Call for Proposals

for Business Plan 2020

EIT Urban Mobility
1st April, 2019

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1 Introduction and purpose of this document

We are pleased to introduce to you the Call for Proposals for our Business Plan 2020. We are inviting all our partners to propose impactful activities that will support EIT Urban Mobility to deliver on its mission and create real benefits to companies, cities and citizens in Europe and beyond.

We are building on efforts of the competition phase and look forward to now seeing inspiring collaborations unravel. This call document is an invitation to submit proposals that will help us to start building a strong portfolio in 2020.

The document describes the goals and the process of the Call and outlines how an integrated portfolio of activities for the Business Plan 2020 will be selected. Furthermore, it will give you clarity on:

- What we expect: Focus of our Call for 2020.
- How we will evaluate and select proposals: Details on the evaluation and selection procedure and the applied criteria.
- What happens and when: Transparency on the timing of the entire process.
- Rules and eligibility: Guidance on financial and administrative issues, as well as eligibility criteria.
- Where to get help: We provide a summary of all key contact points for help and support.

We look forward to seeing you at the matchmaking event in Barcelona on 11th and 12th April 2019.

Please note that within our two-stage process, the deadline for submission of the "first stage" proposal is 17th May 2019, end of day!

2 The call at a glance

EIT Urban Mobility seeks to attract proposals in the two thematic areas of:

1. Innovation
2. Academy

The table below captures the type of projects in those two thematic areas.

Innovation To maximize visibility and ability for partners to join innovation projects, the objective for the Business Plan 2020 is to focus on innovation projects delivering results / products / services / solutions at a Technical Readiness Level (TRL) of 5 and above. Research projects will only be granted with a focus on policies and regulatory topics. Innovation projects may fall into one of the following categories: • Research (policies and regulatory) • Living Lab • Market
Academy For the Academy the 2020 Call is utilized to invite partners to submit ideas for development activities to be performed during 2020. Activities in the form of pilots and experiments to improve and introduce new content, formats and business models to the Master School, the Doctoral Training Network and the Competence Hub. Academy projects may fall into one of the following categories: • Master School • Doctoral Training Network • Competence Hub

Expected budget and funding

The exact number of projects to be funded in the framework of this call will depend on the quality of the received proposals and the total available funding. It is expected that approximately 30%-40% of the available 2020 funding from EIT will be allocated to innovation activities and 20%-30% to Academy activities, both including call and non-call activities.

Project duration

The duration of a project should usually be one year but may last up to two years depending on the thematic area and type of project.
Note that multi-year projects are subject of approval of each yearly business plan.

Project Lead

Each project proposal should have an appointed partner as the Project Lead.
The Project Lead will act during the duration of the overall project, is the direct contact for the EIT Urban Mobility Thematic Directors and is responsible for the management of the budget, the deliverables and the impact of the overall project.

Further details on project areas and strategic focus of the Call are given in chapter 8: Thematic Area Specific Information.

3 Focus of projects on strategic objectives and city challenges

All proposals need to support the EIT Urban Mobility's overall vision and mission and substantially contribute to tackling our:

- Strategic objectives and
- City challenges.

Vision & mission

EIT Urban Mobility's vision is the systemic transformation of urban spaces, to benefit companies, cities and all our citizens. Europe's cities will provide both liveable urban spaces and clean, safe, fast and accessible urban mobility for all people and goods. This will improve people's quality of life, decarbonize mobility and make Europe more competitive.

By bringing together education, research, business creation and public authorities in a holistic approach we are creating unique solutions that can be deployed, scaled and exported to the cities of Europe and the rest of the world.

Strategic objectives

The strategic objectives as described in the MOBiLus proposal are (refer to Annex 9.3 for further details):

- SO1: Enhance value of urban spaces for the quality of life by re-shaping mobility.
- SO2: Promote innovation performance through education and training.
- SO3: Integrate user-centric mobility services and products.
- SO4: Foster the competitiveness of the European urban mobility business sector by accelerating market opportunities.
- SO5: Stimulate markets and behavioural change through regulation and stakeholder engagement.

Project proposals need to indicate measureable impact on EIT Urban Mobility's strategic objectives and Key Performance Indicators (EIT Core KPI´s and EIT Urban Mobility specific topical KPIs), based on the MOBiLus scoreboard (refer to Annex 9.2, 9.3).

EIT Urban Mobility must gradually achieve financial sustainability and independence from EIT funding. Therefore proposals are encouraged to suggest and quantify potential future revenue streams and financial backflow to EIT Urban Mobility. This can be e.g. through licensing deals, sharing of revenue or economic value added, tuition fees for education programs (in particular professional education) etc.

City challenges

Based on the outcome of the survey among EIT Urban Mobility's partner cities, in an open and democratic decision process during the plenary meeting in Amsterdam, **6 key challenges** to be addressed in the Business Plan 2020 were selected. During a workshop session, they were further defined and elaborated. This process considered the crucial questions of how cities are affected by the challenges, which activities they already manage to tackle and how the different types of EIT Urban Mobility's partners (cities, education and research, industry) could support the network approaching the challenges

Challenge 1: Accessibility[1]

How to provide access to sustainable modes of transport for all population groups (competitive to unsustainable modes e.g. single private car use) and increase quality and availability of services and infrastructure (coverage, frequency, information and convenience)?

Challenge 2: Data

How do we access, combine, share (public and private) data via an open architecture platform to come from traffic management to mobility management and planning?

Challenge 3: Pollution

How to maintain and increase the quality of natural resources, e.g. air incl. noise and smell, earth/soil, water, to reduce negative impacts on human health and improve general quality of life?

Challenge 4: Space Allocation

How to bring back urban space to citizens to improve liveability and design space in order to improve the efficiency of mobility of persons and goods?

Challenge 5: Transition Management

How to improve the processes and define the roles of municipalities in the transition of urban mobility & public space taking into account e.g. stakeholder engagement (incl. citizens), long term planning and regulations?

Challenge 6: Urban Growth

How to moderate the battle for the limited amount of available public space better (e.g. mobility, climate adaptation, Urban Mobility, meet, built, energy) in order to serve the needs of all citizens?

[1] © icons: flaticon, eucalp, shutterstock, surang, freepik, Becris, geotah

4 Proposal structure and submission

Proposals will be submitted in two stages:

1. Submission of a "first stage" proposal by 17th May 2019. The "first stage" proposal will be the basis for project evaluation and selection.
2. Submission of the "full" proposal by 2nd August 2019. The "full" proposal will be the basis for the Business Plan 2020.

This procedure is chosen due to the short time between the publishing of the Call for Proposals and the deadline for the submission of the Business Plan 2020 on 15th September 2019.

Overview: "first stage proposal" – submission by 17th May 2019:

The "first stage" proposal should provide a concise project sketch containing:

- Executive summary
- Background of the project
- Project objectives and scope
- Consortium
- Feasibility and IP (if applicable)
- Impact and outputs
- Business model and financial sustainability
- Project implementation
- Budget

The first stage proposals should not exceed a volume of 15 pages.

Guidelines for the submission of "first stage" proposals for Innovation and Academy projects are provided as separate documents together with the Call document .

First stage project proposals are to be submitted by 17th May, 2019 by email to: call2020@eiturbanmobility.eu

Overview: "full proposal" – submission by 2nd August 2019:

A "full" proposal is required, if the proposal is favourably evaluated and selected as a project for the Business Plan 2020. The contents of the "first stage" proposal is a subset of the more detailed "full" proposal.

In particular, the "full" proposal will require a detailed project plan with information on tasks and partners' roles therein. Moreover, a more detailed and justified budget plan as well as a description and justification of KCAs regarding their relevance for the project will need to be provided.

Guidelines for submission of the "full" proposal will be provided in due time.

5 Eligibility criteria

Each thematic area has additional eligibility criteria, which will be listed under the individual sections in this document (Chapter 8). The following are eligibility criteria for all partners and for the overall Call:

- Proposals must be complete according to the criteria laid out in the Call for Proposals and Guidelines for proposal submission documents.

- Proposals must be submitted by an EIT Urban Mobility partner before the deadlines:
  - "First stage" proposal due 17th May 2019, End of Day.
  - "Full" proposal due 2nd Aug 2019, End of Day.

- All Core Partners in the proposal consortium must have paid their membership fees for the year 2019 until 14 June.

- Proposal must adhere to the minimum partner participation requirements (outlined in thematic area specific section 8)

- Only core partners can be the Project Lead.

- Proposals may exceptionally include organisations that are currently not an EIT Urban Mobility core partner via subcontracting following the general H2020 principles if the necessity is clearly justified, e.g. when competencies and skills required for a project are not available among current core partners. Qualified affiliate partners are given preference to third party subcontractors. Subcontracts are capped at 60k.

- For Innovation projects the co-funding contributed by each project consortium (in-kind and/or financial) should be at least 30% of the total KIC Added Value Activities (KAVA) costs . This stems from an EIT requirement that industrial partners perform at least 30% of co-funding.
  The co-funding ratio per project partner might vary as long as an overall 30% is ensured on project level (for more information on EIT funding model refer to the Glossary).

- For Academy projects co-funding is not required but is encouraged and will be evaluated positively.

- Project partners are expected to demonstrate a non-EIT/EIT funding ratio of at least 75/25 upon submission of the "full" proposal . Non-EIT funding is the sum of partners' in-kind contributions to a project, i.e., KIC Complementary Activities (KCAs) and KIC Added-Value Activity (KAVA) co-funding.

Note that the following grant caps per Business Plan year apply[2]:

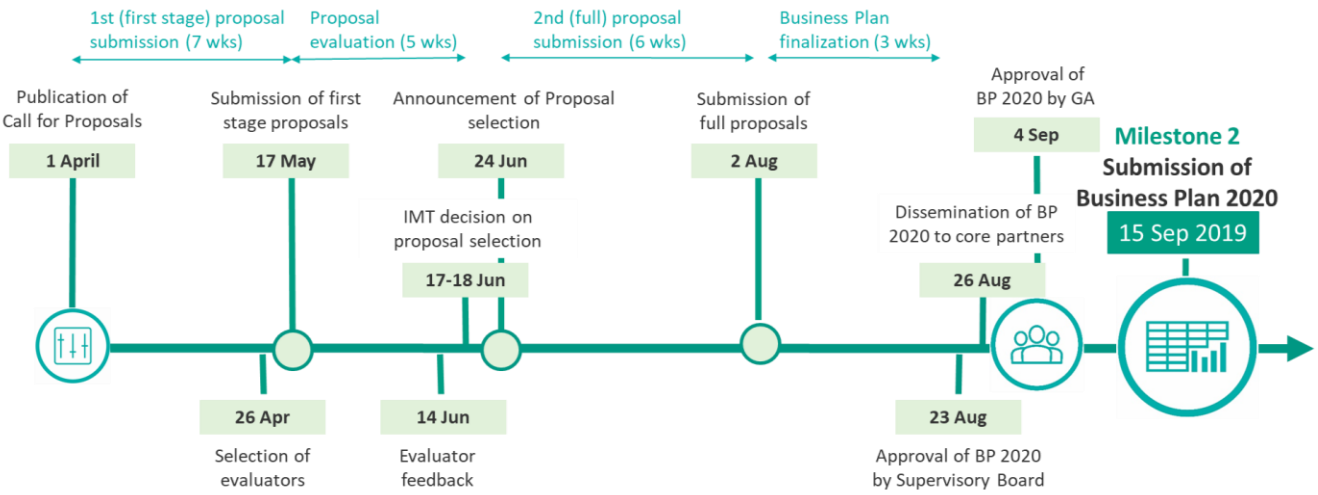
- Core partner tier 1: Uncapped.
- Core partner tier 2: Max. EUR 300k.

[2] partner status year n determines grand cap for Business Plan n+1

Should the total grant allocation after project selection exceed the respective cap, the partner must decrease or redistribute funds to other project partners, in order to be within his respective cap. This must be done prior to submission of the Business Plan to EIT (15th September 2019).

Note on Linked Third Parties (called LTPs): Please note that LTPs that intend to participate in the call and are not yet registered to the Framework Partnership Agreement (FPA) must initially be included in the Call under the KIC Partner. If the proposal is selected for the Business Plan 2020 portfolio, the LTP will be requested to accede to the FPA, following the approved process.

6 Evaluation and selection process



All proposals that are eligible according to criteria mentioned in chapter 5 will be evaluated in a distinct process by external experts and the interim Management Team. The final portfolio requires approval by the interim Supervisory Board and the General Assembly.

During the submission phase the Thematic and Innovation Hub Directors (see contact list at the end of this document) are available for clarifications upon request by the project lead.

The review of the submitted project proposals will be performed by the interim Management Team, as well as by external experts selected by EIT Urban Mobility.

Project proposals will be awarded a maximum of 100 points during the evaluation.

Proposals will be evaluated according to the following criteria and their specific weights:

1. Project excellence, novelty and strategic fit (30%)
2. Solution readiness, consortium and project plan (20%)
3. Strategy for Implementation (20%)
4. Impact (30%)

The EIT Urban Mobility interim Management Team will propose a portfolio of projects for approval by the Supervisory based on:

- The evaluation score (max 100 points) obtained by each proposal in the evaluation by the external evaluators and the interim Management Team members.
- The overall portfolio balance and fit to the strategic agenda.
- The overall budget available and the approved distribution of the anticipated EIT budget.

The leads of selected project proposals will be informed after approval by the Supervisory Board and receive feedback from the evaluation. The feedback may include a list of requested changes that must be made by the Project Lead before the project can be given the final approval.
Also following approval by the Supervisory Board, Leads of projects that were not selected for funding will be informed. They will receive evaluation feedback as soon as it is finalised.

The portfolio of projects will be presented to the EIT in the "Business Plan 2020" document, which includes among other parts a high-level description on how the selected activities contribute to the EIT Urban Mobility strategy and which overall impact they generate.

7 Key dates

Date	Stage in process
1st April 2019	Publication of Call for Proposals
2nd and 3rd April 2019	Webinar for information and explanation of call process and evaluation
11th and 12th April 2019	Matchmaking event in Barcelona
17th May 2019	Submission of first stage proposals
14th June 2019	Feedback of external reviewers to iMT
24th June 2019	Announcement of proposal selection
2nd August 2019	Submission of full proposals
23rd August 2019	Approval of Draft Business Plan 2020 by Supervisory Board
26th August 2019	Dissemination of Draft Business Plan 2020 to Core Partners
4th September 2019	Approval of Draft Business Pan 2020 by GA
15th September 2019	Submission of Draft Business Plan 2020
Tbd by EIT	Review and Pre-approval of Business Plan 2020 by EIT
Tbd by EIT Urban Mobility	Final decision on Portfolio of Business Plan 2020 by EIT Urban Mobility
Tbd by EIT Urban Mobility	Communication of Portfolio of Business Plan 2020 by EIT Urban Mobility

8 Thematic area specific information

8.1 Innovation projects

The requirements of the proposals are based on the EIT Urban Mobility strategic objectives, the results of the MOBiLus Working Group Innovation, the City Club and the Expressions Of Interest (EOIs) collected in 2018.

The thematic area Innovation is focusing on research, technology and innovation, through its innovation projects. The purpose is to contribute in overcoming the challenges of eco-efficient and safe urban transport, data exploitation as well as regulatory and behavioural change and to help in achieving the Strategic Objectives SO1, SO3 and SO5 (for further details on the Strategic Objectives refer to chapter 9.3).

As a starting point for project proposals, partners are encouraged to use the Expressions of Interest (EOIs) gathered by the MOBiLus Innovation Working Group in 2018 (for an overview refer to Annex, chapter 9.1). New ideas are highly welcome given their fit to EIT Urban Mobility's strategic objectives and city challenges.

The innovation projects need to provide solutions for the city challenges as described in chapter 3. Although innovation projects should focus on a specific city challenge, relevance to other challenges should be demonstrated as well, since all challenges are linked.

Innovation projects must be impact-oriented and will be subject to evaluation and monitoring. Their outputs shall feed into other programmes:

- scale up by the Factory
- transfer to cities of the City Club and beyond.
- commercial exploitation in Business Creation
- provide input on hot topics for the curricula of Academy.

It is favourably evaluated if projects demonstrate a link to activities in other KICs, or are jointly defined with other KICs in case of multi-year projects as part of the Business Plan 2021.

The specific evaluation criteria and specific weights for Innovation projects are given below.

I. Project Excellence, Novelty of Innovation and Strategic Fit (30%)*

- Projects should use innovative and unique approaches wherever possible. For example, applying existing knowledge in a new way or in a different context, or applying 'new' knowledge to solve challenges with a different approach.
- Projects should state uniqueness of the proposal compared to the state of the art. Processes, policies or management innovation should be compared with standard practices, current guidelines, policies etc.
- Added-value of the proposal should be demonstrated.

- Projects should address the relevance and fit with EIT Urban Mobility's objectives and indicate how they relate to the focus areas, as described in the Call.
- Projects should address in detail why this Innovation Project could not be developed without EIT Urban Mobility support and demonstrate the role that EIT Urban Mobility's support will play in the proposed project.
- Projects should address the concept of the extended Knowledge Triangle Integration by listing the specific EIT Urban Mobility activities from the Education and Business Creation pillar that will be linked to the project as well as involvement of cities.
- Projects should describe their concept for citizen engagement in solution creation, testing and implementation.

II. Solution Readiness, Consortium and Project Plan (20%)

- The prior work demonstrates that the proposed solution (product/service /process) has reached the desired maturity level and can be appropriately configured for the relevant domain.
- Project plans should be feasible in terms of the timeline, resources allocated and deliverables. Budget distribution between partners and between work packages should be relevant to the tasks to be carried out.
- Project activities should be well spread between partners' organisations and geographical areas (i.e. different countries or regions, RIS regions). Project organisation should be logical with clear and well-defined work packages.
  The milestones that have been chosen should be relevant and realistic for the project's objectives.
- Composition of consortium, excellence of partners, good balance in the extended knowledge triangle.
- Strong involvement (in number of partners, share of budget) of RIS regions is encouraged and will be favourably evaluated

III. Strategy for Implementation (Commercialisation and/or Adoption) (20%)

- Projects should describe a clear implementation strategy – to take the innovation to market or to adopt it – identifying the necessary resources and describing how these will be secured.
- Projects should present a competitive approach with a clearly defined innovation (product, service, process, organisation, management, etc.). In addition, project teams should demonstrate a clear awareness of the competitive landscape.
- Known hurdles (i.e. obvious barriers along the project's path) and potential risks to successful implementation/market launch should be identified, and mitigation plans should be clearly defined.

IV. Impact (30%)

- Sound KPIs should be defined. Projects need to ensure that the chosen KPIs, deliverables and outputs fit with the activities' objectives.
- Projects should identify measurement of impact and contribution to the mobility system. Projects need to explain and specify the metrics used to measure the impact, to provide evidence of the expected impact or impact already created by the project.
- Projects should address sustainability. Projects need to explain and specify the future of the project and prove how it will become self-sustainable beyond EIT Urban Mobility funding.
- Projects should ensure knowledge transfer. Projects need to explain plans to scale and disseminate within the partnership and beyond, and how to share learnings.
- Upscaling potential: Projects should demonstrate implementation potential for at least one specific city and upscaling potential (Business Creation and Factory).

Different types and sizes of Innovation projects and respective requirements are summarized in the two tables below.

Area segments	Description	TRL	Duration (months)
Research	Policies & regulation		6-24
Living Lab	See Annex 9.1	5-6	6-24
Market	See Annex 9.1	7-9	6-24

	EIT funding		Minimum partner participation requirements		
Size	Max. budget pa	Partners	Cities	Countries	Hubs
small	100.000 €	3		3	2
medium	500.000 €	4	1	3	2
large	1.000.000 €	6	2	3	2

8.2 Academy Projects

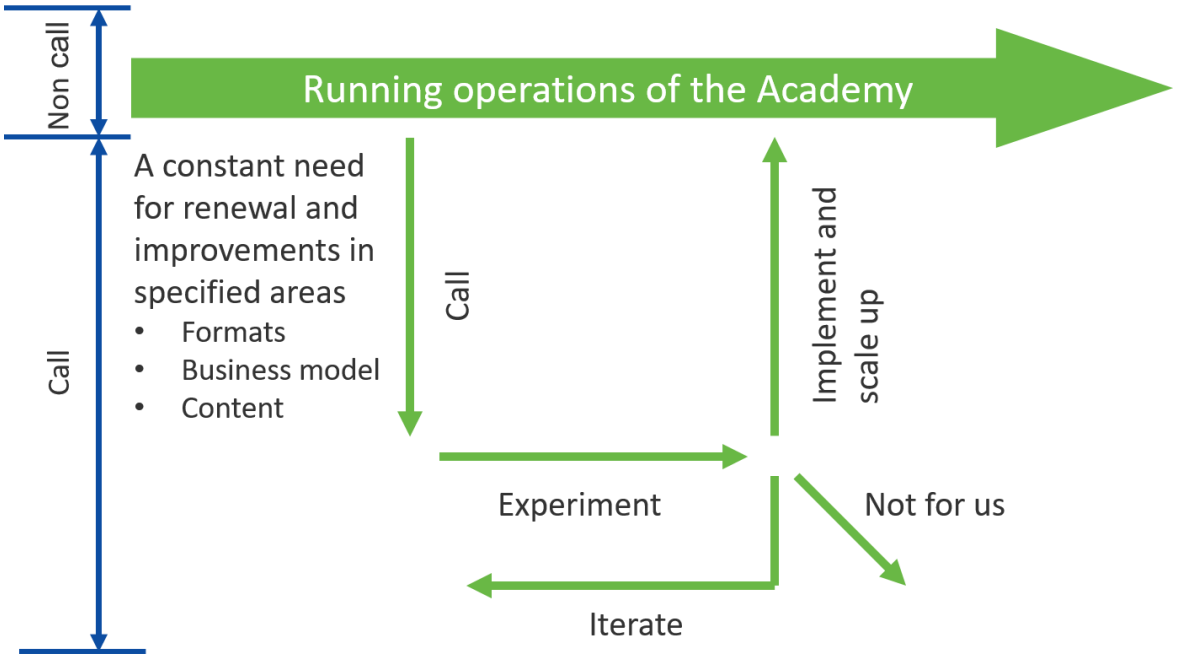
The overall purpose of the Academy is to close the knowledge gap within Urban Mobility, enabling the development of mobility for liveable urban spaces. The Academy consists of three main areas: The **Master School**, the **Doctoral Training Network** and the **Competence Hub**, our professional school targeting lifelong learning.

	Main activities	Target group	Annual 2026 target
Master School	EIT Labelled Master programmes Summer Schools	EU and non-EU Master School Students	500*
Doctoral Training Network	EIT Labelled Innovation & Entrepreneurship course programme Annual Forum	PhD candidates within partner universities within urban mobility related areas	50*
Competence Hub	Web-TV channel Online courses F2F courses Entrepreneurial School	Professionals within all concerned organizations and industries	50 000** 500 000***

* Graduates ** Course participants ***Online unique users

We are now in the phase of building up these three areas in line with what was stated in the MOBiLus proposal. The Master School is planned to take in the first students in the fall semester 2020. The Doctoral Training Network is planned to go live 2020 and regarding the Competence Hub the first activities start already during spring 2019. The Master School, the Doctoral Training Network and the Competence Hub will all be ongoing rolling activities that to a high extent are not subject to the yearly call process.

Call and non-call activities of the Academy



However, there is a constant need to develop methods, content and business models to improve the rolling operations. We need to have an experimental approach and test new ideas, that, when shown to work, may be scaled up and implemented on a broader scale, see figure above. We need to build capabilities to be able to offer relevant content, produce content fast and efficiently, differentiate us from what already available, offer high quality education (content and methodology including supporting EIT labelled programmes), reach a large and wide audience, and market and gain recognition efficiently and with a lasting effect. In addition, activities need to create additional and leveraged value catalysed by the EIT funding, lasting value for the ecosystem and all relevant stakeholders.

We therefore invite all partners to submit proposals introducing new education formats, contents and business models in line with our ambitions stated in the MOBiLus proposal regarding the Master School, the Doctoral Training Network and the Competence Hub. The maximum EIT Urban Mobility funding (KAVA) is EUR 200k per project (minimum EUR 20k), and the proposed projects should be completed within 2020. The following need to be taken into account:

- The submitted proposal should have the potential, when shown to be successful, to be implemented on a broader scale throughout EIT Urban Mobility and thereby be both repeatable and scalable.
- The submitted proposal should be in line with the overall ambition of the Academy closing the knowledge gap concerning at least one of the three areas. This includes also being complementary to what already exists in terms of content (new content in need) and/or scale (making existing content reach a larger audience).
- The submitted proposal should clearly contribute to building one or more of the required capabilities of EIT Urban Mobility Academy, as stated above.
- The submitted proposal should support the EIT Urban Mobility strategic objectives and aim for a lasting impact and financial sustainability.

- We encourage all submitted proposals to include all aspects of the extended knowledge triangle and include more than one partner, one geography, and one type of partner (City, Academia and Research, Corporates as well as SMEs/start-ups) as well as including RIS regions.

The proposals will be reviewed based on the criteria stated, including but not limited to the potential impact (including repeatability and scalability), feasibility, efficiency (potential impact per EUR) and diversity.

The specific evaluation criteria and respective weights for Academy projects are given below.

I. Project Excellence, Novelty of Innovation and Strategic Fit (30%)* • A well-defined objective of the project. • A clearly defined hypothesis (what to test/experiment), related to the purpose of the call (development and improvement of the EIT Urban Mobility Academy operation). • Well defined output/deliverables. • Demonstrated rationale and added-value. • Alignment with EIT Urban Mobility's strategic objectives. • Show how the EIT Urban Mobility funding catalyse a development, which would otherwise not happen now. • Level of efficiency, in terms of potential project output related to required funding. • Alignment with the concept of the extended Knowledge Triangle Integration. • Contribution to the overall ambition of the Academy closing the knowledge gap. • Alignment with the EIT Urban Mobility's life-long learning and challenge-based approach. • Level of complementarity to what already exists in terms of content and/or scale. • Level and type of partner involvement (number of partners, number of countries, variety in terms of type of partner (City, Academia and Research, Corporates as well as SMEs/start-ups), as well as inclusion of RIS regions. • Supporting the EIT Urban Mobility Academy to meet EIT Label standards (only applicable for Master School and Doctoral Training Network related activities).
II. Solution Readiness, Consortium and Project Plan (20%) • Appropriate experimental design, relevant for testing the hypothesis (that the concept works, there is a market, a clear need /solution fit, it can generate revenues, or similar). • Demonstrated ability to perform the project. Team capability, strength and composition. • Availability of required resources. • The project plan's feasibility in terms of the timeline, resources allocated and deliverables. • A relevant budget distribution between partners and between work packages for the tasks to be carried out. • An organisation of the project with clear governance and a logical division of well-defined work packages. • Well defined milestones, relevant and realistic for the project's objectives.
III. Strategy for Implementation (Commercialisation and/or Adoption) (20%) • Ability of the proposed project to be repeated and scaled up. • Feasibility of the implementation strategy – illustration of how this in the future may be implemented on a broader scale.

• Knowledge of and mitigation strategy for hurdles and risks. • Level and commitment of industry and cities. • Feasibility of the IP strategy (of relevant) – illustration of how EIT Urban Mobility and its partners may benefit.
IV. Impact (30%) • KPIs clearly fitting the project's objectives and targeted impact. • A logical link between the project and building lasting targeted capabilities. • Measurable impact and contribution to the EIT Urban Mobility Academy as well as the urban mobility ecosystem. • Level of targeted long-term financial sustainability, beyond EIT Urban Mobility funding. • Suitable plan for knowledge transfer within and beyond the project consortium, EIT Urban Mobility and beyond.

*Percentage indicates the relative weight of each category of evaluation criteria.

We hope to get a significant number of good proposals suggesting activities that can have a major impact on the performance of the EIT Urban Mobility Academy 2020 and onwards, overcoming the barriers to close the knowledge gap. We have a lifelong learning and challenge-based approach for all education activities (Master, Doctoral and Professional levels), aiming to meet different stakeholder needs and based on specific conditions for each targeted segment.

EIT funding for Academy projects can be up to 100% of KAVA. Co-funding is not required but encouraged and regarded to strengthen the proposal.

9 Annex

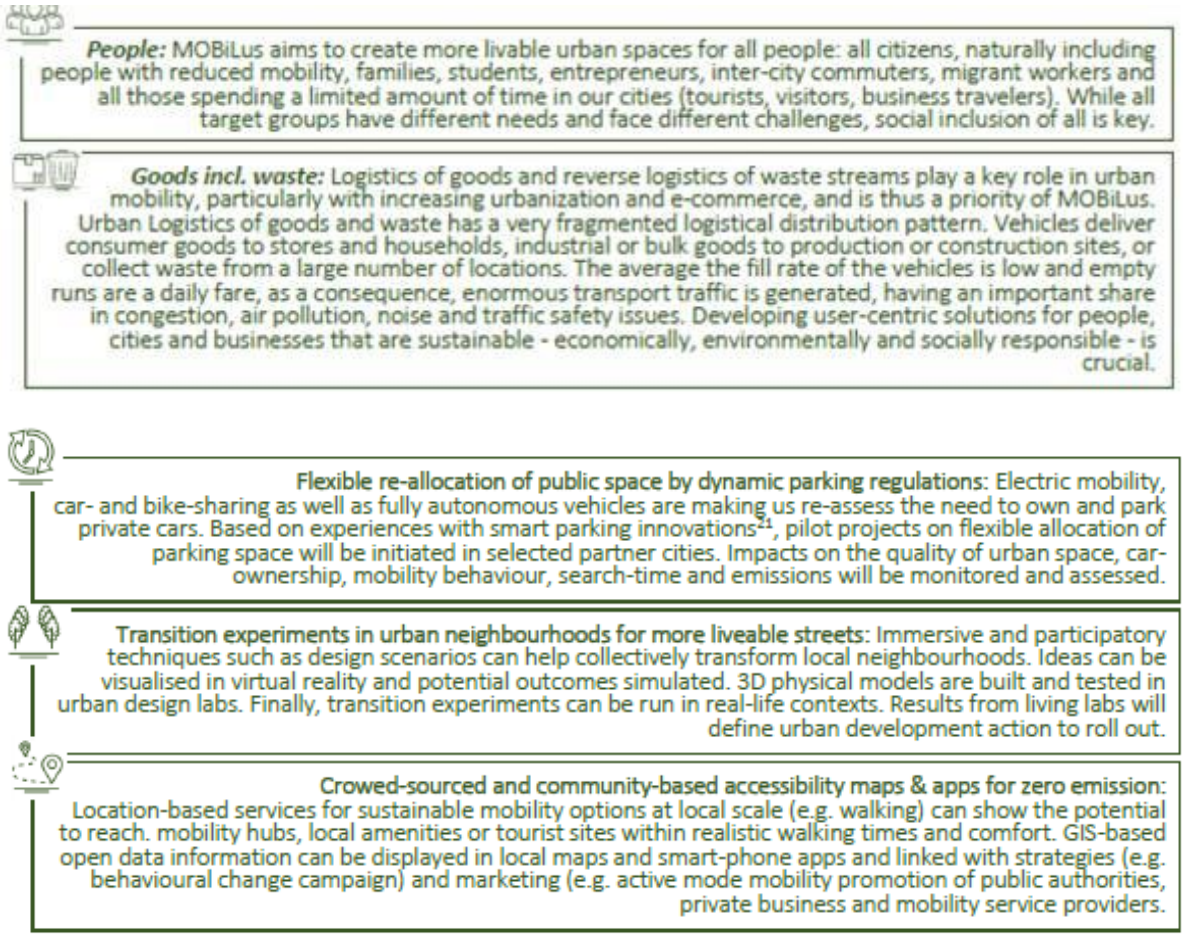
9.1 Overview Innovation EOIs 2018

During the MOBiLus proposal phase, the Working Group Innovation collected and analysed the EOIs 2018. The EOIs 2018 are accessible via this link.

All EOIs are grouped along their origin. Furthermore, the link gives access to:

- result of the Working Group Innovation regarding the identified topics. The topics are shown below
- overview of all EOIs grouped along keywords to facilitate finding partners for proposal submission easily.

Topics from analyses of MOBiLus Working Group Innovation:



Integrating shared, electric and autonomous vehicles at multi-modal mobility hubs: A strategic network of mobility stations, providing bike-Sharing, e-Car-Sharing as well as cargo-bikes, urban logistics consolidation and, in the future autonomous vehicles at different scales will be implemented in selected partner cities. Connected to public transportation, these hubs provide more flexible services and reduce car ownership. Successful strategies for stakeholder cooperation in information, booking and billing will be shared for consultancy on European and global scale.

Zero emission night-time delivery and waste logistics for context-sensitive last-mile solutions: Delivery and waste logistics show high CO_2 emissions, noise problems and traffic congestion risks. They are also often restricted to specific times of the day in sensitive areas. Electric vehicles and noise-reduced solutions at destination will enable night-time and off-peak operations, reducing constraints and impacts on liveability. Pilot projects for experimental solutions will be developed together with retail companies and municipalities, such as the pilot of a self-navigating boat in Amsterdam's canals for transport of waste and goods.

Exploring user-centric strategies in sustainable mobility behaviour: Individual needs, interests, skills and constraints will be investigated to develop specific information, communication and marketing strategies. Health benefits and social norms can be important drivers of change, economic incentives such as cash-out schemes or reduced fees for health insurance support walking and cycling to work.

Co-creation and innovative regulation schemes in Living Labs: Open and interactive innovation formats such as co-creation workshops with children, young adults or seniors engage and experience citizens in transdisciplinary living lab projects. New products and services are implemented and tested in the real life, selected locations will be defined as "regulation free" test beds.

Strategic consulting based on experience: The competence and experience of the MOBiLus community in the delivering rapid change is shared among the M-City Club and made available by an information platform and expert system managed by the M-Factory. Lessons learnt from innovation projects, scientific results, modelling tools and best practice will be published and disseminated to promote conceptual guidelines.

9.2 EIT Core Key Performance Indicators (EIT KPIs)

The table below lists the core KPIs as currently defined by EIT for 2019. Note that EIT may change the KPIs for 2020, in which case the updated list will be made available to partners. "Year N" below refers to the operational year, in this case 2020.

Code	Activity Area	Type (Result Chain)	EIT Core KPI	Definition/Formula
EITN01	Education	Output	# Graduates from EIT labelled MSc and PhD programmes	Sum of graduates from EIT labelled MSc and EIT labelled PhD programmes in year N. Supporting evidences: list of the graduates including: names, contact details (e-mail address), gender and country of citizenship, indication of the educational programme. The list is to be confirmed by the KIC Education Director.
EITN02	Education	Result/Impact	# Start-ups created by students enrolled and graduates from EIT labelled MSc and PhD programmes	Sum of start-ups created by students enrolled and graduates from EIT labelled MSc and PhD programmes in year N. To be eligible, a start-up should be created during EIT labelled programme (by students) or within three years from the graduation (by graduates). Supporting evidences: -registration certificate, company's profile, contact details and gender of the CEO/owner; -document such as an invoice or an online sales record certifying the first financial transaction for a service/product sold to a customer, or a declaration of honour from a former student certifying the first commercial transaction with a reference to the customer.
EITN03	Innovation and Research	Output	# Products (goods or services) or processes launched on the market	Number of innovations introduced to the market during the KAVA duration or within three years after completion thereof. By innovations we mean new or significantly improved products (goods or services) and processes sold. Innovations should be reported in the year when they were introduced on the market (but not later than three years after completion of the KAVA). Supporting evidences: -description of product or process with specified performance characteristics/ physical parameters/ functionalities demonstrating novelty (new or significant improvement) of the product/ process; -declaration demonstrating link with a specific KIC KAVA (indication of the specific output of KIC KAVA(s)); -documented proof such as an invoice or an online sales record demonstrating that the purchase has been made by a customer.

EITN04	Innovation and Research	Result/Impact	# Start-ups created as a result of innovation projects	Sum of start-ups established in year N as a result/ based on the output(s) of Innovation/ Research related KAVA(s), or start-ups created for the purpose of an innovation project to organise and support the development of an asset (but not later than three years after completion of the KAVA). Supporting evidences: -registration certificate, company's profile and contact details and gender of the owner/CEO; -declaration demonstrating link with the specific KIC KAVA (indication of the specific output of KIC KAVA(s)); -document such as an invoice or an online sales record certifying a first financial transaction for a service/product (result of the KIC KAVA) sold to a customer.
EITN05	Business Creation	Output	# Start-ups supported by ICs	Number of start-ups that have started receiving IC's business creation (BC) services through KIC KAVA activities within year N. KIC should justify that the provided services contribute to the company's growth (including potential growth). Examples of such services are mentoring, consultancy on e.g. access to finance and markets, product/service marketing, legal advice, internationalisation, match-making, etc. The services should be provided for a total period of at least two months. Supporting evidences: -list of supported start-ups including information on company's name and profile, contact data, name and gender of CEO/owner and reference to a specific KIC KAVA; -formal signed agreement between KIC and the start-up clearly stating what is being provided, when and with which milestones / deliverables for the start-up to go onto the next stage of BC services and, if applicable, what is KIC receiving in exchange; -registration certificate of the start-up receiving BC services.

EITN06	Business Creation	Result/Impact	Investment attracted by start-ups supported by KICs	Total EUR amount of private and public capital attracted within year N by ventures that have received KIC business creation services support of total duration of at least two months (as described in the output indicator above), within a maximum of three years following the last received KIC KAVA support activity. Impact Fund investments into KIC supported start-ups should be measured separately. Supporting evidences: -list of the start-ups which attracted the capital including: company name and profile, contact data, amount of investments attracted, information on the investors (optionally) and reference to a specific KIC KAVA; -press releases, or official announcements, or other official documents (e.g. signed declaration of honour by the Entrepreneurship Director confirming the accuracy of the provided information).
EITN08	Communication, Dissemination and Outreach	Result/Impact	# External participants in EIT RIS programmes	Number of organisations from the EIT RIS defined regions selected via open calls that are collaborating with IC and linked with a specific KAVA (including but are not limited to providing business creation services to start-ups, joint collaborations on developing joint solutions, participation in education activities). Supporting evidences: -list of organizations provided by the KIC including name, address, description of activity, EIT budget (if relevant), reference to KAVA; -respective collaboration agreement or equivalent describing the subject and nature of the collaboration/ RIS activity.

9.3 EIT Urban Mobility specific Key Performance Indicators (EIT Urban Mobility KPIs)

Entrepreneurial Education (SO2):

Providing talent for the future urban mobility community with hands-on experience and business-oriented minds through programmes aiming at campus-based, professionals and executives as well as online learners.

ACTIONS: EIT Urban Mobility will educate a new generation of master and doctoral students with a cross-disciplinary and challenge-driven experience promoting an entrepreneurial mind-set and disruptive thinking.

KPIs:

- 1,450 Graduates from EIT labelled MSc and PhD programmes by 2026 (EITN01)

Business Innovation (SO4):

New business creation for new mobility paradigms and strengthening of European leadership and competitiveness for existing as well as new market players. Creation of new businesses within the ecosystems of our Innovation Hubs, including those in EIT RIS countries, is an essential target, which will promote disruptive innovation but also ensure local relevance. Overall, strengthening European Economic growth and job creation through innovation.

ACTIONS: EIT Urban Mobility will take pride in having accomplished a step-increase in the project of the local entrepreneurial ecosystems as a result of our innovation projects and start-up coaching.

KPIs:

- 55 Start-ups created by students enrolled and graduates from EIT labelled MSc and PhD programmes by 2026 (EITN02).
- 125 products (goods or services) or processes launched on the market until 2026 (EITN03).
- 40 start-ups created as a result of innovation projects by 2026 (EITN04).
- 180 start-ups supported by KIC (EITN05) and 38 investment attracted by start-ups supported by KIC by 2026 (EITN06).
- 120 success stories submitted to and accepted by EIT by 2026 (EITN07).

EIT Urban Mobility Innovation Hubs in EIT RIS countries (SO1-5):

The EIT RIS countries require special attention due to: •importance of RIS in the EIT Impact demands tremendous opportunities related to MOBiLus own targets when expanding MOBiLus activities into EIT RIS countries and the fostering of European economic growth and convergence of economies. The geographic and cultural proximity makes the EIT RIS countries ideal for deploying Factory solutions; solicit contributions to competitions or collaborating academia-business.

ACTIONS: Through our network of Innovation Hubs in EIT RIS countries the substantial number of students, start-ups and project partners from EIT RIS countries will significantly boost MOBiLus output and contribute to KPI targets.

KPIs:

- 180 external participants in EIT RIS programmes (EITN08).
- 60 outreach events in EIT RIS countries (KON06).
- 26 education activities at EIT RIS hubs (KON08).
- 110 sub-grants to EIT RIS country partners by 2026 (KON07).

Impact through Outreach to Europe and beyond (SO1-5):

Providing proven MOBiLus solutions to selected partners and external, paying customers in response to global challenges. Communicating and sharing best practices across Europe to leverage MOBiLus own efforts and making it the No. 1 for innovation in urban mobility worldwide.

ACTIONS: Combination of efforts by Factory, targeted outreach activities and win-win engagement with our business partners.

KPIs:

- 60 members in the City Club (KON03).
- 80 Factory consultancy orders (KON04).
- 80 branding events at Innovation Hub/EU/global level (KON11).
- 120 success stories submitted to and accepted by EIT (EITN07).

SO1: Enhance value of urban spaces for the quality of life by re-shaping mobility

KPIs: Fraction of EIT Urban Mobility cities that provide evidence on:

- Freeing up road spaces of at least 1% / year (or more depending by their SUMP target) in favour of active mobility, public transport multi-functionality, space for people to meet, green and blue infrastructures (based on EIT Urban Mobility projects).
- Relevant reduction of mobility external effects (based on and to be defined in MOBiLus projects) such as: # of accidents involving pedestrians and cyclists; km of roads with congestion peaks; share of journeys to work by car; # of violations for the main air quality limits; tons/capita of greenhouse emissions related to urban transport.

SO3: Integrate user-centric mobility services and products

KPIs: Fraction of EIT Urban Mobility cities that provide evidence on:

- Increase of innovative solutions on the market (based on and to be defined in EIT Urban Mobility projects) and data that demonstrate results at city level (based on and to be defined in EIT Urban Mobility projects).
- Increase of solutions aiming to decrease external effects on humans and environment (based on and to be defined in EIT Urban Mobility projects).
- Increase in shared mobility services (based on and to be defined in EIT Urban Mobility projects).

SO5: Stimulate markets and behavioural change through regulation and stakeholder engagement

KPIs: Fraction of EIT Urban Mobility cities that provide evidence on:

- increase of stakeholder engagement processes and tools (based on and to be defined in EIT Urban Mobility projects) aiming to stimulate co-creation, cross-sectoral cooperation, market innovations and behavioural change, including citizen representatives in at least 70% of projects by 2020.

9.4 Practical Support

Practical support will be given by the EIT Urban Mobility Thematic Directors.

Innovation	Ben Kraaijenhagen	ben.kraaijenhagen@eiturbanmobility.eu
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Business Creation	Lluis Gomez	lluis.gomez@eiturbanmobility.eu
RIS	Bence Huba	bence.huba@eiturbanmobility.eu
Factory	Alex Schmidt	alexander.schmidt@eiturbanmobility.eu

In doubt your EIT Urban Mobility Innovation Hub Director will assist in finding the right addressee for your inquiry.

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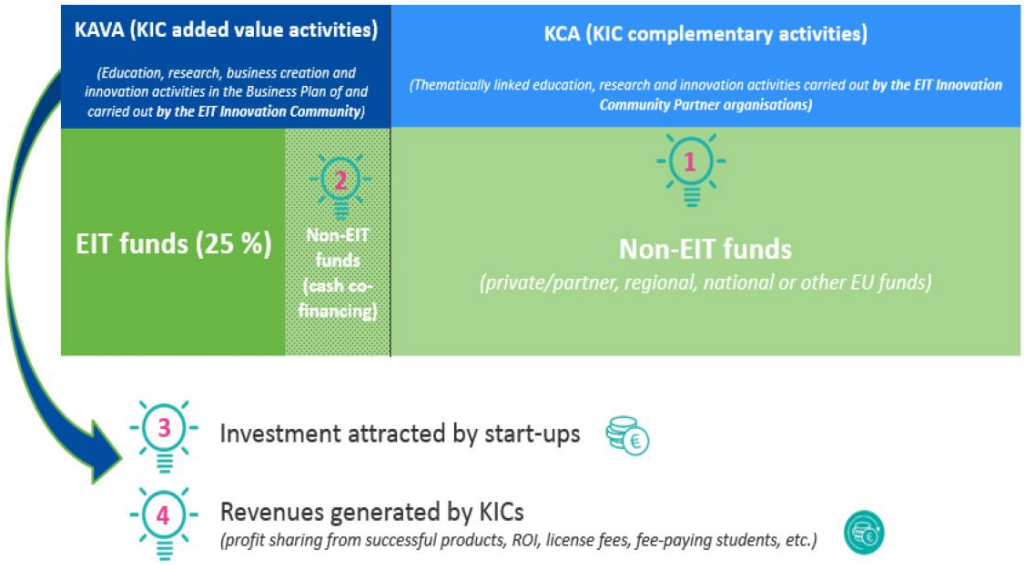
Hub East	Roman Holy	roman.holy@eiturbanmobility.eu
Hub Central	Martin Margreiter Judith O'Meara	martin.margreiter@eiturbanmobility.eu judith.omeara@eiturbanmobility.eu
Hub South	Daniel Serra	daniel.serra@eiturbanmobility.eu

9.5 Glossary of terms

Abbreviation	Meaning
BP	Business Plan
EIT	European Institute of Innovation & Technology
EOI	Expression of Interest
FPA	Framework Partnership Agreement
GA	General Assembly
IH	Innovation Hub
(i)MT	(interim) Management Team
LTP	Linked Third Party
IP	Intellectual Property
KAVA	KIC Added Value Activities (further explanation below)
KCA	KIC Complementary Activities (further explanation below)
KIC	Knowledge and Innovation Community
KPI	Key Performance Indicator
TRL	Technology Readiness Level
RIS	Regional Innovation Scheme
SME	Small and Medium Sized Enterprises
SO	Strategic Objective
SUMP	Sustainable Urban Mobility Plan

EIT funding model:



Source: EIT

Any activity/project defined in the annual BP that involves any fraction of EIT funding is termed **KAVA** – KIC Added-Value Activity. KIC Complementary Activities (**KCAs**) are activities performed by the individual partners (or the KIC itself) that are relevant for and thematically related to the KAVAs, but where there is no element of EIT funding whatsoever. Since EIT funding can constitute a maximum 25% of the total cost of action, we (i.e. partners) must declare (a self-selection of) KCAs in the annual BP and (more importantly), the annual financial and performance report. KCAs are auditable, i.e. EIT reserves the right to validate their existence as they are declared. EIT issues an annually updated guideline for proper identification of KCAs and how and to which KAVAs they can be linked (for further information on KCA/KAVA, please refer to the EIT Urban Mobility FAQs).

9.6 Contact list – Core and Affiliate Partners

Innovation Hub	Member-ship status	Partner Institution	First Name	Last Name	Master Contact E-Mail Address
North	Core	Aalto University	Gary	Marquis	gary.marquis@aalto.fi
West	Core	Achmea	Remco	Evers	remco.evers@achmea.nl
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South	Core	Amadeus IT Group SA	Tom	Jones	tjones@amadeus.com
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South	Core	Barcelona City Council	Lluis	Gómez Fernández	lgomezf@bcn.cat
East	Core	BME - Technical University of Budapest	Bence	Huba	huba.bence@mail.bme.hu
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