Business Plan 2023-25 Per Se

List of participants

Participant No.	Participant organisation name	Country
1 (Coordinator)	Urban Mobility S.L.	Spain
2	EIT Urban Mobility Innovation Hub North ApS	Denmark
3	EIT Urban Mobility Innovation Hub Central GmbH	Germany
4	EIT Urban Mobility Innovation Hub West BV	Netherlands
5	EIT Urban Mobility Innovation Hub East s.r.o	Czech Republic
6	EIT Urban Mobility CLC Innovation Hub SL	Spain
7	EIT Urban Mobility Foundation	Spain

EIT Urban Mobility - Mobility for more liveable urban spaces

EIT Urban Mobility
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eiturbanmobility.eu

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Executive Summary

Vision and mission of EIT Urban Mobility

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

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

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

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

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

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

Role and focus of the Business Plan 2023-2025

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

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

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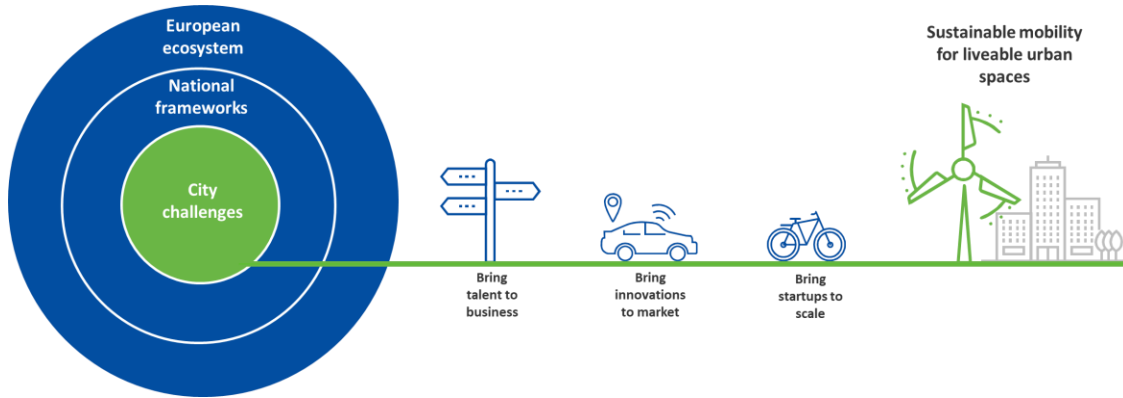
Figure 1. EIT Urban Mobility as an enabler of the urban mobility transition

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

Integrating the extended knowledge triangle

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

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

Delivering on impact

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

KPI Code	EIT KPI	Target
EITHE02.4	Innovations launched on the market with a sales revenue of at least 10k EUR documented	69
EITHE04.4	Startups created having a financial transaction of at least 10k EUR (result of a KIC KAVA)	30
EITHE05.1	Startups created by students and graduates from EIT-labelled programmes	32
EITHE06.1	Investment attracted by KIC-supported startups and scale-ups (in mEUR)	33.55
EITHE07.1	Graduates from EIT-labelled programmes	880[1]
EITHE11.2	Financial Sustainability coefficient (in %)	19
EITHE18.1	% of less represented gender in top governance and management positions combined	40%
CII	Road space allocation to public space	Increase in 50% of City Club cities[2]
CII	Exposure of city inhabitants to emissions derived from road transport	Decrease in 50% of City Club cities
CII	Modal share of sustainable modes	Increase in 50% of City Club cities

Table 1. Planned targets for the EIT Core KPIs and expected CII achievement[3].

Delivering on financial sustainability

In parallel to delivering on impact, we aim to boost our programme elements towards becoming financially sustainable. After testing various revenue mechanisms and focusing on operationalising several strategic elements in 2021 and 2022, we are entering the next stage of our Financial Sustainability strategy, which is about focusing on and optimizing the most viable revenue models. This entails reinforcing the activities of Business Creation (Impact Ventures) both by continuing our strong focus on the activity of early-stage equity investments as well as by expanding our service offering in 2024 to include fundraising support – Access to Finance. This new activity will provide in-house support for our maturing equity portfolio, as they progress towards their Series A/B financing rounds, as well as offer professional fundraising services to more mature startups within our ecosystem (including EIC supported ventures). Furthermore, partnership growth will be boosted across all regions and with a focus on a steep growth of participating SMEs. Finally, alternative funding sources such as bidding for EU and national funding will be ramped up, and private sponsors for pilots will be attracted.

Overall, by advancing in the three described intervention areas and nurturing the ecosystem, the BP 2023-2025 takes a substantial step on EIT UM's path towards becoming a social impact investor. It fosters both – efficiency in the delivery of the Financial Sustainability strategy as well as the creation of social impact through strong efforts in implementing the EIT and KIC Impact Frameworks – and by that guides EIT UM towards achieving our mission.

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[1] Competence Hub with received EIT label in 2023 delivering on KPI targets from 2024

[2] Compared to 2020 level.

[3] Target corresponding to the SA

1. Excellence in regard to the Strategic Agenda

1.1. Objectives and ambition

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

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

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

The aim of the activities of this BP is to:

- **Bring talent to business** through new formats, partners, an increased talent pool and entrepreneurial education that creates more startup founders.
  During the period of this BP, 880 graduates from EIT-labelled programmes will create 27 startups.
- **Bring innovations to the market** through more entrepreneurial innovation projects and agile city pilots.
  During the period of this BP, 76 products and services will be launched on the market, thereof 69 with a sales revenue of 10k, and 30 startups will be created as a result of EIT UM activities.
- **Bring startups to scale** through acceleration, investment and value-added services, including Access to Finance services for startups and scaleups in our Ecosystem.
  During the period of this BP, 300 startups will be supported and attract 33 million EUR in additional investments.

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

By advancing in the three described intervention areas and pursuing targeted activities within 8 work packages and their respective segments (as outlined in chapter 3.1), the BP 2023-2025 takes a substantial step on EIT UM's path towards becoming a social impact investor. It fosters both – efficiency in the delivery of the Financial Sustainability strategy (see chapter 1.1.5) as well as social impact through strong efforts in implementing the EIT and KIC Impact Frameworks[4].

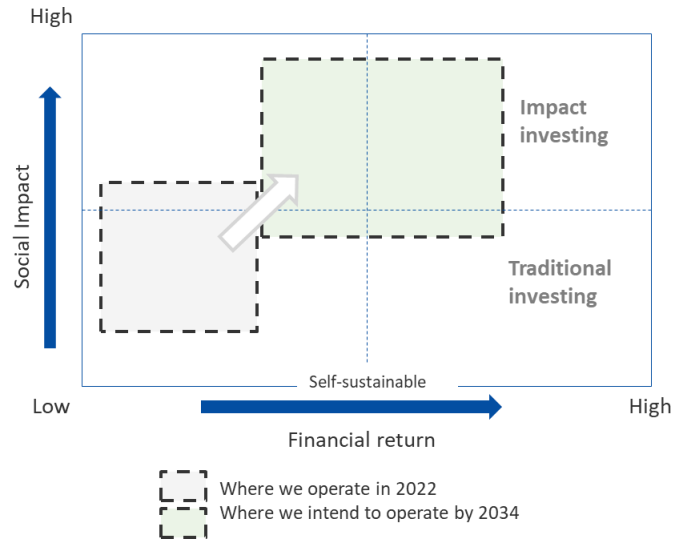---

[4] As updated by the EIT in 2022

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

To provide topical direction and select the activities with the highest innovation potential, the **challenges** facing our cities are at the centre (see Figure 1). For the first implementation phase of the SA period (BP 2021-2022), five challenge areas were the focus of the activities, set by closely involving stakeholders from the whole knowledge triangle and a distinct analysis to ensure the optimal starting point and the maximum contribution to the social and economic impact targets and objectives from the beginning. For the further implementation of the SA and the current period of this BP, the focus on the nine challenge areas was extended and adjusted as depicted in Figure 3: Firstly, the focus of EIT-funded calls and projects is chosen to keep targeting the same five challenge areas based on portfolio gaps, the EIT impact framework contribution and alignment with the EIT Innovation principles incl. market readiness of the products. The Action and Impact Groups (AIGs) - renamed to Horizon Lab from 2023 onwards - will allow focus on building a non-EIT funded portfolio to address the remaining four challenge areas of creating public realm, inter-modality, mobility for all and pollution reduction, as well as partly on active mobility to ensure a holistic coverage of the challenge area.

1.1.2. Key success factors and main lessons learnt

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

Academy:

- Create new formats and involve ecosystem partners to even further increase the attractiveness of the Master School and the Doctoral Training Network; Build on 124 current students with efforts to further increase volume of Master School students (higher intake, and resulting higher number of graduates) by ramping up marketing activities;
- Implement and comply with the new EIT Label handbook for non-degree education to maximise the impact of the Competence Hub;
- Expand the portfolio of EIT labelled programmes and follow the development of the new EIT Label Fellowship model to strengthen and widen the scope of the EIT label and increase the EIT brand visibility, also through continue leading on the EIT Virtual Campus activity to drive growth of EIT UM education activities and increase the recognition of the EIT brand;
- Increase volume and build up the entrepreneurial talent pool to create more startup founders through above actions and the recently established Student Support Entrepreneur Scheme to feed programmes like Urban Mobility Consultants/Boosting Entrepreneurship (former CEO in Residence);
- Establish the EIT UM Foundation to improve the ability to receive and handle education revenues.

- Furthermore, Academy has been working on the integration of its programmes with Innovation and Impact Venture. Among others, Competence Hub, has developed a comprehensive course portfolio in cooperation with various focused innovation areas, comprising over 100 courses. Additionally, EIT UM students actively contribute to the Innovation initiative RAPTOR and participate in the development of the commercialization strategies of innovation projects. Several students have undertaken Master's theses with a focus on innovation, collaborating with partners involved in innovation projects. Specifically linked to the creation of startups, Academy has developed a crucial partnership with Impact Ventures. Together they are actively involved in the pan-European initiative Start For Future, currently one of the largest student incubator initiatives in Europe. Impact Venture staff members also serve as mentors for master's students. Starting from 2024, Impact Ventures will offer one of the courses in the Doctoral Training Network. The Academy extends its support to startups through the Impact Ventures' Growth Lab, providing student consulting services.

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

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

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

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

Communication, dissemination, exploitation and market development[5]:
- Increase communication effectiveness and professionalize communication across the organisation by having a clear communication strategy with annual work plans, central events coordination and contents repository, guidelines on marketing and use of success stories for communication and dissemination, accompanied by a SPOC model covering communication contact points in each department supported by training and guidelines;
- Develop an EU Affairs strategy to prioritise the many opportunities in the EU ecosystem regarding policy, stakeholders and EU presence;
- Consolidate the partnership on the Tomorrow.Mobility World Congress.

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[5] Until 31 May 2023, Market Development was fully integrated in WP6 Communication, dissemination and stakeholders engagement. However, from 1 June 2023, part of the activities related to Market Development (T6.3) have been allocated to WP2 Innovation and WP3 Impact Ventures.

- Build a reputation by linking up with thought leading organisations and sponsors and positioning EIT UM as thought leader, knowledge and practice community for urban mobility professionals.

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Coordination:

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

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

The EIT UM strategy is based on the collaboration and the co-creation of the Extended Knowledge Triangle, i.e. an approach putting entrepreneurship at the centre and integrating cities and citizens. This BP fully lives up to the ambition to foster innovation through KTI as described in the SA and ensures innovativeness and state-of-the-art through taking measures that involve the whole innovation ecosystem and build upon each other:
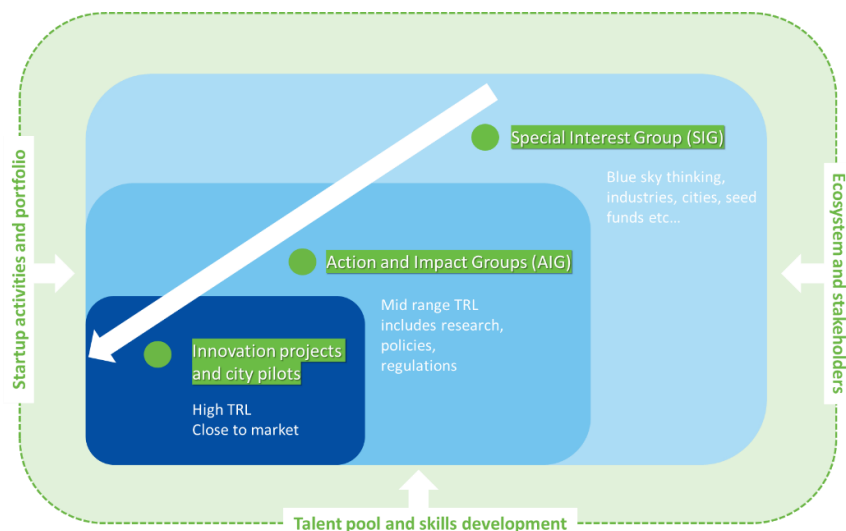
Figure 4. Fostering innovation through KTI at different level

Special Interest Groups (SIG) foster a strategic dialogue with the extended knowledge triangle to encourage blue sky thinking and identify topics, ideas and market opportunities that go beyond the state-of-the-art. Action and Impact Groups (AIG) - Horizon Lab from June 2023 - allow for mid-range TRL and KTI activities including research, policies and regulation. Innovation projects and city pilots ensure innovative and agile KTI through fast and close to market approaches. The innovativeness of the solutions is an integral part of the evaluation process. To capture advancement and achievements, submitted patents are being monitored and measured. The basis for KTI, a strong entrepreneurial approach and a prerequisite to constantly increase our ambition is building up an entrepreneurial talent pool and developing skills, e.g. through specific programmes such as Urban Mobility Consultants/Boosting Entrepreneurship (former CEO in residence) and the constant development and increase of the attractiveness of the Master School. In this

regard, an additional specific focus on tech and deep tech talents is taken, e.g. through the involvement in the Deep Tech Talent Initiative.

1.1.4. Alignment of the education activities with the EIT Label

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

1.1.5. Financial Sustainability

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

a) Partnership fees cannot be upheld at the initial, high levels while aiming to become a fully open and accessible Community at the same time. EIT UM reformed its partnership model in 2022 with substantially lower fees per partner and giving priority to the openness, accessibility, and impact goals over revenues from partner fees.

b) Service revenue targets in the SA assumed selling big consulting projects of up to 500k EUR. This assumption turned out to be flawed. It would require EIT UM to compete with established consultancies and would also require substantial build-up of headcount with corresponding business risk. The services portfolio has been refocused around services that are closely linked to our unique positioning and deliver not only revenues but also strongly support our strategic goals, e.g. value added services for startups supporting them to connect to the network and navigate them to relevant opportunities. To this end, starting in 2024 EIT UM will launch the Access to Finance activity as an integral part of the Impact Ventures. In addition to providing internal support for our equity portfolio companies - initiating, driving, and closing series-A/B fundraising rounds for ventures looking to raise venture capital from European investors and corporate venture funds – the Access to Finance service will also provide professional fundraising services to later stage ventures in our ecosystem.

c) Alternative funding can be a more substantive revenue stream than assumed in the SA. Having established both a reputation in the mobility world, as well as the internal capabilities and structure to acquire and deliver non-EIT funded projects, we expect to be able to mobilize more alternative funding than targeted in the SA. This belief is based on the promising results of EIT UM regarding non-EIT funded project awards in 2022.

d) ROI from equity can be a more substantive revenue stream than assumed in the SA. First ROI from equity was expected to materialize in 2025. EIT UM expects revenues to be higher than SA target in 2023-2025 with an even more substantial increase in 2026 and 2027

The main strategies EIT UM pursues regarding FS targets:

- Income generated by ROI & Equity– *revenue stream 1*:
    - o Continue transformation of the Innovation programme towards higher TRL, more SMEs as commercializing partners, more equity agreements.
    - o Increase volume of start-up investments from 1m EUR (in 2022) to 2m EUR per year (2023-2025), provided there is enough free cash available.
- Education - *revenue stream 2*: Adapt FS strategy to new EIT label requirements on professional education. These will decrease achievable revenues from the Competence Hub. However, in total revenue from Education, this will be offset by revenues from the Master School, which EIT UM will now be able to collect through the EIT UM Foundation.
- Services & Consulting - *revenue stream 3*: Make value added services self-sustainable by end of 2025
- Membership fees - *revenue stream 4:* Boost partnership growth to offset lower fee per partner in new partnership model while also raising portfolio quality and value of the network
- Alternative funding sources – *revenue stream 5*: Mobilize non-EIT funding for activities contributing to the strategic objectives of EIT UM but which have low commercialization potential (e.g., inclusion, public realm, active mobility).
- Reduction of operational costs - In addition to continuing our practice of rigorous budgeting processes with detailed financial plans, measurable KPIs and timely variance reports, we have been implementing several additional elements such as; (1) streamlining workflows which will be aided by new technology solutions (Netsuite), (2) controlling overhead costs, including personnel & travel, through stricter approval procedures, hiring freezes and reduction of travel budget, (3) reduction of subcontracting costs for activities that can now be carried out internally (4) providing a more detailed and timely cost allocation/accountability to each activity/area to enhance a culture of financial responsibility (5) exploring outsourcing non-core functions and/or leveraging automation to achieve cost savings/flexibility, and (6) initiating conversations with other KICs to identify activities/tasks which could benefit from established shared services.

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

Revenue Stream	Related WP	2023	2024	2025	TOTAL[6]
1 Income generated by ROI & Equity		**0.23**	**0.34**	**2.51**	**3.07**
1.1 ROI from Innovation projects	2, 4	0.23	0.34	0.51	1.07
1.2 ROI from equity	2, 3, 4	0.00	0.00	2.00	2.00
2. Education	1, 4	**0.71**	**1.10**	**1.42**	**3.23**
3 Services and consulting	2, 3	**1.20**	**1.80**	**2.30**	**5.30**

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[6] Targets are defined according to the SA

4. Membership fees	5, 8	**2.84**	**3.66**	**4.85**	**11.35**
5 Alternative funding	7, 8	**0.70**	**1.34**	**1.70**	**3.74**
TOTAL		**5.68**	**8.24**	**12.78**	**26.70**

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

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

All Innovation funded projects (WP2) must deliver a commercialised market solution that contributes to the KIC's FS. The main FS mechanisms from innovation projects are transaction and revenue fees, or equity share. Positive income generation is expected to start in 2022 and ramp up over product/service maturation lifecycle. First productization11 of FSM will raise 37k EUR revenues in 2022.

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

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

With the above measures in place, revenues of 230k (2023), 340k (2024) and 510k (2025) EUR are expected within the time period of the BP.

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

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

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

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

- Scout investment candidates and shorten due diligence.
- Expose startups and scaleups to cities and corporates through living labs (City Club community of practice) and city pilots (RAPTOR programme and Targeted Proposals), Challenge-My-City in 2023).

On average up to 50 equity investments will be made each year. Returns are to be expected from 2025 onwards (the expected return in 2025 is 1m EUR), based on first divestments after 5 years and the peak of divestments after 8-10 years.

These investments will be non-EIT-funded activities, The opportunity of setting up an investment fund will be investigated. The projections of this revenue stream are based on the following assumptions:

- Average investment per start-up: 60k EUR
- Overall: 1075k EUR investment in 2021, increasing to 5000k EUR p.a. from 2024.
- Annual income from start-up divestments: 0 EUR in 2023 and 2024, and 2m EUR in 2025.

Revenue stream 2 – Education

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

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

The Academy revenue projections are mostly based on the impact revenue generated by our education portfolio, meaning what the learners pay for our courses and programmes. In the case of the Competence Hub, when our courses are co-created with business partners (partner/s or provider) under a revenue sharing model, a commercial agreement is signed for up to 5 years. Once a year, business partners report to EIT UM about the revenues obtained from the courses and EIT UM invoices accordingly. This model has been proven to work and already in 2023 we are on track to achieve our revenue targets.

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

Revenue stream 3 – Services and consulting

- EIT UM market development initial four distinct consultancy and sponsoring services have been reassessed and reorganised within the organisation:
- Consultancy on non-EIT funding sources has been integrated into the city funding officer position in each Innovation Hub in order to provide more value for partners while maintaining the service of searching for new sources of funding at national and regional level.
- Consultancy and sponsoring of city pilots: This consultancy was aimed at cities and corporations interested in hosting innovation pilots to address mobility challenges and has been integrated together with RAPTOR, following RAPTOR's business model on commercialization services or equity return.
- Additional sponsoring and consultancy from companies, cluster organisations, sectoral associations, etc. is attracted by thought leadership studies (until end 2023). The sponsoring model will be kept to co-finance the studies under the

Communication area, whereas the consultancy part is set aside. Open innovation services on corporate challenges: This is a consultancy offering on open innovation services to corporations is merged with Industry RAPTOR, which will be in pilot phase during 2023 and developed further in 2024.

The revenue targets have been transferred to the corresponding areas where the services are developed from 2024 onwards.

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

- Yearly paying plan (average fee per startup of 1,700 EUR) granting access to startup community opportunities (e.g., contents, projects, best practices, etc.).

- Specific and dedicated services (e.g., access to finance, professional coaching, consulting firms' network, etc.), which will be offered at additional costs.

Revenue stream 4 – Membership fees

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

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

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

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

Horizon Funding programme. The creation of the Action and Impact Groups (AIG) in 2021, now called Horizon Lab (HL), which from September 2023 will be taken over by the EIT Urban Mobility Foundation, has been fundamental in ensuring a strong internal financial, technical and operational management to mobilize non-EIT funding for activities with high societal impact, which are essential to fully achieve the impact as described in the SA, but have limited commercialization potential, such as mobility for all, public realm, and active mobility. The measured development of this portfolio of activities funded with non-EIT funds has established credibility inside the EIT UM community as well as with external partners. It has also become a means to broaden the EIT UM ecosystem and attracting new members to our community. HL pursues five main strategic goals:

- Leverage and access non-EIT funds that support the wider SA objectives and our community

- Shape and guide answers to complex urban mobility issues such as AI regulation and ethics or Human Machine Interface (HMI) with autonomous vehicles, etc.

- Support earlier TRL technologies and solutions that create a pipeline for future EIT funded projects as they mature

- Support the implementation of the EU Cities Mission and support the 100 Carbon Neutral Cities to implement their mobility strategies
- Support non-financially viable Challenge Areas of the SA such as Mobility for All and Public Realm

With this initiative EIT UM not only brings direct NEFA funding, but animates and connects groups of partners (industry, city and academic) and introduces them to external stakeholders to build well-balanced partnerships to bid for the opportunities, amplifying the impact towards HE targets beyond the EIT grant. HL aims to generate revenue of 450k EUR respectively per year on average (this is approximately 3 to 4 projects wins per year) for EIT UM (KIC LE, CLCs) and leverage a multiple of that for the wider community.

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

1.2. Methodology

1.2.1. The KIC ecosystem

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

It is within this highly diverse context that EIT UM needs to define and apply effective methods to match specific urban mobility challenges with replicable or scalable solutions. It is EIT UM's commitment to support the growth of small and medium-sized enterprises (SMEs) and small cities in shaping the future of urban mobility. To ensure that these players can access our ecosystem we have maintained special conditions in our membership model to meet their needs such a 50% discount in partnership fees for SMEs with fewer than 50 employees and small cities with less than 300.000 inhabitants. Moreover, we provide a one-year fee waiver to RIS entities to further reduce entry barriers and facilitate their participation in our network. This has already yielded considerable results after the implementation of our new partnership models as we have witnessed a 30% increase in SME participation, with SMEs now accounting for over 30% of our partner membership in 2023.

The primary goal of growing our formalised partner community continues to enable us to deliver the KPIs of this BP. But EIT UM's ability to disseminate and even catapult successful outputs and deliverables from our portfolio of partner-driven activities is of equal importance to create the benefits and impact we need to demonstrate at the wider European scale. Therefore, in 2023 and years to come EIT UM will focus on enhancing our visibility, presence, and effective outreach in urban mobility stakeholder groupings across Europe, notably also outside of our five regional IH office locations and RIS Community Hubs. Each of the five IHs act as the regional one-stop-shop and power engine for highly targeted local outreach and engagement schemes and actions within their respective geographies. In order to grow our partnership coherently, each Innovation Hub has formulated a comprehensive roadmap including country strategies for regions with the highest growth prospects. Respectively, these country strategies encompass a tailored partnership growth for each country with the aims of creating a balanced ecosystem in target countries such as France, Portugal, Germany, Italy, Norway, Finland, Ireland, The Netherlands, Poland and Romania. At the same time, the newly introduced EIT RIS Country Strategies and the establishment of the EIT Community RIS Hubs will further bolster the strategy to expand the partner network in RIS countries and are formulated hand-in-hand with the country strategies of the Innovation Hubs.

In 2022, EIT UM implemented a new partnership model, changing from value linked to funding to value created through services. The new partnership model offers a unique proposition to our partners (access to network, access to knowledge

and access to market), within new partner categories (Gold, Silver and leading cities). During 2023, the IHs will expand our partnership attracting more vibrant partners that will add value to our existing community.

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

The IHs and RIS Hubs will act as channels to increase cooperation with main European stakeholders like national and regional governments to explore and raise public funding from national and regional mobility programs and to support AIGs calls. Also, the close cooperation with existing and potential private partners will open opportunities for private funding raising. We will continue with the five regional IHs themselves as direct subsidiaries of the KIC LE being the key organs for partner and stakeholder engagement and their backbone services to this end, therefore, continue to be funded under the EIT grant. Existing and future RIS Hubs will be affiliated to/parented by the appropriate regional IH. In 2023, we will continue with the implementation of pilot programme for non-RIS count the "Regional Dissemination Hubs" (RDHs) – coordinated by the area of dissemination in close cooperation with the relevant IHs. These RDHs will have physical (and if operationally necessary even legal) presence in a specific local country and location where we already have or strategically want to acquire for all core and project partners, as well as in regions with high city engagement and a relevant stakeholder ecosystem in the mobility sector. In 2023, we will continue exploring the model with development of RDH in Italy and explore news ones in 2024.

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

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

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

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

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

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

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

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

- **Constitution of the evaluation panels:** PMO selects the different External Evaluation Experts (EEE) and Rapporteurs from a pool of experts selected through an open call, according to their background and experience. Both EEE and Rapporteurs are required to sign specific clauses of confidentiality and non-conflict of interested before starting the task. Once they are officially contracted, PMO constitutes the Evaluation Panels together with the Thematic Areas.

- **Admissibility and eligibility check:** After the proposal submission deadline, PMO checks all submitted proposals against the admissibility and eligibility criteria defined in the call, following a 4-eyes principle. Ineligible proposals are rejected, and Lead Applicants duly informed.

- **Appeal on Admissibility and Eligibility Check:** Lead Applicants of inadmissible/ineligible proposals can appeal against the EIT UM decision, submitting an appeal to the EIT UM Appeal Panel, composed by independent members not linked with the call. In case the appeal is successful, the appealing proposal will be included in the evaluation process and the appealing applicant will be duly informed. Otherwise, the Appeal Panel will inform the appealing applicant about the unsuccess result of the appeal.

- **Quality Evaluation:** The evaluation is carried out by means of panels of independent EEEs. To ensure the maximum quality and transparency within the Quality Evaluation process, EIT UM has developed detailed guidelines and manuals for all actors directly involved in the evaluation phase:
  - **External Experts Evaluators**: responsible for the evaluation of the project proposals through the development of the Individual Evaluation Reports and the consensus meeting.
  - **Rapporteurs**: responsible for the development of the Summary Evaluation Reports through the compilation of the main comments and scores of the EEE.
  - **Quality controllers**: responsible to guarantee the maximum level of quality within the whole evaluation process.
  - **Call coordinator**: responsible for the whole call process and for drafting the call report.
  - Optionally, **Independent Observer**: experts hired based on the need. A task list and a methodological approach, together with the list of documents to be knowledgeable of will be provided to any independent observer hired to assess the overall call process.

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

- **Portfolio Selection:** The Call Coordinator develops and provides the calls reports (which include information from the launch of the call, the possible updates of information, the submission process, the admissibility and eligibility check and related appeal, the overall evaluation process) and sends them together with the SER (Summary Evaluation Reports) and the ranking of project proposals from the evaluation results to the Selection Committee and to EIT. The Selection Committees, according to this information and the portfolio strategic factors, selects the proposals to be awarded with conditions (if required) for the applicants.

- **Communication of the project results to the applicants:** An email notification with the Summary Evaluation Reports and strategic and technical conditions are sent to project leads. The projects selected for funding are requested to revise the project proposals according to specific conditions defined by the Selection Committee, if any.

- **Appeal on the Evaluation Process:** Lead Applicants can also submit an appeal against the evaluation results in case of factual errors during the evaluation process. In case the appeal is successful, the appealing proposal will be re-evaluated, and the appealing applicant will be duly informed. Otherwise, the Appeal Panel will inform the appealing applicant about the unsuccess result of the appeal.

- **Final portfolio selection:** Once the conditions clearing phase is over, the related thematic area carries out a compliance check on the proposals submitted for funding. If the proposals have fulfilled the requested conditions, the project proposals are finally proposed for inclusion to the BP.

- **Communication**: a report with a general overview of the call, partners, related budget, geographical coverage, etc. is prepared and sent to EIT and published on the EIT UM website and social media.
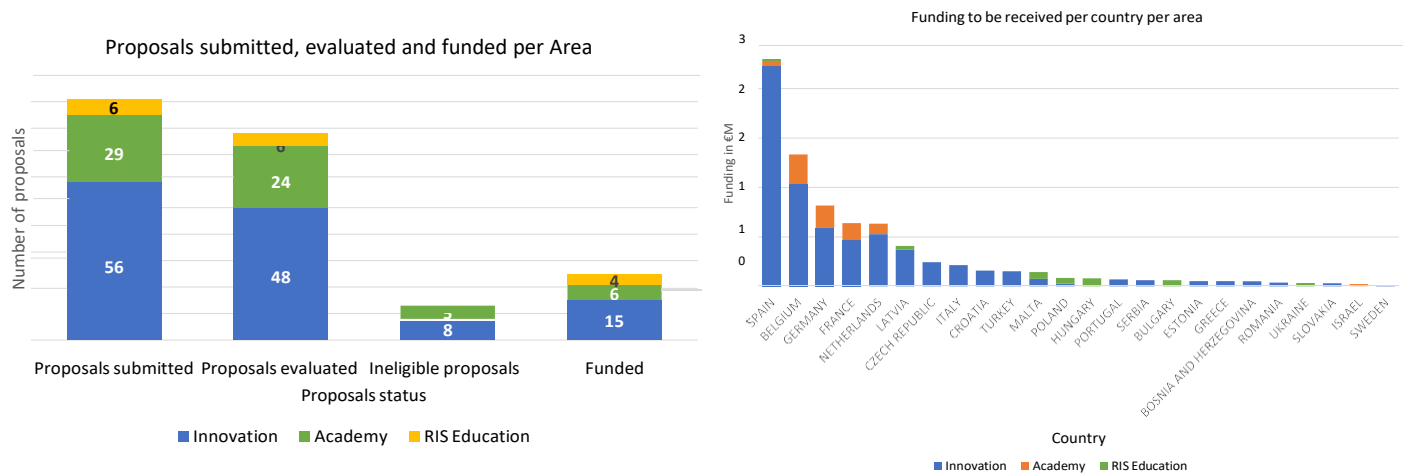

Figure 5. Statistics from the first 3 closed calls for activities of BP2023-2025. Other calls to be launched in the coming years.

1.2.3. Open science

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

- Supporting the publication and wide dissemination of new urban mobility research through the Journal of Urban Mobility (task 1.2) published by Elsevier, a fully Open Access journal, initiated and supported by EIT UM since 2021 which counts with 55 published articles and more than 81,000 downloads to date.
- Making Thought Leadership studies (developed under WP6) accessible publicly through diverse own and external channels and following approaches of communicating main research results and takeaways through distinct and targeted key messages to reach all level of society incl. experts and citizens.
- Encouraging our activities, in particular those in the Innovation portfolio (WP2), to follow open science practices with exceptions for commercially sensible data and personal data.
- Integrating open science with open innovation practices, e.g., living labs, testbeds and competitions.
- Focusing on public engagement (task 8.3) which directly contributes to the development of new knowledge and data generated by citizens (citizens' science).

1.2.4. Social Science

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

1.2.5. EIT Urban Mobility gender strategy

To make our cities more liveable and address the needs of all community groups, not only we do need to untap the potential of women, which only represent 22% of the workforce in the transport sector in the EU, but also make sure that a gender perspective is incorporated into all aspects that affect our mobility. To do so, EIT UM has in place a Gender

Mainstreaming Policy. The aims of the policy are: to strengthen the leading role of EIT UM in promoting gender equality within the urban mobility community, build capacity and raise awareness on the topic, achieve a gender balanced representation in staff and management, and promote gender equality/women's participation in Academy, Impact Ventures and Innovation.

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

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

1.3. Calculating Artificial Intelligence Impact

Artificial intelligence (AI) technologies have significant potential to transform society and people's lives. On one side, they can drive inclusive economic growth and support innovations. On the other side, AI can pose risks that can negatively impact individuals, society, the environment, and the planet.

EIT UM has already defined the scope of AI to illustrate specific practical applications of AI systems, addressing mainly regulatory updates 2023, potential risks and recommendations for our departments and thematic areas. The main approach of this systematic approach is to inform (internally and externally) and raise awareness of AI, share practical guidance and implications and work on a risk's prevention strategy.

EIT UM is aware of the large proportion of unclear AI risk classifications creates a lot of uncertainty in varies areas, which could further slowdown investment in AI in Europe. Violations of data protection regulations are the second most common concern about the use of AI among the companies. As of today, this concern may be greater with the AI Regulation that has been recently agreed (European Parliament will vote on the AI Act proposals early next year and is expected to take effect in 2025) because the AI Regulation is new and therefore more unknown and the penalties for violations are higher than the GDPR. In any case, EIT UM will review the final version of the IA Act and take the necessary measures to comply with this regulation.

EIT UM has taken a holistic approach with regards other relevant regulations such as the Digital Services Act and the Digital Market Act. As stated in the Ethic and Security document, EIT UM the impact of the Artificial Intelligence will be included as a new aspect to monitor, in line with the provisions of the Grant Agreement and its Annex V. In this regard, EIT UM will start to measure risk at an earlier stage in the AI lifecycle. Activities that might rise AI concerns and overlapping risks concerns (privacy, ethics, cybersecurity, etc.) shall require additional justifications from participants (Annex V).

2. Impact

2.1. KIC's pathways towards impact

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

		Results		
Area	**EIT funding mEUR**	**Contribution to outcomes**	**Contribution to wider impacts**	**Link to SA**
		(medium-term)	**(long-term)**	
Academy (WP1)	25.02	Created new competencies that match future needs for the mobility sector and initiating and supporting the creation of startups.	Creating jobs and strengthening the European urban mobility sector.	SO2, SO5
Innovation (WP2)	37.04	Improved quality of public space design and public infrastructure.	Improving quality of life in cities.	SO1, SO3, SO4, SO5
		Reduced GHG emissions through implementation and scaling of solutions.	Mitigating and adapting to climate change.	
		Supported the paradigm shift away from car-dependent urban mobility to people-centred urban accessibility.	Creating a green and human-friendly urban environment, green and efficient city logistics and an intermodal transport system, services and infrastructure.	
		Increased citizen involvement and level of active participation in decision making and co-creation of urban mobility solutions.		
Impact Ventures (WP3)	24.25	Supported new market opportunities developed and newly emerging players in the urban mobility industry and ecosystem.	Strengthening the European urban mobility sector, making Europe's industry lead the sustainable urban mobility transformation.	SO4
Communication, Dissemination, Exploitation and	9.74	Reduced GHG emissions through implementation and scaling of solutions.	Mitigating and adapting to climate change.	SO1, SO3, SO4, SO5

Market Development [until 31 May 2023] (WP6)		Moved from investment and incentives benefitting individual motorised transport towards an increased share of public-private investments for sustainable urban mobility measures and services.	Improving quality of life in cities.	
		Increased citizen involvement and level of active participation in decision making and co-creation of urban mobility solutions.	Making Europe's industry lead the sustainable urban mobility transformation.	

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

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

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

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

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

- The main example within this BP is the RAPTOR programme: With its aim to identify and promote niche city challenges, drive competitions for SME/ startups to address the niche issues, select a cohort of startups to be funded, and finally provide a 4-month programme to develop a MVP and a viable business model, the programme serves to drive agile and responsive innovation at low cost with high potential impact output (contribution to EITHE04.4).

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

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

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

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

KPI Code	**EIT KPI**	**Target[7]**	**Indicative WP(s)**

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[7]

EITHE02.4	Innovations launched on the market with a sales revenue of at least 10k EUR documented	69	WP2, WP4
EITHE04.4	Startups created having a financial transaction of at least 10k EUR (result of a KIC KAVA)	30	WP2, WP3, WP4
EITHE05.1	Startups created by students and graduates from EIT-labelled programmes	32	WP1, WP4
EITHE06.1	Investment attracted by KIC-supported startups and scale-ups (in mEUR)	33.55	WP3, WP4
EITHE07.1	Graduates from EIT-labelled programmes	880	WP1
EITHE11.2	Financial Sustainability coefficient (in %)	19	WP1, WP2, WP3, WP4, WP5, WP6, WP7, WP8
EITHE18.1	% Of less represented gender in top governance and management positions combined	40	WP5

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

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

EIT area	KPI Code	EIT KPI	Target 2023-2025[8]	Indicate WP(s)
Innovation	[EITHE 02.1]	**Innovations launched on the market** Number of all innovations introduced on the market during the KAVA duration or within 3 years after completion. Innovations include new or significantly improved products (goods or services) sold	76	WP2
	[EITHE 02.2]	**Innovations launched on the market by organisations from EIT RIS countries** Products or processes (as per EITHE02.1 definition) launched on the market by organisations from the EIT RIS countries	10	WP2, WP4
Impact Ventures	[EITHE 03.1]	**KIC Supported Startups/Scale-ups** Number of startups and scale-ups supported by KICs for at least 2 months in year N, provided the KIC's services contribute to the company's growth (including potential growth)	300	WP3, WP4
	[EITHE 03.2]	**KIC Supported Startups/Scale-ups registered in EIT RIS countries** Number of startups and scale-ups registered in EIT RIS country supported by KICs for at least 2 months in year N	75	WP3, WP4
	[EITHE 04.1]	**Startups created** Number of startups established in year N as a result / based on the output(s) of KAVA(s), or startups created for the purpose of an innovation project to organise and support the development of an asset (but not later than three years after the	30	WP2, WP3, WP4

		completion of KAVA)		
	[EITHE 04.2]	**Startups created in EIT RIS countries** Number of startups registered in EIT RIS country in year N and established as a result/ based on the output(s) of KAVA(s), or startups created for the purpose of an innovation project to organise and support the development of an asset (but not later than three years after the completion of KAVA)	9[9]	WP2, WP3, WP4
	[EITHE 06.2]	**Investment attracted by KIC-supported startups and scale-ups established in EIT RIS countries** Total EUR amount (in mEUR) of private and public capital attracted within year N by supported startups/scale-ups established in the EIT RIS countries, that have received KIC business creation services support or HEI CBI project support of total duration of at least two months, within a maximum of three years following the last received KIC KAVA incl. project support activity.	4.2	WP3, WP4
Education	[EITHE 05.2]	**Startups established in EIT RIS countries by students enrolled and graduates from EIT-labelled programmes** Number of startups established in EIT RIS countries in year N by students enrolled and graduates from EIT labelled MSc and PhD programmes or by learners / participants in other EIT labelled activities. To be eligible, a start-up should be created during EIT labelled programme (by students, participants) or within 3 years from the graduation (by graduates) or within 1 year in case of other EIT Label activities.	5	WP1, WP4
	[EITHE 07.2]	**Graduates from EIT-labelled programmes with citizenship in EIT RIS Countries** Number of graduates from EIT labelled master's, PhD programmes and other education activities awarded EIT Label (in year N) with citizenship in EIT RIS countries	132	WP1
	[EITHE 08.1]	**Participants in non-labelled education and training** Number of successful participants in EIT professional development courses, online training courses and other education/training activities delivered or in a process of delivery (by country and type of programme), including data on country of citizenship and gender. Only participants, who successfully finished the programme, will be counted. For this KPI, only those education and training activities which have clearly defined learning outcomes, and which carries out competency assessment method are applicable.	17600	WP1
	[EITHE 08.2]	**Participants in non-labelled education and training with citizenship in EIT RIS countries** Number of successful participants in EIT professional development courses, online training courses and other education/training activity delivered or in a process of delivery with citizenship in EIT RIS countries. Only participants, who successfully finished the programme, will be counted. For this KPI, only those education and training activities which have clearly defined learning	2640	WP1, WP4

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[9] Including RIS Jumpstarter.

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		outcomes, and which carries out competency assessment method are applicable.		
Knowledge Triangle Integration /KIC ecosystems	[EITHE 10.1]	**Active partners collaborating in the KIC** Number of active partners collaborating in the KIC per profile (research; business; HEIs; cities, regions, NGOs; other). Active partner means organisations signed contracts with KICs and with implementing activity role in the reported year (expressed in terms of costs in the budget).	245	WP1, WP2, WP3, WP4, WP6, WP8
	[EITHE 10.2]	**Active partners registered in the EIT RIS countries collaborating in the KIC** Number of active KIC partners registered in the EIT RIS countries. Active partner means organisations that signed contracts with KICs and with implementing activity role in the reported year (expressed in terms of costs in the budget).	35	WP1, WP2, WP3, WP4, WP6, WP8
Leveraging investments in R&I	[EITHE 12.1]	**KICs SIA funding rate** EIT funding divided by the total value of the entire portfolio of activities implemented by the KIC during a given implementation period, including both EIT Funded Activities (EFAs) and Non-EIT Funded Activities (NEFAs).	80	n.a.
	[EITHE 13.1]	**Financial asset valuation** Value of Financial Assets held by KIC at end of the reporting year in EUR	17m	n.a.
RIS-specific indicators	[EITHE 22.1]	**Number of new and established KIC Partners from RIS countries** This indicator will measure: • New KIC Partners from RIS countries • Established KIC Partners from RIS countries • Share (%) of KIC Partners from RIS countries among all KIC partners • Share (%) of KIC Partners from the EU-13 Member States among all KIC partners (for each KIC and overall) • Reference to a specific KAVA	15% of active partners	WP1-4, WP8
Communication & Dissemination	[EITHE16]	N of results disseminated per year through the European Commission's dissemination tools	20	WP6

Table 5. List of EIT KPIs for the BP period 2023-2025.

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

- KPI Core KPIs EITHE02.4 and EITHE04.4 are not included in current version of the SA. The KIC strived towards meeting the same SA targets as set for EITHE02.1 and EITH04.1 despite the stricter definitions. As an SA modification is currently under review, these targets for EITHE02.4 and EITHE04.4 are subject to an update in line with a review of the Strategic Agenda and were included with the newly proposed SA targets in this version of the BP.

- Targets for EITHE06.1 and EITHE06.2 are substantially higher than those offered in the SA due to the strong

performance of the supported startups.

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

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- In 50% of the City Club cities an increase of road space allocation to public space is expected to happen (compared to 2020 levels). The repurposed traffic road space to public places will encourage healthy and clean mobility and new flexible uses that can benefit urban liveability, the local economy and the environment, as well as healthy lifestyles and mobility habits, and enhanced accessibility for all.

- In 50% of the City Club cities a decrease of inhabitants being exposed to emission in urban areas derived from road transport is expected to be recorded (compared to 2020 levels). This development will support a modal shift to clean and healthy mobility alternatives to motorized transport and reduce emissions from urban logistic operations through new technologies and cleaner solutions.

- In 50% of the City Club cities an increase towards higher shares of sustainable modes is expected (compared to 2020 levels). In line with changed travel behaviour, policies and increased continued investment in sustainable mobility, EIT UM will have even further opportunities to contribute to increase the mode share of walking, cycling, public transport use combined and reduce the share of individual motorised traffic.

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

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

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

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

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

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

EIT UM continues to strengthen the development of the EIT Community. All materials designed follow clear brand guidelines to achieve the communication objectives and grow a strong community and brand identity. EIT UM endorses the EIT brand by using InnovEIT and EIT Awards as focal point for physical and digital communication actions. These

are great opportunities to amplify the EIT brand, convene common audiences and collaborate with other KICs. Efforts are also made to support high-value communications opportunities in EIT RIS countries. The EIT Label is another key element of EIT UM's approach to building the EIT Community brand identity. For more details see chapter 1.1.5.

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

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

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

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

2.2.2. Planned external communication activities and achievements across Europe

EIT UM, its activities, success stories, press, newsletters and results are promoted in a strategic and effective manner, to reach a wider audience and to inspire and attract non-specialists and the general public. Video, peer-produced content, storytelling techniques, infographics, social media campaigns and "go-to audience" principles are used with the proper tools for each different target audience, to create awareness and motivate them engage with the activities. EIT UM regularly publishes news, information about our activities and about ways to get involved on our website and social media channels LinkedIn, Facebook, Instagram, YouTube and Twitter (now called 'X'). To strengthen the impact of our external communication, the following activities will be implemented internally:

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

External communication activities planned in 2023-2025 include:

- New visual identity and new EIT UM website with a modern look and feel of our brand in line with EIT brand requirements, and more intuitive access to content and information.
- Content production to position EIT UM strategically at EU level and beyond with different strategic actions, such as campaigns focusing on a specific topic of the month.
- Improve and further develop the external communication channels, through an ambassador programme, events, webinars, videoblogs and workshops.
- Further develop and update our narrative, infographics, image repository, for greater impact.
- Organise in-person, hybrid and online events, among others Mobility Talks, community events, and Innovation Hub events and participate actively at key third-party events. We will regularly monitor the impact of our events. An events calendar will be provided to the EIT on a monthly basis (Deliverable 6.2).

- Create merchandising and marketing materials in line with the EIT UM brand identity.
- Develop media activities, including a media centre for journalists and PR purposes, issuing press releases, liaising with journalist and media outlets, to position EIT UM on EU and local media and ensure visibility.
- Develop a portfolio of impactful success stories (curation and multimedia production) to be published on a regular basis and collected in a report annually (Deliverable 6.1).
- Start and further develop a marketing strategy at EIT UM level, to align on all marketing actions within the organisation and ensure monitoring and improvement of our marketing actions.
- Organise our annual flagship event Tomorrow.Mobility World Congress in 2023 and 2024. If the collaboration with Fira Barcelona remains positive, then extend our collaboration also after 2024.

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

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

Key outcome	Target audience	Dissemination Plan
Increased number of Master School and DTN students	Students, higher education institutions, entrepreneurs	• To attract new students. Tools: website, Social Media, participation at student fairs, conferences, marketing, Google Ads and the local network of partner universities.
Increased participants to our Competence Hub courses and trainings	Urban mobility professionals, students, citizens	• To attract participants in our courses: website, Social Media, WebTV channel (UMX), network of partners and providers.
Increased sales of products and services resulting from Innovation projects	Cities, transport operators, mobility providers.	• To create market opportunities for these solutions. Tools: our solution's catalogue, marketplace, newsletter, and roadshows, website, social media, Tomorrow.Mobility, marketing, media at large.
Market opportunities for our equity portfolio and startups created as a result of our programmes	Venture funds, corporates, entrepreneurs	• To attract the interest of entities (cities, industry, venture funds) willing to work with our startups and raise the profile of our startups. Tools: dedicated events, website, social media, our solution's catalogue, marketplace and roadshows.
Increased number of startups participating in our programmes	Startups, scaleups, entrepreneurs, other companies working with startups	• To attract and enrol startups to our programmes: website, regular dissemination of our calls for startups, events, marketing. • To interact with other key actors in the investment sphere: events, 1-2-1 meetings
Increased public knowledge of EITUM activities and impact	General public	• To increase understanding of urban mobility challenges and solutions and showcase our best practices. Tools: success stories, website, Social Media, WebTv, video blog.
Raise profile at EU level through Thought Leadership studies	EU stakeholders, industry	• To raise our profile at EU level. Tools: website, social media, Thought leadership workshops, Tomorrow.Mobility, 1-2-1 meetings, events, media at large
Increased involvement of cities and their citizens in EITUM activities	Cities, NGOs, citizens	• Cities: To get inspired, learn from each other, get engaged in the community: website, external newsletter, social media, City Club events

		• Citizens: To engage citizens as co-creators of novel and user-centric mobility solutions. Tools: website, social media, local events, media and initiatives.
A growing and dynamic partner community	Existing partners and potential new partners	• Existing partners: To build cohesion, keep them informed, enhance collaboration. Tools: Partners Site, exclusive partner events and newsletter. Tomorrow.Mobility • New partners: To communicate the added value of our community. Dedicated page on the website, tailored events, 1-2-1 meetings, Tomorrow.Mobility, marketing

Table 6. Preliminary list of expected results for dissemination

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

2.2.4. Planned stakeholder engagement priorities and activities

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

In line with EIT UM's overall strategy for growth, EIT UM seeks to increase visibility in countries where we currently have limited presence through engagement with entities which are closely aligned with our long-term goals, enabling us to establish strategic partnerships and share our objectives, and thereby enhance our visibility. Here, EIT UM envisions entities such as regional/national authorities, industrial federations, associations, and clusters to play a pivotal role in our initial positioning in the concerted country. An illustration of this strategic focus is our current engagement in France through the signature of a Memorandum of Understanding (MoU) with L'Agence de l'Innovation pour les Transports, which has enabled us to co-organise urban mobility related activities on a national level and engage in France's national agenda on the subject matter. These relationships are important during the early engagement phase of EIT UM in a new country as well as will be key to intensify the footprint in the country.

Concerning European Commission Services, in 2021-22 the emphasis has been put on building a trusted relationship with DG MOVE, notably in the context of the Sustainable and Smart Mobility Strategy, the Multimodal Digital Mobility Services Initiative, and to create possible synergies with the Mission on Cities under Horizon Europe as well as with DG MOVE expert groups. In 2023–2025 this relationship will be maintained, and similar effort will be carried out with DG RTD, notably to operationalise additional synergies with the Pillar II Cluster 5 of Horizon Europe. In addition, engagement might be carried out with the JRC to explore collaboration with their Living Labs pilot and around the synergies with cohesion funds with DG REGIO. Building on the DG GROW Industrial Pathway strategy consultation response, synergies will be sought with DG GROW as well as with DG CONNECT, in view of upcoming Digital Europe Programme and Living.in.EU programmes. In order to advance on raising the profile of EIT UM in Brussels, a planned stakeholder engagement calendar shall be put together to structure outreach to cabinets and DGs.

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

labs to pilot the innovative solutions together with citizens. Providing both a digital marketplace as well as physical marketplace, through our flagship event Tomorrow.Mobility World Congress.

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

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

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

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

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

According to the outcome of the EIT-KIC CEO forum (held on the 8th of November 2023) EIT Urban Mobility will focus on the restructuring of the of the RIS activities and the RIS hub network. The already started work of the establishment of the EIT Community RIS Hub network will be continued in 2024 and 2025. In 2023 EIT Urban Mobility was the only KIC establishing 6 EIT Community RIS Hubs in North-Macedonia, Latvia, Ukraine, Cyprus, Malta, Montenegro. In 2024 the remaining two EIT UM-led EIT Community RIS Hubs (Türkiye and Czechia) will be established completing the task list. Parallelly the existing EIT UM RIS hub structure will be replaced by the EIT Community presence in all the countries following the timeline of the approved Community RIS Hub roadmap. This process will be completed in 2025

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

RIS Activity	Main focus 2023-25	Expected impact	Contribution to FS

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RIS Hubs	• Increase efficiency and impact of the running programs • International scaling of locally successful initiatives • Regional and (thematic focused) international collaboration of the RIS Hubs via joint actions • Thematically focused RIS Hub cross-mentoring to gain competency and share best practices • Develop co-funded programmes with national authorities	• High quality support of RIS candidates • Increase efficiency (impact) of the actions • Higher RIS participation • Homogenous service level over all countries and thematic areas	• Contribution to EIT UM FS by the membership fees of new RIS members, equity of RIS Hub- referenced start-ups and royalties for trainings. • RIS Hubs should generate income (from national government or through the provision of services) to contribute to their own financial sustainability. Expected income for RIS Hubs:100k EUR for the period 2023-25.
RIS Innovation	• Stronger collaboration between the innovation programme and RIS Hubs • Increase representation of RIS in Innovation and RAPTOR projects	• Higher participation of RIS cities and SMEs. • New RIS connected products on the market	• Modest contribution to EIT UM FS. • 15% of commercialisation of products should come from a RIS Stakeholder. Expected revenues: 100k EUR
RIS Impact Ventures	• Investments in RIS startups • Support of startups from RIS countries to qualify for EIT UM acceleration and investment program.	• Better funding options for RIS startups	• High contribution to EIT UM FS. • Many RIS start-up ecosystems are underdeveloped, which implies great investment opportunities. Expected revenues: from 2026 onwards.
RIS Education	• Scouting for talents to participate in EIT UM education programmes in collaboration with RIS Hubs • Development of training offering for city managers (focused on mobility challenges from RIS countries)	• 15% of Master students from RIS countries	• Low contribution to EIT UM FS. • Revenues from training programmes, especially those addressed to city managers. Expected revenues: 30-50k EUR.

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

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

1. **Well represented RIS countries** (3: Spain, Italy, Czechia) are strong players with direct KIC representation (IHs in Spain and Czechia, and a RDH in Northern Italy). Organisations from these countries are not excluded from the RIS programme but RIS resources are not addressing entities from these countries directly or are limited to cases of international activities such as best practice sharing.

2. **RIS countries with high potential** (7: Poland, Slovenia, Hungary, Croatia, Portugal, Slovakia and Estonia) are experienced well-connected RIS countries. We expect to find candidates and fund activities which are close to the non-RIS countries' innovation level; therefore, the requirements for their engagement are very similar to the main portfolio. The key tasks for local RIS Hubs are to identify, involve and motivate the best local talents.

3. **RIS countries which are catching up** (8. Romania, Malta, Latvia, Greece, Bulgaria, Serbia, Turkey and Ukraine) are having less experience and weaker local support system for innovation, especially those that are not an EU Member State. The main goal of the local RIS Hubs is the involvement, introduction of the mission and working

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system and dissemination of the results to motivate more stakeholders to be involved. For the support of Ukraine, there are several other activities running at cross-KIC level.

4. **Small RIS ecosystems** (4: Cyprus, Lithuania, North Macedonia, Montenegro, and the outermost regions) are the smaller countries with smaller urban areas with recently established connections. The business potential is expected to be low, therefore new ways should be used to connect them efficiently. In these regions, EIT UM will be present by establishing joint representations with other KICs through the EIT Community Officer of approved country-specific roadmaps. for EIT Communities.

The majority of the RIS budget will be used in the second and third group of countries, and possibly with the fourth group once the future joint representations are established. RIS Hubs are specifying and improving country level strategies, identifying measures to close the local gaps, connect and educate local stakeholders, raise awareness for the impact of the activities, identify potential incomes for their own sustainability and build on local strengths including synergies with the related local Smart Specialisation Strategies (e.g., in Hungary cooperation with ZalaZone and Zalaegerszeg city council). All 11 EIT UM. RIS Hubs are involved in the design, coordination and consolidation of the EIT

Figure 6. Map of EIT UM RIS Hubs

Community RIS Hubs (CRH) and will participate in the consolidation process until end of 2025 by becoming members of the EIT CRH.
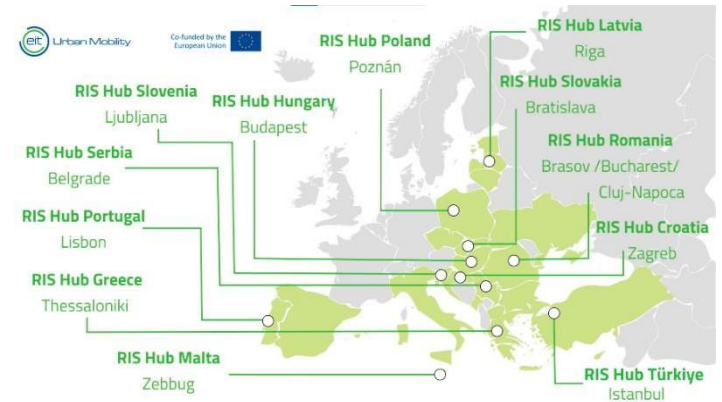
All RIS projects must address the international KTI, involving cities with the exception of the RIS Hubs, whose main aim is to create the connection with the local knowledge triangle. If the RIS Hub is not a single entity but a consortium (and in most of the cases it is), the different consortium members are representing different sides of the knowledge triangle, setting the basis for better outreach of the diverse networks. Contribution to EIT UM FS from the RIS programme is challenging because of the weaker financing ability of the RIS stakeholders (business success vs. social mission of the RIS). At the same time, it is expected that RIS should contribute to FS in two different ways: EIT UM FS (revenue generation and equity share), and RIS Hubs FS (revenues generated by the RIS Hubs that contribute to their financial sustainability). The FS mechanisms for RIS Education, Impact Ventures and Innovation are the same as in the main pillar (see corresponding revenues in chapter 1.1.5).

The central RIS communication has a cascading concept, the RIS Hubs are getting every 2-4 weeks update on the KIC activities (yearly 2 face-to-face multiday summits (also focusing on the planning of the next year's activities and of the past year's evaluation), additionally, there are 12 monthly joint RIS Hub online meetings and 12 bilateral monitoring online meetings.)

The information will be cascaded by the RIS hubs in the local ecosystem in the national language. Each RIS hub has at least one larger local info event in the call period and other start-up support-related events. Small-scale consultations support the applications for each call.

Each RIS hub prepares at the start of the year a communication plan, including: planned participation of external events, and its own events and other actions. It will be approved by the KIC and the implementation will be monitored. Since EIT Urban Mobility is already known in the RIS countries and has good visibility the events must focus on the scouting of local talents and connecting them to the KIC activities (e.g.: leads for potential new members or support of call/Masterschool applicants)

2.4. Collaboration with other KICs

EIT Urban Mobility is strongly cooperating both thematically and operationally with all EIT KICs. This cooperation has the objectives of multiplying the impact of our activities and on the same time simplifying and reducing the operational constraints.

From a thematic point of view, apart from participating in the main transversal activities' initiatives (Strategic RIS, Strategic Education, and HEI), EIT UM play an active role and is jointly working on the EIT Strategic Synergies Cluster which includes three key initiatives co-designed and co-created by the EIT KICs with their innovation ecosystems. Within New European Bauhaus (NEB) Community, EIT Urban Mobility is leading the citizen engagement programme, launching calls, awarding sub-grants, and monitoring their implementation; within Supernovaswe are leading the Rocket-up programme, while within AI Challenge, we contribute to offer SMEs and corporates an opportunity to implement or enhance their AI solutions. Moreover, EIT UM actively participates in Access to Finance by supporting innovative start-ups to eventually access the EIC Accelerator via the Fast Track. We build a service-based Model for the EIC beneficiaries and companies in the KICs' pipelines.

From an operational point of view, we will coordinate the EIT Community Shared Services cluster, and internally coordinate the WPs on the CFS audit, the onboarding service, while also leading on the common IT tool Netsuite implementation.

3. Quality and efficiency of the implementation

3.1. Workplan and resources

3.1.1. KIC portfolio analysis

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

- 3 WP covering the EIT Pillars: Academy (WP1), Innovation (WP2) and Impact Ventures (WP3)
- 3 WPs that have a more transversal nature: RIS (WP4), Communication, dissemination and exploitation[10] (WP6), Ecosystem support (WP8)
- 1 WP that sustain EIT UM structure and operations: Coordination (WP5)
- 1 WP that shows EIT UM revenue model: Financial Sustainability (WP7)

The portfolio also reflects the new organisational structure of EIT UM. Initially, Factory, EIT UM exploitation arm, had been rebranded as Market Development (T6.3) and belonged to WP6. However, as of the 1 June 2023, and due to internal changes in the KIC structure, part of the activities related to Market Development (T6.3) have been allocated to WP2 Innovation and WP3 Impact Ventures. And a new division (Ecosystem support) has been created to strengthen our positioning in the European ecosystem and the relationship with future partners and stakeholders. This new division (WP8) includes the IHs (T8.1), City Club (T8.2), Citizen Engagement activities (T8.3) and the RIS Hubs. The RIS programme is kept into a separate WP (WP4) to comply with the EIT Call guidelines. The portfolio structure is also aligned with the extended knowledge triangle approach presented in the SA. The link between the WPs and the objectives from the SA is outlined in section 2.1.

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[10] Until 31 May 2023, Market Development was fully integrated in WP6 Communication, dissemination and stakeholders engagement. However, from 1 June 2023, part of the activities related to Market Development (T6.3) have been allocated to WP2 Innovation and WP3 Impact Ventures.

WP no.	Work Package Title	Lead Participant	Person-Months	Estimated EIT funding 23-25 (mEUR)	Total costs per WP (mEUR)	Expected SIA rate (co-funding)	Start Month	End Month
1	Academy	1. EIT UM	751	25.02	32.91	24%	1	36
2	Innovation	1. EIT UM	762	37.05	53.73	31%	1	36
3	Impact Ventures	1. EIT UM	708	24.19	24.25	0%	1	36
4	RIS	1. EIT UM	276	14.82	16.71	11%	1	36
5	Coordination	1. EIT UM	1,152	15.45	15.18	0	1	36
6	C&D&E	1. EIT UM	532	9.76	9.74	0	1	36
7	FS	1. EIT UM	348	0.00	8.83	100%	1	36
8	Ecosystem support	1. EIT UM	1,323	14.93	15.16	1%	1	36
		TOTAL	**5,852**	**141.219**	**176.50**	**80%**		

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

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

Type of Activities	Type of call*	Estimated cascaded budget 23-25 (m€)	Estimated number of Activities 23-25	Estimated activity duration
Master School (MS) activities	Open/Direct	5.40	45	12M
Doctoral Training Network (DTN) activities	Open/Direct	1.90	6	12M
New Competence Hub (CH) activities	Partners/Open	8.92	34	12M
New entrepreneurial innovation projects	Open/Direct	24.00	55	12-18M
Targeted awards to address portfolio gaps and/or market failures	Open/Partners	4.50	24	3-12M
Strategic joint partnerships	Direct	1.10	n/a	n/a
Challenge my city programme	Open	0.45	9	6M

RAPTOR competitions for start-ups/SMEs	Open	1.62	36	4-6M
Accelerators and the Tech Transfer program	Open/Direct	5.30	3	36M
Funding support to start-ups (EIT UM continuous call and IRA programme)	Open /Direct	10.10	n/a	n/a
Existing RIS Hubs + RIS Hubs	Direct/Partners	4.10	12	36M
ERDF Joint call	Open	0.20	n/a	n/a
RIS Education activities	Open	2.59	21	12-36M
RIS Innovation activities	Open	2.30	41	12-18M
RIS Innovation continuation projects (selected in 2022 call)	Direct	0.50	7	9-12M
RIS Business Creation activities	Open	2.66	n/a	n/a
Regional Dissemination Hubs (RDHs)	Partners/Direct	0.19	3	12-36M
Strategic business Alliances	Open	1.01	n/a	n/a

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

3.1.2. Risk assessment

Description of the risk	L	S	WP	Proposed risk-mitigation measures
Student intake in the Master School is lower than expected.	M	H	1	Increase marketing efforts, coordinated centrally by the Master School Office (MSO). Development of targeted local marketing campaigns i.e., participation in education fairs, webinars, social media, etc. KIC to take control of marketing and recruitment actions. Marketing efforts to specifically mitigate this risk are identified in the subcontracting cost description.
Decommitment or weak involvement of a key partner (e.g., city, commercialisation partner) in an activity, caused by internal reorganisation, a lack of resources, etc.	M	H	1, 2, 3, 4, 6, 8	Extend duration of activity to ensure correct completion and performance. If possible, replace partner, if not possible, stop the activity. In case of cities, ensure that the Public Transport Operator is involved.
Incorrect reporting from subgrantees caused by misunderstanding of outputs, KPIs, deliverables.	L	M	1, 2, 3, 4, , 8	Monitoring of project development. Provision of training and thorough guidelines. Tailored support via Thematic Areas and the PMO. Quality assurance of reports. PMO

				focus support costs are identified in the subcontracting costs description.
Not enough startups applications received.	M	H	3, 4	Require a solid scouting plan to Consortia running the Accelerators. Thematic Area to centralise communication activities. Specific costs for enhance the activity of the accelerators are identified in the subcontracting costs description
Technology Transfer Programme not selected from the first CfP, hence not implemented.	M	L	3	Thematic Area runs it internally in pilot mode and re-launches the call the year after.
RIS Hub contract has to be terminated because the RIS Hub is not ready to participate in the new EIT cross KIC RIS Hub consolidation process.	L	H	4	Regular information send out to the RIS Hubs to explain the process and rationale.
Low representation of RIS startups in EIT UM's equity portfolio .	L	M	4	Creating RIS-specific Investment Committees to ensure channelling of funds to RIS startups.
Changes in political priorities and counterparts on municipal, regional, national or EU level results in lower level of engagement, awareness.	L	H	All	Active scenario planning / Open discussions with partners and stakeholders
Change in developments and attitudes towards urban mobility by citizens, institutions and stakeholders caused by Effects of COVID-19 on mobility behaviour and trends	H	M	All	Regular interaction with partners, stakeholders and mobility experts to adjust to changes and set strategic short- to medium-term focus. Costs of specific programs that could mitigate the disengagement of citizens are listed under subcontracting costs
Inadequate operational capacity in place	M	M	5	Staff planning as part of multiannual BP strategy/ Strategic revision and validation of staffing / Active follow up and corrective measures.
Lack of revenue derived from investments and activities funded by the KIC caused by poor results from funded projects, bad investments.	M	H	All	Careful evaluation and portfolio selection / Support of partners and projects in realistic financial forecasting / Regular review of the different revenue streams
VAT issues caused by lack of knowledge national, European or international regulations.	L	M	5	Engage with tax and legal experts as well as the EIT for best practices and experiences. Monthly reporting and analysis . Specific external support is provided, though not described since it is considered as indirect cost
Misuse and fraud on the use of grants by beneficiaries caused by malpractice, lack of knowledge of EU funding rules.	L	H	5	6-month reporting, training and tailored support, early identification of reporting deviation, quality assurance of reports, Anti-fraud strategy in place.
Lack of financial and systems capacity caused by failure of financial plan communicated by the EIT, delay of pre-financing (later than April)	L	H	5	Bridge loan / Adapt the costs and budget expectations in terms of operational capacity. Continuous follow up and coordination with the EIT to avoid any deviation of the expected date of BP approval and signature and payment.
A resurgence of the COVID19 pandemic affects the capacity to organise in-person events.	M	M	6, 8	Activate the option of transforming most of our events to an online format.

Unforeseen conflicts with Fira Barcelona, co-organiser of our annual flagship event, Tomorrow.Mobility World Congress	L	M	6	Continuous contact between EIT UM and FIRA Barcelona, including weekly updates, to avoid potential conflicts and misunderstandings.
Controversial comments on social media channels or articles positioning EIT UM in a negative way may have an adverse impact on EIT Ums reputation.	L	H	6	Avoid controversial topics on social media platforms, continuously monitor online brand mentions and develop a clear communication planning.
A void in the perception of EIT UM at EU level by other parties.	L	H	6	Strengthen our EU Affairs strategy, focusing on activities for engagement, awareness and visibility.
Lack of client engagement in market development services	L	H	2	Leverage partnerships, create a marketing budget for services and participate in more engagement events
Low level of participation in our programmes has a negative impact on the number of active/new partners.	M	H	8	Improve marketing and dissemination of our calls, increase number of external events, 360 reviews of our calls/programmes.
Costs reported either by the beneficiaries or the subgrantees are submitted to an audit and found ineligible	M	H	All	The KIC has put in place an internal audit control system. On each reporting period (6 months) a number of reports from subgrantees are checked on a sample basis. If inconsistencies are spotted, the subgrantee will have to correct the interim report. While the checks are ongoing, all payments to the subgrantees are withheld. No cost highlighted in the cost description since these checks are performed by own personnel.
Low level of involvement of cities in our programmes, including City Club	M	L	8	Regular interaction with cities to understand needs/interests. Further support to enable cities to participate in projects/pilots.
Low level of involvement of partners in citizen engagement activities	M	L	8	Active scouting of new partners interested in citizen engagement out of our partnership

Table 9 (ref. 3.1e). Risk assessment. L: Likelihood, S: Severity; L: Low, M: Medium, H: High

3.1.3. Summary of staff efforts

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	Total PMs per Participant
EIT UM	727	591	480	276	1,098	472	324	232	4,200
IHub North	0	36	36	0	0	0	24	216	312
IHub East	0	27	36	0	54	36	0	240	393
IHub West	0	36	36	0	0	0	0	179	251
IHub Central	0	36	60	0	0	24	0	246	366
IHub South	0	36	60	0	0	0	0	210	306

EIT UM Foundation	25	0	0	0	0	0	0	0	25
Total PMs	752	762	708	276	1,152	532	348	1,323	5,852

Table 10 (3.1f). Number of person/months over the whole duration of the planned work, for each work package and participant.

3.1.4. Description and justification of costs

"Subcontracting costs" items

The budget line subcontracting is used for all those actions that need expertise external to the KIC. Subcontracted actions are grouped into the main categories across all legal entities and work packages. A new category has been added to reflect the cost of the creation and maintenance of mitigation measures related to the risks assessed in chapter 3.1.5. It is important to remember that in the previous Business Plan, filed in September 2022, only the year 2023 has 100% of the costs allocated, year 2024 and year 2025 allocated only at 75%. In the present version of the perse, 100% of 2024 costs have been allocated. This is the major reason cost increase.

	Cost (EUR)	Description of tasks and justification
EIT UM	10.912.511	4.48m EUR for the development of promotional and educational material and communications support (courses, trainings, photo/videorepository of projects, graphic design, digital marketing and promotion), 1.395mEUR for the Investment Readiness Accelerator programme; 1.83mEUR for external evaluators of EIT UM calls; 673k EUR for strategic development support, 236.6k EUR for digital platforms operation and maintenance (WebTV, LMS platform for online courses, EIT UM marketplace) 322.6k EUR for consultancy services on task strategy; 1.93mEUR costs for mitigation measures as described in Chapter 3.1.5
IHub North	74.362	Major subcontracting items include: external support for communications (74k EUR for the BP) All costs related to the legal entity are considered as direct, since they are linked to the actiondescribed in WP8.
IHub Central	73.938	Major subcontracting items include: external service on proposal writing (10k EUR a year) and video production (10 projects per year). All costs related to the legal entity are considered as direct, since they are linked to the action described in WP8.
IHub West	130.836	Major subcontracting items include: management services (130k EUR)All costs related to the legal entity are considered as direct, since they are linked to the action described in WP8.
		Major subcontracting items include: external support for

IHub East

285.068

communications and translation services (114k EUR); external
support on proposal writing and funding opportunities (100k EUR)
and video production podcasts (10 projects per year) All costs related

IHub South	236.813	to the legal entity are considered as direct, since they are linked to the action described in WP8 Major subcontracting items include: external support for communications (30k EUR a year), discovering cities programme (30k EUR/year) and external service on proposal writing (15k EUR/year). All costs related to the legal entity are considered as direct, since they are linked to the action described in WP8
EIT UM Foundatio n	0	No subcontracting for EIT UM foundation

Table 11 (ref. 3.1.g). "Subcontracting costs".

"Purchase costs" items

	Cost (EUR)	Justification
EITUM		
Travel	1.052.868	Travel for the KIC LE team directly linked to the Business Plan actions 1316 travels per year for 800 EUR each on average for a total travelling team of 100 employees. This budget covers travelling to events, own and organised by third parties, travelling to HQ and Hubs, attending meetings related to the implementation of the activity.
Other goods and services	10.954.251	Major goods and services include: 4.2m EUR events (room hire, speakers, catering services, press and media support), 2.19 mEUR for marketing and communication material (promotional campaigns, translations, printing, graphic design, merchandising); 1.1m EUR for the development of educational courses; 0.8 external support in monitoring the activities; 0.78 other services (such as translation to local language) 0.2mEUR for alumni support; 1.3m EUR for the development and licenses related to the development and maintenance of the new integrated IT tool to support the community and 0.4 external consulting.
IHub North		
Travel	90.418	Travel for the IH team directly linked to the Business Plan actions. 800 EUR per trip on average This budget covers travelling to events, own and organised by third parties, travelling to HQ and Hubs, attending meetings related to the implementation of the activity
Other goods and services	688,970	290k EUR events (room hire, speakers, catering services, press and media support); 23k EUR marketing and communications (promotional campaigns, translations, printing, graphic design, merchandising); 375k EUR other costs directly linked to the action (statutory audit, tax and payroll advisors, accounting, telephone and office costs). These costs are needed to guarantee the compliance of the legal entity. The actions described in WP8 must be developed by a local legal entity, therefore costs related are considered as direct
IHub Central		
Travel	199.495	Travel for the IH team directly linked to the Business Plan actions. 600 EUR per trip on average. This budget covers travelling to events, own and organised by

		third parties, travelling to HQ and Hubs, attending meetings related to the implementation of the activity
Other goods and services	866,072	386k EUR events (room hire, speakers, catering services, press and media support); 292k EUR marketing costs, communications (promotional campaigns, translations, printing, graphic design, merchandising), 187K€ other costs directly linked to the action (statutory audit, tax and payroll advisors, accounting, telephone and office costs). These costs are needed to guarantee the compliance of the legal entity. The actions described in WP8 must be developed by a local legal entity, therefore costs related are considered as direct
IHub West		
Travel	61.434	Travel for the IH team directly linked to the Business Plan actions. 600 EUR per trip on average. This budget covers travelling to events, own and organised by third parties, travelling to HQ and Hubs, attending meetings related to the implementation of the activity
Other goods and services	758,342	202k EUR events (room hire, speakers, catering services, press and media support); 44k EUR marketing costs, communications (promotional campaigns, translations, printing, graphic design, merchandising); 512k EUR other costs directly linked to the action (statutory audit, tax and payroll advisors, accounting, telephone and office costs). These costs are needed to guarantee the compliance of the legal entity. The actions described in WP8 must be developed by a local legal entity, therefore costs related are considered as direct
Equipment	5,088	Office equipment
IHub East		
Travel	78.785	Travel for the IH team directly linked to the Business Plan actions. 600 EUR per trip on average. This budget covers travelling to events, own and organised by third parties, travelling to HQ and Hubs, attending meetings related to the implementation of the activity
Other goods and services	589,048	240k EUR events (room hire, speakers, catering services, press and media support); 35k EUR for marketing material 314k EUR other costs directly linked to the action (statutory audit, tax and payroll advisors, accounting, telephone and office costs). These costs are needed to guarantee the compliance of the legal entity. The actions described in WP8 must be developed by a local legal entity, therefore costs related are considered as direct
Equipment	2,908	Office equipment
IHub South		
Travel	67.136	Travel for the IH team directly linked to the Business Plan actions. 600 EUR per trip on average. This budget covers travelling to events, own and organised by third parties, travelling to HQ and Hubs, attending meetings related to the implementation of the activity
Other goods and services	574,572	290k EUR events (room hire, speakers, catering services, press and media support); 45k EUR Marketing actions (printed brochures, press releases) 239k EUR other costs directly linked to the action (statutory audit, tax and payroll advisors, accounting, telephone and office costs)

EIT UM Foundation		
Travel		
Other goods and services	0	No expenses for EIT UM foundation

Table 12 (ref. 3.1h). "Purchase costs".

"Other cost categories' items" items

	Cost (EUR)	Description of tasks and justification
EIT UM		
Financial support to third parties	76.440.290	Financial support to the community to develop the actions described in the relevant WPs. Details are included in Table 9 and in the annex on Financial Support to Third parties
Internally invoiced goods and services	n.a.	
EIT UM Foundation		
Financial support to third parties	393.665	Financial support to the community to develop the actions described in WP1. Details are included in Table 9 and in the annex on Financial Support to Third parties
Internally invoiced goods and services	n.a.	

Table 13 (ref. 3.1i). "Other costs categories' items".

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

3.2. Capacity of participants and KIC Partnership as a whole

3.2.1. Partnership diversity

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

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

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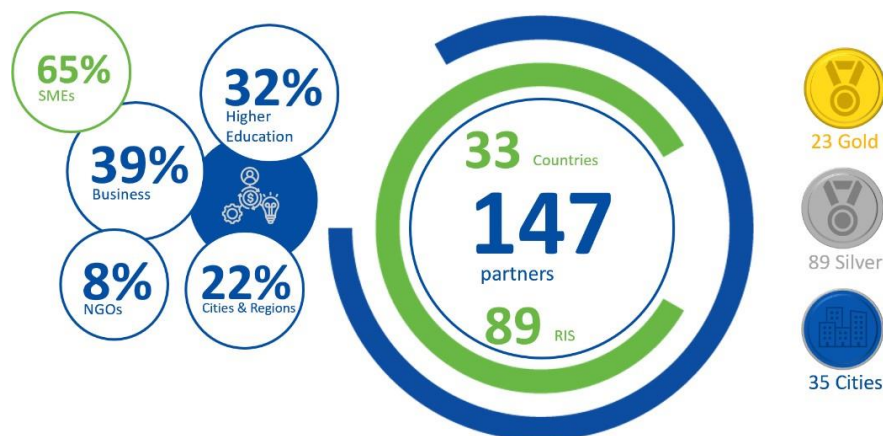

Figure 7. EIT UM partnership composition as of September 2022.

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

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

Compared to the SA, the following changes were pursued for the implementation of this BP:
Following a strategic recommendation from the EIT Governing Board, the KIC has already defined a strategy to ensure full compliance with the EIT good governance principles, in particular having efficient and effective governance and management structures as well as ensuring separation of ownership from operational management.

The EIT Urban Mobility Association, represented by the Managing Board, and the KIC LE, represented by both the Supervisory Board and the Management Team, agreed to ensure the segregation of duties. With this purpose, a new type of meetings is recurrently being organised to foster communication and align on tackling common challenges: it is known

as the Shareholder Meeting, the platform where said parties can share their visions and make decisions for the best interest of the KIC. The expected result will be positive for the entire EIT UM Community (members and partners) and the EIT. Overall, such effort is expected to improve the consolidation of the partnership model, with a sound affiliation, to ensure proper decision-making in the KIC and, as a result, boost the KIC partnership.

The Intellectual Property Ancillary Board composition was changed with two members with strong IP background to improve its efficiency and provide the required support on IP matters to the Supervisory Board.

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

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

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

- All selected proposals go through a **condition clearing phase** to resolve any issues found by the external evaluations (included in the Summary Evaluation Report) and/or selection committee.
- Organisation of **kick-off** meetings and induction webinars for the activity leaders to present EIT UM project implementation cycle, main rules (financial aspects, contractual obligations, branding and communications) and the tools available for the project implementation.
- **Day-to-day monitoring** by Thematic Area project contacts to discuss progress and identify risks and improvements. Regular submission of deliverables and KPI achievements
- Management of major **project changes** (changes to the consortium, project scope, budget).
- **Interim reviews** every 6 months to assess the status of the activities (performance, cost eligibility, impact) and take any go/no-go decisions. After the submission of a performance report by the activity leader and a meeting with project representatives, an EIT UM monitoring panel assesses activities as: Green (overperformance), White (performance according to plan), Orange (medium risk of underperformance, mitigation measures imposed to overcome challenges), and Red (High risk of underperformance, strong conditions imposed, if not fulfilled budget may be reduced and/or activity stopped). Additionally, in case of concerns about the performance of an activity, EIT UM can trigger an Ad-Hoc performance review at any time outside the 6-month cycle. These performance reviews (either every 6 months or triggered by a risk of underperformance) allows EIT Urban Mobility to re-orient the portfolio (e.g., change the scope of a given activity or even stop those "red" activities that are not going to reach the expected results/KPIs/etc.). Additionally, cost eligibility control is implemented by checking the reported costs in a sample basis and through certified financial statement audits will be performed as soon as a partner reaches a certain amount of EIT grant.
- **Final reporting** at the end of the activity implementation phase with the submission of the final performance report and cost reports. EIT UM will review the Deliverables, KPI achievements and final reports and assess its overall performance. In cases where performance at project closure is not satisfactory, any shortcomings will be assessed, and their weight calculated according to the performance rate methodology outlined in the Project Implementation Handbook, available to all subgrantees. Grant reductions might be applicable depending on the level of underperformance.