interest Group (SIG) on Urban Air Mobility, define, and refine its role as a bottom-up, partner-driven initiative and develop and share best-practice for the establishment of future SIGs with the other hubs. Business creations team will support some of our supported start-ups to succeed in the implementation of their solutions in the 3 innovative projects selected for 2022, we will continue supporting new start-ups to integrate in our innovations programmes and promoting closer cooperation with industry partners in the regions. IH South will coordinate the participation of EIT UM in Cross KIC Women Entrepreneurship. In addition to this Innovation Hub South will continue organising 5 Steering Committee meetings for its Core partners and community events in region.



### 3.1.4.8 EIT UM Central Functions

<b>Work package number</b>	8	<b>Lead beneficiary</b>	EIT Urban Mobility KIC, S.L.
<b>Work package title</b>	EIT UM Central Functions		
<b>Short name of participant</b>	EIT UM		
<b>Person months per participant</b>	675.84		
<b>Start month</b>	1 January 2021	<b>End month</b>	31 December 2022
<b>Objectives</b>			
<p>EIT UM Central Functions is part of the Area Management and covers the administrative, management and communication functions of the KIC. EIT UM Central functions is structure in two different segments and KAVAs in the Annex I:</p> <p>(1) HQ EIT UM management &amp; operations segment: KAVA ID: 20092</p> <p>(2) Communications segment: KAVA ID: 20098</p> <p>The specific objectives of the EIT UM Central Functions for the BP2021-2022 are:</p> <ul style="list-style-type: none"> <li>• The overall alignment and coordination of strategy and actions across the thematic areas, innovation hubs, and the supervisory board of the KIC LE.</li> <li>• The overall strategic operational alignment and coordination, and execution and management of the day-to-day operations of the KIC LE with lean and transparent processes.</li> <li>• Internal and external communication: Creating more impact by continuing with the development and visibility of the EIT/EIT UM brand by connecting with people from inside as well as outside the partnership through targeted tools as well as major publicly available channels online and on social media.</li> </ul> <p>Table 3 and 4 outline the <b>impact</b> generated by this WP by representing the contribution to the EIT Core and selected specific and operational KPIs.</p>			
<b>Description of work</b>			
<p>EIT UM central functions includes strategic steering of the Management Team and continuous strategic leadership and alignment (led by CEO), as well as strategic steering or the Operations Management Team and continuous execution and management of the day-to-day operations of the KIC LE on central level (led by COO), including the central strategic and management activities of the 5 Thematic Areas (Academy, Innovation, Business Creation, Factory, City Club) and RIS, 5 Operations Areas (PMO, Finance, Legal &amp; Governance, HR, IT &amp; Business Intelligence) and Communications. EIT UM central functions also ensures that the governing bodies of the association (Managing Board (MB) and General Assembly (GA)) and the KIC LE (supervisory board), can properly function by providing the necessary support and coordination.</p>			
<b>Task 8.1 Implementation of the executive &amp; operations office activity</b>			
<p>The executive &amp; operations office coordinates the following 4 main strategic priorities:</p> <ol style="list-style-type: none"> <li>1. EIT UM strategy &amp; leadership: EIT UM SA 2021-2022 deployment; SB strategic coordination; Strategic transformation towards EIT community in HE: governance, partnership, value proposition, financial sustainability.</li> <li>2. Strategic partnership coordination and development, and communication: MT &amp; IHs Steering Committees.</li> <li>3. Strategic operational coordination and lead activities: Operations Management Team strategy, coordination and management; Transition and adaptation to HE requirements of EIT community.</li> <li>4. Internal operational coordination and management: HQ (thematic areas) and IH operations.</li> </ol>			
<b>Task 8.2 PROGRAMME MANAGEMENT OPERATIONS</b>			
<p>The area of Programme Management Operations (PMO) manages and develops the following 5 strategic priorities in 2021-2022:</p> <ol style="list-style-type: none"> <li>1. Business Plan implementation: Full implementation of activities of Business Plan 21-22, including the activities selected through call process.</li> <li>2. Business Plan preparation according to the HE standards of EIT community: Selection of portfolio of activities for the development of EIT UM Strategic Agenda, based on sound processes and portfolio management, according to the principles of openness, transparency and equal treatment.</li> <li>3. Partnership management, operationalization and training.</li> <li>4. Ensuring compliance of the programme management processes (monitoring, call definition, evaluation, selection, report) according to HE, EIT and EIT UM requirements and regulation, and based on sound processes and portfolio management, according to the principles of openness, transparency and equal treatment.</li> <li>5. Adaptation of EIT UM programme operations to HE requirements for EIT community.</li> </ol>			

### **Task 8.3 LEGAL & GOVERNANCE MANAGEMENT**

The area of Legal & Governance manages and develops the following 3 strategic priorities in 2021-2022:

1. Implementation of EIT UM legal central services 2021-2022 and transition to HE framework of the EIT community: Centralised contractual/agreement management; Legal adaptation to HE framework.
2. EIT UM governance coordination & management: Coordination of management and support to EIT UM governance bodies of the EIT UM Association (General Assembly) and EIT KIC UM, S.L (Supervisory Board); Coordination of the Association Office; Operationalization of good governance policies.
3. Legal development of FS systemic management: FS Agreements; Setting up of FS development instruments

### **Task 8.4 HUMAN RESOURCES MANAGEMENT**

The area of Human Resources manages and develops the following 4 strategic priorities in 2021-2022:

1. HR management of staff of HQ (central operational management functions, Thematic Areas management) and IHs.
2. Implementation of HR structure and compliance to align with requirements of HR EIT guidelines on HR policy.
3. Recruitment and selection of the best talents and onboard newcomers for a positive employee experience and enable fast adaption to the position.
4. Individual professional and performance development and individual plan for continuous learning.

### **Task 8.5 FINANCIAL, ACCOUNTING & PROCUREMENT MANAGEMENT**

The area of Finance manages and develops the following 4 strategic priorities in 2021-2022:

1. EIT UM (Association, KIC LE, 5 Innovation Hubs) central financial management & administration: Central administration of the group of entities; Financial control and reporting; EIT Financial Sustainability assets portfolio financial management.
2. EIT UM central financial compliance management and coordination; Statutory and cost auditing and compliance control; Financial and reporting training and skills development.
3. Central financial grant management of the KIC: BP budgeting and grant planning; financial monitoring and reporting.
4. Adaptation of programme financial operations to HE requirements for EIT community.

### **Task 8.6 IT SYSTEMS & BUSINESS INTELLIGENCE DEVELOPMENT MANAGEMENT**

The area of IT & Business Intelligence manages and develops the following 3 key strategic priorities in 2021-2022:

1. EIT UM IT systems central management and service.
2. EIT UM IT "data driven" environment development and maintenance.
3. EIT UM cybersecurity measures and update of IT policies.

### **Task 8.7 COMMUNICATIONS**

EIT Urban Mobility communications will connect with people from within as well as outside the partnership through targeted tools as well as major publicly available channels online and social media (see 2.2). With the growing information flow, increased number of projects, events and activities, and the need to address ever more audiences, it will be increasingly important to strengthen collaboration and build trust among the partners of the EIT Urban Mobility community. To continue and improve the work done in previous years, in 2021 and 2022 EIT Urban Mobility will focus its communication activities on:

- Internal and external communications (KAVA ID: 20098), consisting of (examples):
- Organising training for EIT Urban Mobility staff and partners on 'EIT Urban Mobility branding'
- Supporting other functional areas with relevant communication and dissemination tools and channels for their activities
- Promoting EIT Urban Mobility and its results in a strategic and effective manner
- Keep improving and further developing internal and external communication channels and processes to stimulate partner collaboration, such as newsletters, the website, Partner Site, webinars, workshops, etc.

Continuing with the development of its brand identity as well as the EIT brand, and improve EIT Urban Mobility's visibility, thereby creating more impact.

### 3.1.4.9 EIT UM Regional Innovation Scheme

<b>Work package number</b>	9	<b>Lead beneficiary</b>	EIT Urban Mobility KIC, S.L.
<b>Work package title</b>	RIS		
<b>Short name of participant</b>	EIT UM		
<b>Person months per participant:</b>	141.84		
<b>Start month</b>	1 January 2021	<b>End month</b>	31 December 2022
<b>Objectives</b>			
<p>The RIS area aims to develop EIT Urban Mobility to a clearly pan-European action covering whole Europe. The specific objectives for the RIS Area for the BP2021-2022 are:</p> <ul style="list-style-type: none"> <li>• To increase the involvement of RIS stakeholders in the EIT Urban Mobility activities including the involvement of new partners and new methods for better integration of RIS.</li> <li>• To strengthen the national KTI through active local innovation communities and their connection to the international KIC community (focused support of the RIS hubs).</li> <li>• To identify new Urban Mobility solutions adapted to the RIS countries.</li> <li>• To scout for new talents in the RIS regions</li> <li>• To diversify RIS operations, covering the most important RIS countries (at least 15 out of the 20 eligible RIS countries should be covered)</li> <li>• To increase the participation of RIS stakeholders into the main Innovation, Academy and Business Creation portfolio projects</li> </ul> <p>Table 3 and 4 outline the <b>impact</b> generated by this WP by representing the contribution to the EIT Core and selected specific and operational KPIs.</p>			
<b>Description of work</b>			
<b>Task 9.1. Evaluation and Selection of the RIS activities</b>			
<p>The RIS activities have been designed to support the connection of RIS stakeholders and generate long term impact in the RIS. The selection criteria were by all areas very similar as by the main thematic areas (TAs=I/A/BC) but a bit softer to support the joining of newcomers (e.g. instead of 30% co-financing, at least 20%, lower expectations for FS). The evaluation of the thematic RIS projects were aligned with the TAs.</p>			
<b>Task 9.2. Monitoring and control of activities</b>			
<p>KAVA progress is measured against the milestones, deliverables, KPIs and outputs to be achieved at different stages of the project's implementation. Furthermore, a middle term report together with a middle term review is requested during the project implementation (at least once per year) in order to evaluate the progress of the project activities as well as to evaluate any request for an amendment. At the end of the project, a final report is requested in order to evaluate the KAVA implementation, against the project management plan. Additionally, a project officer from the area is also assigned to each KAVA in order to carry out continuous monitoring of its implementation as well as to provide support to the KAVA lead.</p>			
<b>Task 9.3. Implementation of Segments</b>			
<p>The EIT Urban Mobility RIS programme is split in the two segments and activities in 2021 are already covering 12 EIT RIS countries.</p> <p><b>Task 9.3.1. Implementation of Action Line 1: Engaging local players Segment (8.1)</b></p> <p><b>KAVA IDs (21261; 21277, 21309, 22045, 22048, 22127, 22322, 22325, 22326, 22327, 22328, 22329, 22330, 22331, 22332)</b></p> <p>Action line 1 includes all actions to involve EIT RIS players in the existing KIC activities and to support the integration of RIS stakeholders into the core programme of EIT Urban Mobility. The EIT RIS project activities aim to support new stakeholders from the EIT RIS region part of the Knowledge Triangle to be integrated in the activities of EIT Urban Mobility. Local players from different sectors (education, research, business) will interact and connect to jointly develop and implement selected activities aimed at starting a new approach to innovation eco-systems.</p> <p>In the RIS innovation, stakeholders are strongly interlinked with the participating partners (core/project) and are working closely together on the same projects for the same product (22048, 22322, 22325, 22326, 22327, 22328, 22329, 22330, 22331, 22332)</p> <p>In RIS Education, 3 KAVAs (21277, 22045, 22127) will implement 7 projects on the new RIS specific training programmes and offering. In 2022, RIS Education is fully integrated with the Academy Area portfolio, in close cooperation with RIS Area. A first call to secure 2021 activities was successfully closed in September, with four projects selected. The aim is to continue these activities in 2022 and add additional ones through calls. Our RIS Education activities have a specific focus on raising awareness of education</p>			

opportunities to benefit RIS, train the trainer programmes as well as student courses. We especially look for concepts that have the potential to be repeated and scaled gradually increasing impact per invested EUR. As our RIS portfolio increases, and through our HEI partners (59% from RIS countries) we will also work towards more engagement between RIS and EIT Labelled programmes. Finally, in RIS Business Creation (21309) one project is working on the international connection of local start-up support programmes, but in the Grant for Equity programme of the Business Creation area, RIS start-ups are highly welcome as well (RIS budget not separated) and there will be a special focus on RIS.

**Task 9.3.2 Implementation of Action Line 2: Mobilise, connect and internationalise national/ regional networks Segment (8.2)**

**KAVA ID (21262):**

Action Line 2 includes advanced local activities to improve the EIT RIS ecosystem, where various EIT RIS player will interact as a team to achieve the strategic objectives. This action is strictly aligned and complementary to Action Line 1 Engaging Local Players.

**RIS Hub network establishment and operation:** The local RIS Hubs are the most important connecting element for cooperation and they are the core of all future local networks. Within these, information is distributed to the local actors, networking among each other is promoted and their cooperation is controlled. The establishment and operation of the Europe-wide RIS Hub network is one of the most essential RIS activities with a large external impact. The first 7 RIS Hubs (Greece, Hungary, Malta, Poland, Portugal, Serbia, Slovenia) are operational since 2020. The RIS hubs for Croatia, Latvia, Slovakia, Romania, Turkey have been selected in 2021. In 2022, further 4 RIS hubs should join the network, covering 16 RIS countries in total. A new competitive RIS financing model has been invented, focusing on efficiency, results and impact.

**Local community building project:** In 2021, a separate call for community building activities has been launched and one experimental project has been selected to support cross-mentoring of the RIS Hubs and for the stronger interlink of the RIS communities.

### 3.1.5 List of deliverables at portfolio level

Table 8. List of deliverables

n.	Deliverable name	WP n.	Short description	Delivery date (in months)
D1.1	Academy impact report	1	Report describing the impact achieved and contributions to the relevant Strategic Objectives	24
D1.2	Academy Calls report	1	Report describing the process and results of all Calls implemented by Academy during the year	24
D1.3	Academy strategy report	1	Academy strategy update, including details on the short, medium and long-term measures put in place and results achieved, the commercialisation strategy, marketing and promotion of EIT labelled programmes, including measures to increase social media presence.	24
D2.1	Innovation impact report	2	Report describing the impact achieved and contributions to the relevant Strategic Objectives	24
D2.2	Innovation Calls report	2	Report describing the process and results of all Calls implemented by Innovation during the year	24
D3.1	Business Creation impact report	3	Report describing the impact achieved and contributions to the relevant Strategic Objectives	24
D3.2	Business Creation Calls report	3	Report describing the process and results of all Calls implemented by Business Creation during the year	24
D4	Dissemination & outreach impact report	4	Report describing the impact achieved and contributions to the relevant Strategic Objectives	24
D5.1	City Club and Living Labs impact report	5	Report describing the impact achieved and contributions to the relevant Strategic Objectives	24

D5.2	City pilots' framework report	5	Overview of the city pilots and demonstrations and assessment of the impacts of new mobility solutions to the relevant Strategic Objectives.	24
D6.1	Factory impact report	6	Report describing the impact achieved and contributions to the relevant Strategic Objectives	24
D6.2	Factory Calls report	6	Report describing the process and results of all Calls implemented by Factory during the year	24
D7	EIT UM Innovation Hubs impact report	7	Report describing the impact achieved and contributions to the relevant Strategic Objectives	24
D8.1	EIT UM Central Functions impact report	8	Report describing the impact achieved and contributions to the relevant Strategic Objectives	24
D8.2	Call manual	8	Call package including evaluation and selection of activities methodology and related templates	24
D9.1	RIS impact report	9	Report describing the impact achieved and contributions to the relevant Strategic Objectives	24
D9.2	RIS Calls report	9	Report describing the process and results of all Calls implemented by RIS during the year	24

### 3.1.6 Critical risks for implementation

The table below summarizes the critical risks which may prevent EIT Urban Mobility from implementing the planned activities.

Table 9 - Critical risks for implementation of activities

Risk	Description of risk	Likelihood (Low 1-2 Medium 3 High 4-5)	Severity (Low 1-2 Medium 3 High 4-5)	Proposed risk-mitigation measures
<b>Changes in political priorities and counterparts on municipal, regional, national or EU level caused by EU and local developments, e.g. elections, major policy changes</b>	The KIC is unable to ensure continuity of KIC operations, activities, collaborations, keep partners on board, extend partnership	2	4	EU policy development / Monitoring of developments on EU and local level / Active scenario planning / Open discussions with partners and stakeholders
<b>Change in developments and attitudes towards urban mobility by citizens, institutions and stakeholders caused by Effects of COVID-19 on mobility behavior and trends</b>	Revision of the KIC strategic focus required in shorter intervals	4	3	Regular interaction with partners, stakeholders and mobility experts to adjust to changes and set strategic short-to medium-term focus
<b>Cities decommitment or weak involvement on activities caused by internal reorganization, lack or resources, etc.</b>	Underperformance or incapability to achieve project results	2	4	Securement of location for pilots with prior city agreement/ City's assigned tasks are able to be handed over to another partner/ Extendable duration of activities to ensure correct performance
<b>Lack of involvement of EIT Urban Mobility stakeholders in KIC activities, calls and initiatives caused by lack of visibility of the</b>	Legitimacy deficit and lack of representativity of the KIC within the EU Urban Mobility sector	2	3	Correct deployment of Communication strategy for each target audience /

Risk	Description of risk	Likelihood (Low 1-2 Medium 3 High 4-5)	Severity (Low 1-2 Medium 3 High 4-5)	Proposed risk-mitigation measures
institution, ineffective dissemination of results and activities...				Strengthening of relations to partners and stakeholders
Adequate operational capacity in place	The orientation of the mission of the KICs, under revision by the EIT and EIT Governing Board, may request new operational capacities. The relatively new KIC is still calibrating their strategy. Labour market response may delay filling specific and critical capacities	3	3	Staff planning as part of multiannual BP strategy/ Strategic revision and validation of staffing / Active follow up and corrective measures of market response
Lack of revenue derived from investments and activities funded by the KIC caused by poor results from funded projects, bad investments, lack of co-funding...	Revenue projections do not hold, lack of long-term financial sustainability and potential personnel layoffs.	3	5	Careful evaluation and portfolio selection / Support of partners and projects in realistic planning / Regular review of distinct revenue streams
Incorrect reporting from partners caused by misunderstanding of Outputs, KPIs, deliverables...	Underperformance or poor quality on implementation of KIC activities Over- or under spending of allocated budget to partners and KIC LE	2	3	Monitoring of KAVA development / Provision of information/ training in line with the HE (AGA) and EIT specific requirements for BP21-22 (KoM, webinars)/ Tailored support / Early identification of reporting deviation / Quality assurance of reports
VAT issues caused by lack of knowledge national, European or international regulations	Budget Underspensing or overspending/ return of part of the funding received by ineligibility	2	3	Engage with tax and legal experts as well as the EIT for best practices and experiences. Quarterly control and management, and analysis of performance and corrective actions
Failure on performance of activities caused by COVID rebound	Underperformance or poor quality on implementation of KIC activities	2	5	Preparation of alternative plans for physical activities and processes involving remote participation through virtual means before implementation / Support on the definition of the specific contingency plans for each activity/ Extend duration of activities to ensure correct performance
Misuse and fraud on the use of grants by beneficiaries caused by malpractice, lack of knowledge of EU funding rules...	Underperformance or lack of quality of activities	2	5	Monitoring of KAVA development / Provision of information, training and tailored support / Early



Risk	Description of risk	Likelihood (Low 1-2 Medium 3 High 4-5)	Severity (Low 1-2 Medium 3 High 4-5)	Proposed risk-mitigation measures
	Over- or under spending of allocated budget to partners and KIC LE loss of reputation			identification of reporting deviation / Quality assurance of reports / Anti-fraud strategy in place
<b>Lack of financial and systems capacity caused by fail of financial plan communicated by the EIT, delay of pre-financing</b>	Impact on availability of financial resources to implement the activities of the Strategic Agenda	2	4	Adapt the costs and budget expectations in terms of operational capacity
<b>Delay in payment of pre-financing (later than April) caused by a delay on the funding to be received by EIT</b>	Delay in the start of activities according to the original BP	3	4	Continuous follow up and coordination with the EIT to implement the first multiannual BP and monitoring and reporting methodology and format in order to avoid any deviation of the expected date of BP21-22 approval and signature of AMDT GA21-22 and payment of pre-financing of budget 2022
<b>Lack of engagement in digital marketplace from supply or demand side caused by incapability or inexperience of suppliers</b>	Low use of marketplace and underperformance on marketplace expected activities	2	3	Development of own content generation strategy/ opening of marketplace to third party solutions/ development of digital marketing campaigns
<b>Call for speakers of EIT Urban Mobility not accepted for an active role in relevant EU events caused by lack of attractive or interest of the KIC</b>	Lower visibility or poor quality of the EIT UM events	3	2	Positioning and visibility of EIT UM in EU events agenda / Active engagement with key and target EU event in line with Communication strategy
<b>Delay in the signature of FPA amended and SGA (for 2021 or 2022) caused by delays in the schedule</b>	Delay in the start of activities according to the original BP	4	4	Follow up actions of EIT /Neutralize potential timing deviation / Plan alternative scenarios
<b>Inconclusive accomplishment of association agreement between EU budget and third country (UK, Switzerland; Israel; Turkey) caused by political and/or bureaucratic issues</b>	Withdrawal of consortium partners from EU associated and third countries for currently implemented or proposed for funding activities	3	3	Monitoring with EIT of developments on the association agreement process of EU level and third countries and keeping update to third countries partners on the evolution of the process and to support them in mitigation the possible impacts
<b>KIC partners dropping out caused by lack of interest of the KIC for the stakeholders</b>	Lack of achievement of strategic objective Budgetary issues	3	5	EIT UM transformation to develop further its value proposition and partnership model.



Risk	Description of risk	Likelihood (Low 1-2 Medium 3 High 4-5)	Severity (Low 1-2 Medium 3 High 4-5)	Proposed risk-mitigation measures
				Continuous communication to partners at KAVA and IH level/ Yearly internal communication Plan

### 3.1.7 Summary of KIC and CLCs staff effort

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9	Total PMs per Participant
KIC LE	295.92	265.61	264.96	87.6	81.84	216.1	0	675.84	141.84	2029.67
IHub North	0	0	0	0	0	0	77.4	0	0	77.4
IHub East	0	0	0	0	0	0	81.96	0	0	81.9
IHub West	0	0	0	0	0	0	56.04	0	0	56
IHub Central	0	0	0	0	0	0	118.92	0	0	118.92
IHub South	0	0	0	0	0	0	125.28	0	0	125.28
<b>Total PMs</b>	295.92	265.61	264.96	87.6	81.84	216.1	459.6	675.84	141.84	2489.17

### 3.1.8 Description and justification of subcontracting costs

WP 1 Academy		
	Cost (€)	Description of tasks and justification
Subcontracting	2.254.292 €	21048: 29.757 € for conference (room, catering, audiovisual). 21058: 10.500 € for MOOC platform and video production. 21065: 4.000 € for virtual workshop organization. 21072: 10.500 € for marketing materials. 21135: 37.500 € for support in video production of MOOCs. 21149: 47.000 € for developing web lectures. 21171: 17.500 € for tech transfer, business dev, tech assessment, and market innovation support. 21203: 4.000 € for the development of the UM Framework for Prototyping Crash Course. 21230: 10.000 € for development of SaaS platform for digital community. 21249: 240.000 € for strategy consultant support including communication and awareness events, development activities, team building. 21253: 45.000 € for development and maintenance of back-end infrastructure for alumni network. 21255: 170.000 € for annual doctoral forum including venue, conference, catering. 21256: 1.023.745 € for development of entire education and training programmes to media and e-learning agencies (sequencing/storytelling, pedagogical reviewing, language reviewing, interactive content creation, validating, testing, publishing in e-learning platforms). 21257: 481.202 € for the course content development competence including full courses. 22027: 8.075€ for the design of marketing materials. 22078: 8.000€ for additional support will be required to implement the planned hackathon coaches. 22161: 29.757€ for conference room and catering cost. 22165: 24.000€ for external experts in research transfer/ business development; technology assessment / market innovation. 22181: 9.000€ for nanoMOOCs platform and the production of video contents for the courses. 22277: 15.000€ for external speakers and

		professional coaches. 22284: 9.750€ for videography, editing, and uploading of video content. 22285: 20.000€ for sourcing academic experts as content providers in challenge group meetings.
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WP 2 Innovation		
	Cost (€)	Description of tasks and justification
Subcontracting	961.980 €	21010: 71.200€ for manufacturing of the concept car. 21031: 5.000€ for requirement analysis and specification and implementation. 21043: 20.000€ for IT company to help them to provide access to their means of transportation on a technical level. 21060: 26.000€ for design and development of the website, video production, comms materials. 21062: 137.500€ for mobility hub service provider, researcher to cover the capacity gap, Expert advisor in engineering & hub location development, Subcontracting Web design agency to design and develop project website. 21099: 70.000€ for install and operate various sensor systems in living labs. 21109: 11.000€ for Externalisation of management duties on specific task, plus support on telcos infrastructures, geolocation and technical consultancy. 21114: 8.000€ for user research - questionnaires and/or focus group to gather user feedback for KPIs. 21143: 95.000€ for improvement of an existing transition experiment incl. the moderation of the participation process, external moderator, work of public art, and co-Design Tool creation. 21169: 118.480€ for installation of some pending sensors, cover its expenses during the Pilot Test, carry on the Pilot Test in Lisboa, and project website. 21172: 44.250€ for Update during the realization, Configure the measurement techniques and the evaluation tools, Creation document for the selection of a next subcontractor. 21177: 73.000€ for consolidation/reloading to serve Södermalm and Gamla Stan, residential parking, delivery boxes/other collect solutions, maybe cycle/cargobike. 21248: 146.000€ for costs for external reviewers of small and large calls along with costs for consensus reporters, Supports for specific tasks ideation for BP23 following the strategic objectives of the thematic area. 22019: 27.000€ for development and integration of IOT management platform for various types of IOT devices used. 22072: 30.000€ for assess noise impact modelling aspects and to define potential mitigating measures for the use of eVTOLs in urban environments. 22081: 10.000€ for specialized software engineering tasks related to interface integration. 22140: 3.550€ for development of support tasks. 22210: 12.000€ for PLC firmware deployment to monitor the energy generation. 22265: 10.000€ for external help will be hired to provide support in relation to data transformation and generation of documents necessary to define the geofencing restrictions. 22276: 10.000€ for Modena Automotive Smart Area dispose only of 4G dedicate connectivity. 22294: 34.000€ for IT services Integration SW SILENCE.

WP 3 Business Creation		
	Cost (€)	Description of tasks and justification
Subcontracting	1.018.949€	21012: 24.751€ to invite accelerator experts to support the creation of a successfully working acceleration network and program. 21055: 25.000€ for Bootcamp facilitation, coaching services, communication and marketing services. 21106: 31.440€ for marketing products, events organisation, external external advisors for scouting and referent check of international start-ups. 21129: 32.500€ for communication material, layout of documentation, various communication material, adaptation of them as workspace of accelerator projects, design and development of the final DEMO

		<p>DAY event. 21144: 20.840€ for marketing activities and acceleration mentoring and program costs. 21188: 68.079€ for operational support for Brainport development. 21241: 155.000€ to assess potential investments. 21258: 442.500€ for training and team development activities, develop the online marketing platform, evaluators of investment opportunities, Investment committee. 220005: 20.875€ for marketing products, such as for example videos or marketing campaigns, Organization of the events and ensuring mentors providing external expertise. 22008: 42.000€ for invite accelerator experts and mentors to support the creation of a successfully working acceleration network and program. 22023: 66.489€ for Communication material, training programme, Mentoring, Workspaces and customization. 22118: 10.850€ for high-level mentors providing external expertise with focus on the industry to solve specific mentoring sessions for the startups. 22213:31.000€ for contracting high level experts. 22271: 47.625€ for marketing, scouting and ongoing PR activities.</p>
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WP 4 Dissemination and Outreach		
	Cost (€)	Description of tasks and justification
Subcontracting	1.107.046 €	<p>21233: 764.554€ for West hub director, setup of regional dissemination hubs            21234: 180.000€ for the organisation of internal and external events: EIT UM Summit, Mobility Talks webinar series, participation in big congresses such as ITS World Congress. 21235: 50.000€ for external support to keep the DecidiUM platform up-to-date. 22016: 17.950€ for outsourcing services that will not be provided by the partners: consultants, translation experts, hospitality costs (catering, etc), organisation of workshops. Part of this subcontracting will be used for the project's communication tools: flyers, kakemonos, brochures, etc. 22025: 28.422€ for project manager with whom BYCS has a previous relationship. 22042: 4.000€ for validation of new mobility solutions to assist Tecnalia in the translation of manuals and documents in Spanish and further organisational support. Dissemination. 22086: 5.500e for software development (XD Visuals to do technical integration of digital twin feedback tool to decidim). 22148: 56.620€ for organisation of focus groups with women to a specialised company, the face-to-face surveys, hosting services and licenses for data managed in the engagement tool.</p>

WP 5 City Club		
	Cost (€)	Description of tasks and justification
Subcontracting	137.789€	<p>21259: 135.789€ for graphic design services to produce policy briefs, infographics, brochures and other material for the living labs network and guidance for members. 22156: 2.000€ for development for updating the open innovation platform.</p>

WP 6 Factory		
	Cost (€)	Description of tasks and justification
Subcontracting	261.000	<p>21281: 165.000€ for expert for the improved design of the ideation process, Thought Leadership studies and opinion pieces, provision of Factory services. 21282: 23.500€ to support the management and progress of the Factory, Website implementation, Commercial planning &amp; marketing, further development, management and updating of the central platform. 21420 is a NEFA project</p>

WP 7 Innovation Hubs		
	Cost (€)	Description of tasks and justification
Subcontracting	501.463€	21244: 501.463€ for all Innovation Hubs 2 days FSM training webinar + preparation, Proposal writing training, Stakeholder mapping, Public relations agency to disseminate in related area in local languages, Business Case-Living lab Barcelona, Discovering cities program, Project Clinic.

WP 8 Central Functions		
	Cost (€)	Description of tasks and justification
Subcontracting	1.091.780€	21236: 138.000€ for support for general communications support activities, support of graphic designers for the further development of branding. 21247: 953.780€ for Supervisory board remuneration, Technical assistance Grant Management System, External review of proposals/external reviewers and rapporteurs, Support for specific tasks ideation, Technical assistance Grant Management System, Train staff and support.

WP 9 RIS		
	Cost (€)	Description of tasks and justification
Subcontracting	10.610€	22045: 10.610€ for translation of the course to a professional translator, the services of a simultaneous translator during the workshops, and the performance of media and communication tasks.

### 3.1.9 Justifications for ‘purchase costs’ where those costs exceed 15% of the personnel costs and for ‘other costs categories’

WP1 Academy		
	Cost (€)	Justification
Travel and subsistence	440.735€	21048: 3.815€ for activity leader and steering group travel costs to steering group meetings, executive workshop and study tour deliveries. 21058: 1.060€ for meetings will be co-located with the general Ideation and Matchmaking events organised by the EIT UM. 21065: 2.321€ for travel to the InnovaCity program. 21072: 2424€ partner meetings and travel to the annual summit. 21093: 4.800€ for trips for a partner representatives. 21135: 619€ for travel project operation. 21136: 19.743€ for face-to-face meetings. 21164: 5.900€ for face-to-face-meetings. 21171: 2.000€ for the summer school preparation and implementation. 21203: 847€ for travel to annual summit. 21249: 71.200€ to allow the face-to-face time much needed for the establishment of new initiatives and partnerships. 21251: 45.000€ to join quarterly meetings with on average of 3 participants and each trip. 21252: 12.000€ for participation of MSO staff in Master School meetings and events. 21253: 7.250€ for travel cost for teachers. 21254: 15.236€ for partner representative plans to meet about twice per quarter. 21255: 35.000€ for participation in the Annual Doctoral Forum (staff and supervisors). 21256: 43.540€ for interviews that cannot be made within our video production facilities, production of illustrative footage. 21257: 41.500€ for teaching and administrative staff to attend the face to face courses. 22027: 4.560€ for travel fellowships to 10-12 participants of the training program to take part in the final dissemination event. 22078: 2.100€ for travel to final pitch event. 22146: 900€ for initial workshop travel. 22161: 16.000€ for activity leader and steering group travel costs to steering group meetings, executive workshop and study tour deliveries. 22181: 820€ for travel of coordinator and partners. 22241: 4.000€ for project execution. 22277:

		6.000€ for travel and accommodation for organizers. 22284: 68.100€ for MSA1 reference requires summer school budget to include in-course travel and accommodation for EIT UM Master School students, 15 EIT UM Master students. Travel between host cities and subsistence organized by TUM. 22285: 18.000€ for project initiation, coordination, Execution of one EIT Urban Mobility Challenge Group.
<b>Equipment</b>	0€	
<b>Other goods, works and services</b>	804.905€	21048: 20.500€ for Cost of other goods and services- material for executive workshops and study tours, City Club challenges- marketing material. 21064: 29.200€ for merchandising, aftermovie, marketing company that will include posting updates about the three editions on diverse social media channels, 21065: 1.500€ for digital tools in order to implement the virtual workshops across Europe. 21072: 12.000€ for Equipment for online training workshops. 21093: 13.820€ for Spaces and catering for the meetings. 21135: 2.500€ for Equipment for online training workshops. 21136: 4.000€ for AVP training event and the final meeting. 21171: 11.200€ for the Summer School organisation. 21203: 4.500€ for prototyping crash course teams with access to tools, materials, and software for developing their prototypes. 21249: 9.400€ for team building and development activities. 21252: 134.000€ for developing and running a centralized online marketing campaign, as well as student insurance. 21253: 110.055€ for event, including venue, catering and event activities. 21254: 50.000€ for dissemination of the work done by the PhD students and other research done with the partnership regarding systemic innovation. 21255: 30.000€ for fall face to face pilot related to the arrangement of the event and considers mainly venue, conference catering and events. 21256: 165.065€ for stationery, production equipment, storage, participation to external events and seminars, training costs, software licenses. 21257: 40.000€ for venue, catering (staff and participants), stationery, per-diem, participation to external events and seminars, training costs for personnel. 22027: 1.900€ for final dissemination event to take place in Barcelona. 22078: 14.500€ for Hackathon implementation. 22105: 68.500€ for overall program management, costs will include financial monitoring, milestone progress, risk management and support for other activities including organisation of meeting and workshops. 22161: 21.990€ for material for executive workshops and study tours, City Club challenges - marketing material. 22208: 26.775€ for production of around 12 videos and 2 podcasts. 22277: 20.000€ for logistics, marketing material and all the goods required to host the Summer School participants. 22284: 3.500€ for project materials and consumables. 22296: 15.000€ for Mentoring, catering, venue, speakers, merchandising during the Hackathons.
<b>Remaining purchase costs (&lt;15% of pers. Costs)</b>		
<b>Total</b>	1.257.356€	

WP2 Innovation		
	Cost (€)	Justification
<b>Travel and subsistence</b>	474.828,04 €	21010: 19.002€ for roadmap (meeting), interface design (collaborating partners), and validation activities (collaborating partners). 21031: 19.625€ for project meetings. 21043: 15.479€ for face-to-face meetings for the correct execution of the project and final meeting. 21060: 9.489€ for software developers for which the API will need to be prepared for implementation in the pilots. 21062: 9.000€, travel to one/two project meetings/events. 21099: 8.120€ for 8 partners, which are envisioned to travel to the 3 living labs. 21109:

		<p>27.034€ for attendance to dissemination events, personal interviews, workshops with cities. 21114: 29.991€ for Project coordination meetings: two meetings are expected along the project, attendance to dissemination events, and meetings for technical activities. 21143: 5.929€ for meetings and the site visits. 21169: 18.686€ for F2F project meeting along the year, the final event. 21172: 18.050,03€ for project meeting, the final event and dissemination actions from the partners. 21248: 57.450€ for staff meetings for ILO for travel and for HQ travel. 22010: 20.000€ for travel for project meetings, events, dissemination activities. 22019: 31.000€ for project consortium meetings, technical meetings and participation in dissemination events. 22926: 13.000€ for project coordination meetings in various locations and dissemination events. 22072: 1.500€ for two travels. 22081 16.600€ for project meetings along the year to coordinate work including workshops. 22097: 11.050€ for participation of project members in meetings, attendance to dissemination events. 22140: 24.870€ for regular staff meetings for project update and final meeting, communication. 22193: 37.353€ for visits for project management, living lab visit, demonstration, on-site visits and meetings. 22210: 40.100€ for meeting in Barcelona and another project meeting before the pilot demonstration in Thessaloniki and other staff meetings. 22265: 22.000€ for project coordination meetings. 22276: 18.500€ for partners travel allowances. 22294: 1.500€ for 2 travels.</p>
<p><b>Equipment</b></p>	<p>902.642 €</p>	<p>21062: 15.441€ for assets in Lisbon hub. 21114: 1.000€ for 2 laptops during the project lifetime and 1 high performance computation multicore server. 21177: 1.500€ for acquisition of cargo bikes. 22010: 48.000€ for depreciation of pilot demonstrations. 22019: 75.000€ for the depreciation of two pieces of NIMBEE mobile charging units (HW). 22026: 20.000€ for use of sensor box in Helmond and Hasselt. 22081: 14.000€ for Pilot in Belgium. 22097: 30.000€ for provisioning of resources for the acquisition of IoT equipment. 22140: 15.150€ for Investments and material costs related to adapting and improving the construction of the AHV. 22210: 312.000€ for purchasing 20 e-scooters for the pilot demonstration, for solar pavement materials to manufacture at least 350 tiles, for design and prototype of docks, creation of the development kit for e-scooters. 22276: 70.900€ for prototype car for ISA V2X improved HMI.</p>
<p><b>Other goods, works and services</b></p>	<p>2.351.655€</p>	<p>21010: 120.150€ for the implementation of a functional concept car, existing vehicle for the re-construction of the interior, new materials and prototyping in interior components, IT infrastructure, miniaturization work on new revolutionary sensors. 21031: 6747€ for fully integrate the software nodes into the BP2020 AI-TraWell mobile application and for smart mobile devices. 21043: 64.192€ to develop the UMOS platform (hosting, software licenses, development), dissemination. 21060: 77.538€ for create a gamification platform as possible output, renting of project meeting spaces, hosting and catering. 21062: 341.509,2€ for installation, operation and user/citizen engagement of the 6 Hub Pilots, adaptations/alterations to the physical set-up for which appropriate materials, construction work, equipment and infrastructure. 21099: 38.000€ for hosting the meetups in the living labs. 21109: 16.500€ for acquisition of technical equipment for the evaluation task, as well as catering services. 21114: 20.900€ for IT consultancy regarding API related developments, cloud services for hosting the database and dashboard, implementation of a monitoring center to visualize the vehicles. 21143: 90.000€ for transition experiments and open public event. 21169: 28.430€ for Pilot Tests, as well as other stuff like office supplies and sundry items, costs of designing and printing the dissemination material, office supplied. 21172:</p>

		<p>129.759€ for sensor components for prototyping, various HW equipment, Wiring, soldering, buttons, screens, SD cards, cooling, heat sinks, craft toolkits, Lithium Polymer batteries. 21177: 28.500€ for local workshops. 21237: 10.000€ for publicity, media, events and hosting of the panel sessions and the MVP final presentation sessions. 21248: 13.326€ for additional projects which could include IT services, design, print, promotion. 22010: 62.500€ for organization of events, developing a server, open-access publication, translation services. 22019: 29.500€ for administrative, technical, communication and dissemination tools. 22026: 240.382€ for temporary infrastructural measures, dissemination activities, rental control room &amp; rental garage for storage vehicle, transporting the autonomous vehicle. 22072: 6.400€ for startup set up activities. 22081: 86.000€ for piloting in Turkey, license fees to cloud solutions, consumable, infrastructure /consumables, licence fee/ DisruptiveHUB, supporting commercialization, business development and dissemination activities. 22097: 6.300€ for catering &amp; other costs for organising workshops and meetings. 22140: 17.250€ for events, organization, dissemination fees and materials. Conferences. 22193: 99.122€ for Living Lab Model Plan, Product development, Pilot deployment per City, pilot operation, evaluation, and Data Analytics, marketing and communication. 22210: 4.250€ for dissemination. 22265: 13.500€ for dissemination campaign of the project and the pilots. 22276: 45.000€ for organizing project meetings activities, construction of the IPA2X prototype. 22294: 105.900€ for Marketing and commercial agency services will be purchased for the business model adaptation to the SEAT dealer network and the marketing materials preparation for the service pilots launch, Software Licenses, Materials for the development for the prototype of battery swapping cabinet and for gateway electronic development.</p>
Remaining purchase costs (<15% of pers. Costs)		
<b>Total</b>	<b>2.848.635,24€</b>	

WP3 Business Creation		
	Cost (€)	Justification
Travel and subsistence	247.630€	<p>21012: 15.500€ for Travel between the different locations participating in the Acceleration. 21055: 11.781€ for Project planning meeting between partners, meetings with UM Accelerator team. 21106: 9.778€ for travel allowance and hosting costs of (1) attending consortium meetings, (2) travel for scouting and selection and (3) travel costs. 21129: 300€ for preparation, definition, coordination and implementation of the different events of communication and diffusion of the program. 21144: 21.771€ for live meetings among key members of the consortium, mostly around the initial kickoff with the teams and the final demo day with the teams. 21258: 110.800€ for travel budget for the local Business Creation Managers for both Hub-related and Business Creation-related travel. 22005: 6.800€ for participation in conferences or other activities related the programme. 22008: 21.000€ for travels create a better, more personal experience for the startups, the following travels are planned during the project in 2022 and also in 2023. 22023: 1.000€ for travel of two staff. 22118: 6.700€ for consortium meetings and dissemination. 22213: 11.000€ for Consortium meetings &amp; travels for all partners. 22271: 31.200€ to allow selected live meetings among key members of the consortium and startup founders, mostly around the initial kickoff with the teams and the final Demo Day with the teams.</p>
Equipment	0€	



Other goods, works and services	1.122.600 €	21012: 39.000€ for marketing activities and additional expenses related to the acceleration program for the hubs. 21055: 25.000€ for bootcamps venue, catering etc costs, marketing materials and similar costs. 21106: 140.267€ for ReadyToScale Events organization as rental, keynote speakers and program costs, marketing & promotional start-ups, printers, costs of services for mentors and coaches, daily activities in acceleration activities and also for operation as tickets for scale-ups in GoGlobal activities and organization costs relating. 21129. 30.443€ for materials or accessories necessary for the development of the activities. 21144: 31.820€ for marketing activities and the acceleration. 21188: 58.000€ for organizing the business challenge. 21241: 510.800€ for Cost covers for professional services associated with running Finance2Move and e.g. Pan-European Investor Demo Day. 21258: 110.500€ for online marketing expenses for promotion and programme-related communications, conference costs for the four quarterly deep-dive sessions. 22005: 44.960€ for Marketing actions and materials, Events organisation, event fees, booths rental, entry tickets, sponsoring fees, event brochures, roll-ups creation, keynote speakers and programme costs, marketing and promotion of startups, costs of services for mentors. 22008: 43.000€ for marketing activities and additional expenses related to the acceleration program. 22023: 210€ for communication. 22118: 37.900€ for events organization, social media presence, FundingBox 3rd party Apps Hosting, MWC for Bootcamp. 22271: 10.100€ for acceleration expenses.
Remaining purchase costs (<15% of pers. Costs)		
Total	1.370.230 €	

WP4 Dissemination and Outreach		
	Cost (€)	Justification
Travel and subsistence	77.797,88 €	21054: 2.800€ for several international meetings. 21226: 4.048€ for MidTerm and Final Steering Committee meetings, involving only key partners (3 trips x 6 people) plus 6 trips to attend outreach activities and workshops. 21233: 21.000€ for travels for meetings with IHs and HQ, for the alignment and support of stakeholder relations activities, for the workshops and meetings to get specific content for communication and dissemination purposes. 21234: 14.000€ for travel costs for staff. and speakers for all internal and external events. 21235: 6.500€ for travel staff to support IHs or partners on citizen engagement activities. 22016: 16.200€ for travels for management of the project with two meetings of the Steering Committee, and dissemination. 22042: 7.250€ for travel costs of the local participants in the co-design workshops. - incentive to get the vulnerable user groups involved. 22086: 6.000€ for travel for project management and dissemination.
Equipment	12.750 €	22016: 9.750€ for purchase animation material, digital tools, tablets, 3D printing. 22025: 3.000€ for purchase of proper lighting, stages, tableware, PA systems etc
Other goods, works and services	1.866.400€	21054: 30.850€ for the prototype of the web-app to be developed externally. 21226: 2.000€ for miscellaneous small expenditures for successful dissemination. 21233: 242.800€ for developing social media presence, advertising on social media, monitoring tool for social media, freelancers for ad-hoc support of content delivery for online and offline media, building media relations and involving media in specific activities. 21234: 1.451.000€ for Events management platform, EIT Urban Mobility Summit, events at Innovation Hub level organised by the IHs, renting a room/venue, equipment for events, support, speakers, catering, registration tools for other events at KIC LE level.

		21235: 107.000€ for workshops and meetings for collecting input for the citizen engagement strategy, tools and processes for the support of citizen engagement activities. 22025: 20.750€ for person and virtual gatherings across three cities. 22042: 3.000€ for marketing materials. 22086: 9.000€ for dissemination activities and various materials.
Remaining purchase costs (<15% of pers. Costs)		
Total	1.956.947€	

WP5 City Club		
	Cost (€)	Justification
Travel and subsistence	32.700€	21259: 24.700€ for management and chairperson to join meetings and workshops, and the high-level event. Travel costs for management includes visiting new members, attending European conferences and international travelling. 22144: 4.000€ for travels for project management and meetings. 22278: 4.000€ for coordination meetings and dissemination.
Equipment	0€	
Other goods, works and services	43.500€	21259: 7.500€ for organisation and planning of High level meeting physical (Catering, IT eq. , venue) or Online (create a compelling user experience for attendee with any equipment needed to run remote events smoothly ) 22144: 2.000€ for various comms materials. 22156: 24.000€ for build two prototypes, which will need building materials, graphic design services, IT services, special services. 22278: 10.000€ for purchase the materials needed to set up the urban experiment, and the materials not available in the generic equipment of the Cities.
Remaining purchase costs (<15% of pers. Costs)		
Total	76.200€	

WP6 Factory		
	Cost (€)	Justification
Travel and subsistence	41.533€	21281: 18.500€ for Factory team to join partner events and bilateral discussions with potential clients. 21282: 23.033 for the exchange within the consortium and the workshop with the City Club. 21420: 6.420€ for travels for NetZeroCities and for Entrance projects.
Equipment	0€	
Other goods, works and services	0€	
Remaining purchase costs (<15% of pers. Costs)		
Total	119.053€	

WP7 Innovation Hubs		
	Cost (€)	Justification
Travel and subsistence	118.200€	21244: 118.200€ for 10 travels per Hub for all the team of Director+ Engagement officer, 5 staff.
Equipment	9.600€	21244: 9.600 € Estimated depreciation for IT equipment under Hubs Central, West and East 1750€ each and 2.600€ for North
Other goods, works and services	1.123.573,16 €	21244: 1.123.573,16€ for Hubs (office rent, telephone, communications, sundry expenses, marketing material, audit, accounting services).

Remaining purchase costs (<15% of pers. Costs)	
<b>Total</b>	1.251.373,16 €

WP8 Central Functions		
	Cost (€)	Justification
Travel and subsistence	317.500€	21236: 48.700€ for travels of Communication manager, Digital content and content manager Director of communication. 21247: 268.800€ for SB meetings + travel (7 members; 2 meetings)= 11,200€Travel cost of CEO, COO and all HQ support staff (20), 3 travels each = 60 travel x800€ = 48.000€Thematic directors (8) and staff x 11 travels each x 800€ = 70.400€.
Equipment	58.500€	21236: 2.500 € depreciation costs for the Audiovisual equipment (25%). 21247: 56.000€ depreciation costs for the IT infrastructure for KIC LE employees and assets for MOOCS production
Other goods, works and services	3.238.249,3 €	21236: 225.000€ for website upgrade and hosting, support for upgrading PPT, English copywriter, tools and licenses for video/photo editing programme, freelancers for communication and graphic design support, newsletters, printing, shipping, designers, monitoring services, sponsoring, etc. 21247: 3.013.249,29€ for auditing services, financial and accounting services, hospitality, HQ office, HR, IT, Legal, MB and GA meetings, hardware, team development, softwares.
Remaining purchase costs (<15% of pers. Costs)		
<b>Total</b>	3.614.249,30 €	

WP9 RIS		
	Cost (€)	Justification
Travel and subsistence	63.100€	21261: 25.200€ for travels connected to the 12 RIS Hubs and the 14 projects. 21262: 6.400€ for journeys to visit the 12 RIS hubs (5 news) for the 2 persons.21277: 31.500,02 € for travel to EUFRIA project 800 € per trip 2021 (6 trips, 2 people) -2022 (12 trips two people) and 1.500 € Citython project
Equipment	0	
Other goods, works and services	200.880€	21261: 30.000€ for working environment of the RIS task force. 21262: 16.880€ for communication activities. 21277: 144.000€ for procurement of translation services into local languages. 22127: 10.000€ for catering services, suppliers, as well as buying stationary and learning materials will be necessary for the physical workshops. Also, platform hosting/maintenance is necessary for the success of the project.
Remaining purchase costs (<15% of pers. Costs)		
<b>Total</b>	263.980,04 €	

### 3.1.10 If applicable, justifications for 'other costs categories' (table 3.1h)

WP1 Academy		
	Cost (€)	Justification
Financial support to third parties	1.543.675€	21064: 6.000€ for prizes of the winning team. 21136: 1.500€ for prizes to travel to final event. 21171: 21.000€ for Travel and/or accommodation for the Master students. The amount is calculated on average based on the number of master

		students participants (1,428K per master student). 21250: 1.150.438€ for student allowances and tuition fee reimbursements. 21253: 98.600€ for Travel and accommodation for the Summer School. 21254: 167.737€ for inviting potential PhD candidates and guests from the present partner universities. 21255: 90.000€ for travel cost for student (accepted to the DTN) participation in the Annual Doctoral Forum. 22284: 8.400€ for Payment of 300 EUR per guest speaker, at 2 guest speakers per day.
Internally invoiced goods and services	5.625 €	21093: 5.625 € These costs represent the spaces for the face to face classes. The UPC School has a flat rate per hour of usage.

WP2 Innovation		
	Cost (€)	Justification
Financial support to third parties	1.320.000€	21237: 240.000€ for winners of the RAPTOR competition. 21248: 900.000€ for placeholder for a call for RAPTOR development and commercialisation support of targeted innovation projects (alpha, beta, gamma), continuation call (subgranting) and prizes. 22010: 180.000€ for awards that the users of the gamification/rewarding scheme will gain from the local authorities.
Internally invoiced goods and services	57.000€	22019: 3.000€ for Sensing devices used for localization of autonomous mobile platform. 22265: 54.000€ for offer a discount on users of Rise and Dott during the pilot to encourage the use of RideSafeUM solution.

WP3 Business Creation		
	Cost (€)	Justification
Financial support to third parties	5.408.800€	21241: 3.796.800 € The following assumptions have been made by the time of submission: EIT-funded grants: 750k Euro with up to 50 start-ups receiving 15K Euro grant each, to cover programme costs, including travel and prototyping. City pilots: 225k Euro (to be selected in KAVA 20069 Scale-up Hub). Each city pilot will link the activities stated in BP2021 closer to real challenges within the cities. For this purpose the City Club collected individual challenges concerning each individual city, and only those EITUM companies who fully cater to the needs of these municipalities and their challenges will be selected and supported financially.). 21242: 1.600.000€ Non-EIT funded investments: 600k Euro with 10 start-ups receiving 60k Euro investments each (e.g. equity investments). Investment returns from these start-ups will contribute to EIT Urban Mobility's long-term sustainability. 22118: 12.000€ for 20 start-ups will be allocated 400€ each to attend Bootcamps (8k€) 4 start-ups will be selected as the most promising, and their prizes will include 1000€ for a ticket to participate in a major start-up event in Europe (4k€)
Internally invoiced goods and services	0€	

WP4 Dissemination and Outreach		
	Cost (€)	Justification
Financial support to third parties	6.000€	22042: 6.000€ for travel costs of the local participants in the co-design workshops
Internally invoiced goods and services	25.500€	22016: 4.500€ for specific services or spaces for the events programmed during the project (for example : event room rental). 22025: 21.000€ for house branding, design, and communications teams to develop assets that are required to execute this program effectively.

#### WP5 City Club

	Cost (€)	Justification
Internally invoiced goods and services	15.000€	22144: 15.000€ for purchase higher quality, specific child-friendly furniture and paints not available in the generic equipment of the City

WP6 Factory		
	Cost (€)	Justification
Financial support to third parties	310.000€	21281: 310.000€ for subgrants - organisation of small calls to support selected projects presented by potential subgrantees to facilitate the development of marketplace activities of EIT UM solutions
Internally invoiced goods and services	0	

WP9 RIS		
	Cost (€)	Justification
Financial support to third parties	6.468.811€	21262: 2.130.779 € for subgrant to finance the activities, events and actions of the 12 RIS Hubs 681k. For 2022: Financing of RIS Hub activities - Subgrants to finance the activities of RIS hubs. Total of 1.3M Euro. 149.274€ for the RIS community-building proposal (ex KAVA 22203). 21277: 885.487,52€ for calls in 2021 for the work packages: 21308: 721.173€ for Financing of the selected 4 Projects: RTDUA (Real-time scheduler for drone-based services in urban areas), SUMBSTU (Sustainable Urban Mobility Boost Smart Toolbox Upgrade), MeHUB CMI (Integrating a connected micro-mobility infrastructure to the existing public transport), PEREC ProtoERD (Prototypes of ERD for the Reduction of Emission in Cities). 21309: 1.527.113€ for Financing of the selected 4 Projects as RIS subgrantees working on RIS business creation activities: Develop & deploy - (incubator programme for mobility innovations), RISAccPor (EIT Urban Mobility RIS Accelerator Programme Portugal) EIT UM Innovation Prize, RUMIstan (Regional Urban Mobility Acceleration and Incubation Services in Istanbul), Urban MoVators (EIT RIS Urban Mobility Accelerator Bulgaria). 22048: 249.900€ for 5 subgrantees in selected in the 1 <sup>st</sup> call for proposal for Innovation. 22322: 75.899€ for 2 subgrantees RIS Twin. 22326: 63.162€ for 2 subgrantees RIS Twin. 22325: 22.546€ for 1 subgrantee. Subgrantee selected in First call for proposals for Innovation Business Plan 2022 - 2024. 22327: 47.970€ for 2 subgrantees RIS Twin. 22328: 126.525€ for 3 subgrantees. 22329: 172.655€ for 3 subgrantees RIS Twin. 22330: 204.100€ for 3 subgrantees RIS twin. 22331: 82.700€ for 1 subgrantees RIS Twin. 22332: 158.802€ for 2 subgrantees RIS twin.
Internally invoiced goods and services	0	

## 3.2. Capacity of participants and KIC Partnership as a whole

### 3.1.11 Description of the KIC Partnership

During 2021 EIT Urban Mobility has assessed the strategic partnership approach and did a fundamental revision of its partnership model to cater to its ambition of growth and being an open and easily accessible community.

The main changes introduced with the new partnership model, effective from January 2022, are:

- the lowering of participation barriers through reduction of fees, especially for SMEs and cities
- the decoupling of the governance role in the EIT Urban Mobility Association (“core” status) from the right to access services and participate in activities facilitated by the EIT Urban Mobility KIC LE (“Gold”/”Silver”/”Network” partner categories).

With the new partnership model, EIT Urban Mobility moves from a grant for fee to a fee for service model based on distinct value propositions and offerings to partners in four main areas:

Access to network, access to funding (beyond EIT), access to market, access to knowledge.

Table 10 - Overview of EIT Urban Mobility partner categories

Type of organization	 Core	 Gold / Leading Cities	 Silver	 Network / Follower Cities
Industry, Universities, RTOs, others	50.000EUR (one-time)	30.000EUR	10.000EUR	Free (max. 2 years)
Small, Micro Enterprises (incl. NGOs)	50.000EUR (one-time)	30.000EUR	5.000EUR	Free (max. 2 years)
Cities:	50.000EUR (one-time)	10.000EUR	n.a.	Free (max. 2 years)

<b>Core Partner</b>	<ul style="list-style-type: none"> <li>Members of the EIT Urban Mobility Association with voting right in the General Assembly</li> <li>City members: Eligibility for City Club Chair and Deputy Chair</li> <li>Involved in shaping the EIT Urban Mobility strategic agenda</li> <li>Members of Steering Committee of the respective Innovation Hub</li> <li>Pay a one-time membership fee to the Association</li> <li>Have to pay either the “Gold” or “Silver” annual fee to receive services and participate in value added activities</li> </ul>
<b>Gold, Silver, Leading Cities</b>	<ul style="list-style-type: none"> <li>Access to either gold or silver level services</li> <li>Cities: become members of the City Club</li> <li>Pay an annual partner fee to the KIC LE</li> </ul>
<b>Network Partner</b>	<ul style="list-style-type: none"> <li>Participate mainly in knowledge exchange activities on Hub level and on invitation only</li> <li>Max of 2 years formalised affiliation</li> <li>No partner fees but participation fees apply for selected events</li> </ul>

The partnership growth strategy is based on required innovation capacity and availability to deliver on KPIs follows the principle of excellence, complementarity, and a balanced representation of organisations geographically and from the different sides of the extended knowledge triangle. Project preparation, matchmaking activities and thematic workshops are used to identify gaps in the composition of the incumbent partners’ competences, areas of expertise and backgrounds and search for partners which can add further value and/or leverage.

To prepare for a decision on the accession of prospective partners, their applications are analysed and ranked per partner category. Based on this ranking, recommendations on the accession of prospective partners are prepared for decision by the relevant bodies of either the EIT UM Association (core partners) or the KIC LE (non-core partners).

Table 11 - EIT Urban Mobility partner projections per category

	Projection 2021	Projection 2022	Projection 2027
<b>Core Gold</b>	47	23	23
<b>Core Silver</b>	9	25	25
<b>Gold</b>	0	10	25
<b>Silver</b>	43	117	273
<b>Network Partner</b>	99 <sup>7</sup>	99	100
<b>Total</b>	198	274	446

The **City Club** aims to represent a diverse group of local governments, expanding the membership by over 10% per year.

<sup>7</sup> It includes Network Partners and EIT RIS Partners.

To achieve our strategic ambitions and goals, it is key to have a high number of public authorities on board; cities that are core partners as well as “leading cities” paying the annual partner fee, are by default members of the City Club.

The goal is to secure at least one new core partner per IH every year. In 2021, EIT Urban Mobility will implement a partner collaboration system, to enable easy communication. Furthermore, an information and knowledge prototype platform will be implemented to collect and disseminate information, success stories, and insights that will foster collaboration across the different players of the ecosystem.

### 3.1.12 Partners’ access to CLCs, RIS Hubs and how they benefit from the KIC services

Innovation Hubs (IH or CLCs) and RIS Hubs serve as the one-stop-shop for all partner and non-partner institutions from all categories and sectors. EIT Urban Mobility has created five IHs that cover all EU member states and associated countries. The objective of the IHs is to create a vibrant innovation eco-system, ensuring effective knowledge and activity management and prominent regional visibility

Figure 8 - EIT Urban Mobility Innovation Hubs



IHs and RIS Hubs inform all interested institutions from within their geography how they can become engaged in EIT Urban Mobility activities and projects. They do so through awareness raising events, participation, and interventions in conferences and, if required, one-to-one meetings. Hubs actively scout for and engage with new institutions to fill potential gaps in the regional and European partnership of the KIC. IHs and RIS Hubs organise and support networking events. Based on the challenge

areas, institutions from all sectors connected across Europe in thematic cross-hub matchmaking events.

IHs also monitor the progress of activities led by project partners from within their respective hubs. They actively support them with any issues and problems that arise, as well advise on reporting, and engage them in outreach events. These functions of the hubs are supported by staff of the thematic areas located in the hubs. Furthermore, IHs and RIS Hubs also serve as a place to share and explore knowledge and good practices. Projects results are being show-cased via site visits, demos, and presentations. These activities of the hubs shall inspire to adopt proven innovation solutions to other local specific needs.

Going a step further beyond the existing activities, in 2022, IHs will support bottom-up initiatives by partner institutions to define and refine so-called Special Interest Groups (SIGs) across the knowledge triangle across all IHs.

Also, the growing number of RIS Hubs organise local events, build the community in the field and scout for potential new partners. In collaboration with the respective IHs, RIS Hubs support potential application for partnership, build-up start-up competences and investment programmes and set-up local training programmes connected to entrepreneurship. The integration of existing and future RIS Hubs and their members with the network of the IHs is a key focus for 2022.

### 3.1.13 KIC partnership diversity

As of 2021, the EIT UM comprises more than 200 core, project and network partners covering all EU Member States and expanding to Horizon Europe associated countries, including top European universities and research institutes, leading industry players, cities and regions, NGOs, and competitive businesses. On top of that, 120 highly innovative start-ups and



SMEs supported through an umbrella of tailored programmes strengthen the company’s portfolio. With the rising number of SMEs on-boarded in the course of last months and the uptake of start-ups being involved in consortia executing collaborative projects, the EIT UM successfully increases its ability of delivering innovation to cities and citizens.

On the operational level, the EIT Urban Mobility works in a matrix structure, combining benefits of regionalization thanks to the 5 hubs strategically located throughout Europe (Barcelona, Copenhagen, Helmond, Munich, Prague), and thematic expertise of cross-hub teams whose members stay close to local ecosystems, thus smoothly responding to the current needs of partners and residents.

Discovering Cities programme is one of the next steps to be introduced. It is planned to build on the regional, tailored approach, but thanks to the Regional Dissemination Hubs, it will multiply resources and leverage impact. With increased visibility and EIT UM brand awareness, available public funding for building a self-sustainable local ecosystem, and micro-management of local stakeholders through matchmaking events, ideation workshops and open debates.

### 3.1.14 Anti-Fraud elements, audit control system, grant assurance and monitoring

The Code of Good Conduct and conflict of interests (CGCCI) of the EIT UM is the instrument establishing the general principles governing the EIT UM’s activities and the internal mechanisms to ensure the good conduct and best practices.

The Supervisory Board of EIT Urban Mobility approved on November 2021 the Anti-fraud Strategy, that includes an Action Plan for the period 2022-2023. With this latest Anti-fraud Strategy, EIT Urban Mobility has the following policies, tools, templates and internal processes and policies designated to mitigate identified risks, without prejudice of others that could be agreed:

#### I. Policies and Strategies:

- The Code of Good Conduct and Conflict of Interest Policy that is enforceable to individuals and organisations who hold a contractual or A position in the EIT Urban Mobility’s governing bodies.
- The EIT Urban Mobility Procurement Manual.
- The Human Resources Policies (e.g.: Recruitment Policy, Bullying and Harassment Policy, Teleworking Policy, etc.).
- Anti-fraud Strategy 2022-2023.

#### II. Tools and/or templates:

- An Anti-fraud and Ethic Channel, which is set to be the single channel to report any potential Antifraud irregularity or unfulfillment of the CGCCI. The Ethic Channel will also be used as whistle blowing channel.
- A template to communicate any conflict of interest situations for our staff, GB members and other relevant parties.

#### III. Internal processes:

- Regular trainings for EIT Urban Mobility employees.
- A comprehensive auditing system.
- Regular risk assessment processes carried out by AF working group, including surveys to our employees.

On the other hand, the EIT Urban Mobility joined an EIT Anti-fraud working group that will fortify the common efforts against fraud. The group is also joined by other KICs who are sharing their strategies and action plans.

The next step is to proceed with the following:

Step 1	Creation of the Antifraud Working Group
Step 2	External advice in order to design a Compliance Programme
Step 3	Self-assessment to evaluate the current Antifraud measures and situation, as well as the level of its effectiveness, including an appropriate internal process where to respond in case of a detected fraud
Step 4	Internal EIT Urban Mobility Anti-fraud survey
Step 5	Analysis of results
Step 6	Design of action and implementation
Step 7	Compliance Programme implementation
Step 8	Anti-fraud diagnosis

This will lead to define proper principles, objectives and a comprehensive anti-fraud action plan. Such action plan will include internal audits, grant assurance, monitoring, etc. that will be explained by means of internal trainings with staff, awareness sessions with governing bodies, and sessions with relevant stakeholders.