



Business Plan 2022 – 2024

First Call for Proposals for Academy

EIT Urban Mobility - Mobility for more liveable urban spaces

EIT Urban Mobility

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eiturbanmobility.eu

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Abbreviations

BP	Business Plan
CfP	Call for Proposals
EEE	External Expert Evaluator
FSM	Financial Sustainability Mechanism
KAVA	KIC Value Added Activity
KIC	Knowledge and Innovation Community
KPI	Key Performance Indicator
LEAR	Legal Entity Appointed Representative
MGA	Model Grant Agreement
MT	Management Team
PMO	Programme Management Office
RIS	Regional Innovation Scheme
SER	Summary Evaluation Report
TA	Thematic Area

Glossary

Call for Proposals	The call is the instrument used by EIT Urban Mobility to grant funding to individuals, consortia and third parties to support the deployment and development of the Strategic Agenda through activities. EIT Urban Mobility uses two types of calls: (1) general call to outline the corresponding BP. This type of call involves the Thematic Areas of EIT Urban Mobility (previous to the year of BP implementation) (2) small or specific calls, usually involving one Thematic Area and aiming to complete or balance the portfolio outlined in the respective BP through the allocation of non-committed budget of the BP (placeholders) or the allocation of additional funding not initially included in the respective BP (during the year of the BP implementation).
Call Report	Document drawn by the call coordinator summarising the results of the call and its most important outputs, including the Evaluation Results List.
Deliverable	Deliverables are outputs (e.g., building block of the project information or data mapping, design report, a technical diagram, infrastructure or component list, a software release, upon which the end product/solution or service depends) that must be produced during the proposal lifecycle.
Evaluation Report	One report is written covering all proposals and processes from individual evaluation results and from committee discussion (Evaluation panel from EEE) that is forwarded to the EIT Urban Mobility Management Team (MT).
Evaluation Results List	List of proposals in order of scoring on the basis of the evaluation process results.
Lead Applicant	Entity submitting a project proposal to EIT Urban Mobility on behalf of the proposal consortium, being the main contact point between EIT Urban Mobility and the partnership during the project implementation.
Knowledge triangle integration	EIT Urban Mobility aims to gather together close-knit partnerships of European education, research and business entities (knowledge triangle) and also involve cities, either in the composition of the KAVAs partnerships or in the expected impact of the KAVAs results.
Milestone	Control points to chart progress. They may correspond to the completion of a key deliverable that allows the next phase of the work to begin.
Model Grant Agreement	MGA is replacing the specific grant agreement used in H2020.
Selection Committee	The Selection Committee is responsible for the selection of proposals and definition of requirements for the inclusion of selected proposals in the final portfolio of activities/KAVAs. The Selection Committee is composed of the CEO, COO and at least 3 Thematic Leads from EIT Urban Mobility. The Selection Committee bases its discussion and debate around the SERs provided with the Call Report.

Single-Point-of-Contact	A person serving as the focal point of each involved organisation who may raise key issues directly with EIT Urban Mobility. All organisations registering in the e-submission system PLAZA must name a Single-Point-of-Contact.
Summary Evaluation Report	All written external evaluations are discussed in a consensus meeting where the points of scoring, convergence and divergence are discussed and debated. Thereafter, a single and final Summary Evaluation Report is made summarising the strengths, weaknesses, risks, commercial and social value of an application.
Ranking List	Ranking of proposals selected for funding by the EIT Urban Mobility Selection Committee.
Thematic Lead	Director or Head responsible of any of the following areas: Academy, Innovation, Business Creation, Citizen Engagement (Communication), Factory, RIS and City Club.

Introduction

Urban mobility faces a number of challenges. We need solutions accelerating the transformation towards a sustainable mobility ecosystem with a focus on securing and developing liveable urban spaces. This requires a systemic approach involving all key stakeholder groups and calls for change regarding what we do and how it is done.

A key element to manage this transformation is to close the knowledge gap within the area of urban mobility. We need to make sure that the required capabilities and capacity are available to plan for and handle the transformation and to be relevant in a new context, a new urban mobility paradigm. These education and training needs can be summarised as the ability to implement and leverage on new technology, innovation and entrepreneurship, and system transformation and change. This is an ongoing process and during 2020 the COVID-pandemic resulted in an increased awareness regarding the need for urban mobility transformation and change in general.

Since the start in 2019, EIT Urban Mobility has built up a portfolio of education and training offerings with a focus on master and doctoral level students, as well as professionals working within urban mobility. We now need to take the EIT Urban Mobility Academy to the next level and have identified several well-defined problems and needs to address. We look for proposals to support us in creating a relevant and widely applied education and training portfolio in line with our strategic ambitions and targeted impact.

We look forward to receiving your applications for inclusion in the Business Plan 2022-2024.

Maria Tsavachidis

CEO

EIT Urban Mobility

1. Call summary

Disclaimer: this document provides the applicants with detailed information on the Calls for the EIT Urban Mobility Business Plan 2022 – 2024. Owing to the ongoing transition process from the H2020 to the Horizon Europe Framework Programmes, the information given is subject to changes and consequently, subject to be updated according to new rules or requirements provided by EIT and/or by the European Commission.

First Call for Proposals for Academy for BP 2022 – 2024: Main Features	
Dates	• Call opening: 19 March 2021 • Call closing: 18 May 2021 • Eligibility and admissibility check: End of May 2021 • Evaluation of proposals: June 2021 • Communication of results: beginning of July 2021
Budget allocation	Up to about 2.4 million EUR
Link to submission portal	The PLAZA platform will be available as of 9 April 2021 at https://plaza.eiturbanmobility.eu
List of documents to be submitted	• Application form
List of documents to take into consideration	• Business Plan 2022 – 2024 First Call for Proposals for Academy • EIT Urban Mobility Strategic Agenda 2021-2027 (available from 9 April 2021 on EIT Urban Mobility website) • Call Guidelines for Applicants (available from 9 April 2021 on EIT Urban Mobility website) • Eligibility of expenditures • Appeal procedure • Monitoring and reporting procedures • Horizon Europe Model Grant Agreement • List of KPIs <i>All documentation is available at https://eiturbanmobility.eu</i>
Short summary of the topics to be addressed	Master School: • A number of specified activity areas to meet the EIT Urban Mobility Master School targets, including summer schools, marketing and awareness raising activities, increased geographical scope, efficiency improvements and the curricula. Competence Hub: • A number of specified activity areas to meet the EIT Urban Mobility Competence Hub targets, including meeting unmet market needs,

	improved marketing and sales and financial sustainability, efficiency improvements and increased geographical scope and market.
Evaluation criteria	For the strategic fit evaluation: • Alignment with the <i>scope</i> of one of the stated call activities, see 3.4.2. <i>Scope of the activities</i>. Activities are thereby aligned with the EIT Urban Mobility SA. • <i>KPIs</i> in line with or exceeding the minimum level requirement, as stated for the respective call type of activity, see 3.4.2. <i>Scope of the activities</i>. • <i>Potential of impact</i> in line with or exceeding the minimum level requirement as stated for the respective call type of activity, see 3.4.2. <i>Scope of the activities</i>. For the full proposal evaluation (if passing the strategic fit evaluation): • Excellence and novelty • Impact and financial sustainability • Quality and efficiency of the implementation

2. General requirements

2.1 EIT Urban Mobility strategic focus and objectives

Proposals must support EIT Urban Mobility's vision and mission and substantially contribute to tackling our strategic objectives (SOs). Proposals need to demonstrate how the activity will contribute to specific SOs, as stated in the **Strategic Agenda 2021-2027 (SA)**. By being in line with the scope of the activities, as stated in 3.4.2., the proposals encouraged by this call will be aligned with the SO2 - Close the knowledge gap.

The evaluation and selection of the submitted proposals will be highly dependent on their contribution to the strategic elements as outlined below.

2.1.1 *Vision and Mission*

EIT Urban Mobility encourages the integration of innovative solutions and services on all levels to accelerate change towards a more sustainable model of urban mobility. It aims to develop and deploy solutions for the mobility needs of people and businesses, including goods delivery, waste collection and transport, that can solve air quality and congestion problems, and create longstanding impact on the quality of life in cities. We strive for an affordable, clean, safe, efficient and healthier form of mobility for people and goods, and at the same time enable cities to reclaim public space from cars by creating liveable urban spaces that support the wellbeing of local communities, where people want to live, work, meet up and play.

All activities of EIT Urban Mobility serve the purpose of achieving three societal impact goals:

- Improved quality of life in cities,
- Mitigation of climate change,
- Creation of jobs and strengthening the European urban mobility sector.

Further details on the strategic focus of the Thematic Area Academy are given in Section 3.1.

2.1.2 *Strategic Objectives*

Five strategic objectives (SOs), as set out in the EIT Urban Mobility Strategic Agenda, steer our activities and ambitions and will lead us to achieve our goals for Urban Mobility and eventually societal impact:

- 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

2.2 Type of partners

The EIT creates ecosystems. The KICs are anchored in regional and local communities via their Co-Location Centres (called Innovation Hubs within EIT Urban Mobility). The EIT is the mechanism to link the knowledge triangle components of education, research, and industry across Europe and into the wider world.

At EIT Urban Mobility, we integrate the knowledge triangle components and extend them by an additional group: cities. Accordingly, EIT Urban Mobility currently brings together around 135 partners from 26 different countries and four sectors: academia, research, industry, and cities.

2.2.1 Eligibility of partners

2.2.1.1 Partners' origin

This Call for Proposals (CfP) is open to the Member States (MS) of the European Union (EU), and Horizon Europe Associate Countries. It is expected that by December 2021, a full Association Agreement will be concluded enabling Associate Countries to participate in Horizon Europe. This legal agreement is the fundamental basis for participation. This call is conducted under the premise that all Associate Countries will adhere to the Agreement by 31 December 2021.

2.2.1.2 Partner categories¹

To stimulate dynamic partnerships and to leverage EIT Urban Mobility's impact, different, non-overlapping partner categories are offered. The overall partner category structure intrinsically foresees and stimulates a graduated engagement process for partners in our operation. We offer a partner participation model, in terms of rights and obligations as well as a financial contribution, that rewards long-term, strategic engagement of partners.

EIT Urban Mobility distinguishes the following partner categories:

- KIC Partners:
 - **Core Partners Tier 1.** Are members of the EIT Urban Mobility Association. Pay an annual fee. Can participate in any call in the EIT Urban Mobility programme with no capped limit on funding.
 - **Core Partners Tier 2.** Are members of the EIT Urban Mobility Association. Pay an annual fee. Can participate in any call in the EIT Urban Mobility programme with a capped limit on funding.

¹ Subject to modification before the submission of the EIT Urban Mobility BP 2022-2024

- **Project partners (as mentioned in article 15 of the KIC LE by-laws).** Are not members of the EIT Urban Mobility Association. They pay a specific fee. Can participate in a specific call in the EIT Urban Mobility programme with a capped limit on funding.

In parallel, there are two additional types of entities who can participate directly and/or indirectly in the calls:

- Other entities:
 - **Affiliated entities.** Entities with legal link to a core partner. Can participate in any call in the EIT Urban Mobility programme with a capped limit on funding.
 - **Third parties** (contractors, subcontractors, and in-kind contributors). Cannot participate in the call as direct beneficiaries of the EIT funding, but contributing to the activity of a beneficiary.

For the First Call for Proposals for Academy, any partner, including new potential project partners, can be the Lead Applicant.

2.2.2 Partner registration process

Before submitting a project proposal, all applicants (lead applicants and consortium partners) have to register on the *EU Participant Portal* and the *PLAZA submission tool*.

3. Call specific requirements

3.1 Strategic focus

The overall purpose of the Academy area is to close the knowledge gap within urban mobility, enabling the development of mobility for liveable urban spaces. This includes fostering innovation and entrepreneurship skills in a lifelong learning perspective. The EIT Urban Mobility Academy consists of three main areas: The Master School, the Doctoral Training Network and the Competence Hub, our professional school targeting lifelong learning.

EIT Urban Mobility Academy main areas

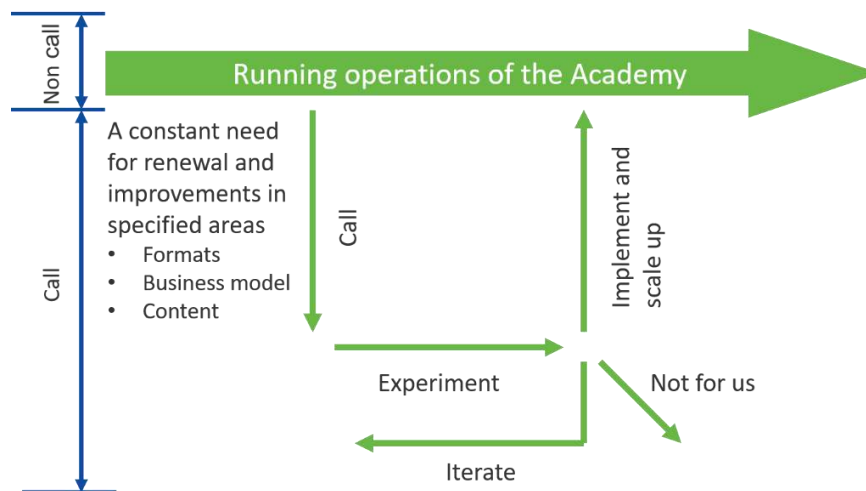
	Main activities	Primary target group	Annual long-term target (2027)
Master School	Double degree EIT Labelled Master programmes Summer Schools	EU and non-EU Master School Students	500*
Doctoral Training Network	EIT Labelled Innovation & Entrepreneurship course programme Annual Forum	PhD candidates within core partner universities within urban mobility related areas	50*
Competence Hub	Web-TV channel Online courses F2F courses	Professionals within all concerned organizations, cities and industries	50 000** 500 000***

* Graduates ** Course participants ***Online unique visitors

The Master School started in the fall semester of 2020 and is planned to expand to 7 universities and 4 programmes in 2021. The Doctoral Training Network was launched in the spring of 2020 and the first Annual Forum was held in the fall of the same year. In 2020, the Competence Hub expanded to offer a

broad portfolio of courses. The Master School, the Doctoral Training Network and the Competence Hub are running activities that, to a varying degree, are funded through the yearly Call process.

Call and non-call activities of the Academy



Call and non-call activities of the Academy.

There is a constant need to develop methods, content and business models to improve the running operations. We need to have an experimental approach and test new ideas, that when shown to work, may be repeated and scaled up (*see figure above*). We need to build capabilities to be able to offer and produce relevant content quickly and efficiently that differentiates us from what is already available. It is imperative that the Academy offer high quality education (content and methodology including supporting EIT-labelled programmes), reach a large audience and market, and gain recognition efficiently with a lasting effect. Furthermore, activities need to create new additional lasting value as well as leverage value catalysed by the EIT funding, for the ecosystem and all relevant stakeholders.

For all three areas, but especially for the Competence Hub, activities and experiments need to demonstrate that in the short term they can become financially sustainable, and this should be proven in the proposals (to the extent possible). The standard financial sustainability mechanism for Academy activities is revenue sharing. The common model is that EIT Urban Mobility gets a 100% revenue share during the duration of the activity funding period and from 20% to 80% of the revenues after that, negotiated on a case-by-case basis. EIT Urban Mobility also requires a non-exclusive right to all foreground IP generated (such as video material etc.).

3.2 Duration

The First Call for Proposals for Academy welcomes one-year activities to completed in 2022. For activities potentially continuing beyond 2022, the proposal consortium must indicate if they are willing to repeat/continue the activity during 2023 and/or 2024. If so, then a high-level plan should be included in the proposal. In such cases, there will be reserved funding (placeholders) in the coming business plans. By the end of 2022 (and 2023) the activity performance will be assessed, and conditions set to be included in the next years business plan. If there is an agreement, the activity can be continued.

3.3 Monitoring and Reporting

For information on the Monitoring and Reporting, please refer to the document *Implementation of the Call for Business Plan 2022 – 2024*.

3.4 Ideal Portfolio

3.4.1 Segments

The design of the first Academy Call for BP 2022 to 2024 is based on the input received during the “ideation to call process” and the present development and status of the Academy segments (Master School, Doctoral Training Network and Competence Hub). As a result of the input and analysis, we have chosen to focus this call on the Master School and the Competence Hub segments, excluding the Doctoral Training Network from the BP 2022-2024 First Call for Proposals for Academy.

Master School

Activities related to the EIT Urban Mobility Master School, see <https://www.eiturbanmobility.eu/masterschool/>

Competence Hub

Activities related to the EIT Urban Mobility Competence Hub, our professional lifelong learning activities, see <https://www.eiturbanmobility.eu/competence-hub/>

3.4.2 Scope of the activities

For activities to be implemented in 2022, we are looking for proposals introducing new education formats, content, and business models in line with our ambitions regarding the Master School and the Competence Hub.

We plan to award 1 to 4 proposals per activity topic stated below (both for the Master School and for the Competence Hub), depending on the evaluation and total budget available. We may however need to

exclude one or various activity topic(s) if there are no proposals deemed as good enough or due to portfolio assessment criteria.

The Academy Call is **exclusively** welcoming proposals covering the following activity topics (aimed number of rewarded proposals within brackets):

Master School:

- MSA1 Summer Schools (2 to 3)
 - Scope: These will be primarily for our own Master School students but will also be open to any paying students within Urban Mobility related studies as well as young professionals. There will also be scholarships for students from RIS regions to participate (handled by RIS). The summer schools should follow the set summer school model: The summer school is a combination of a challenge-based course and a study trip, focusing on entrepreneurship and business creation. During the two weeks the students visit two cities (within two countries but within bus/train distance) working on one challenge theme, defined by the two hosting cities. The first week in one city focusing on problem analysis and the second week in another city focusing on potential solutions that should be possible to develop into a start-up and be pitched to an investor jury. Students should produce an output that can form the basis of academic examination by the master school partner universities. The maximum number of participants per summer school is 50. The exact dates of the summer school(s) will be determined in conversation with the master school leadership to ensure compatibility with academic calendars.
 - Compulsory KPIs and minimum levels:
 - KONHE01 Companies involved in EIT labelled programmes - minimum 4
 - KONHE02 Participants in all Academy activities (on top of EIT Urban Mobility Master School students) – minimum 15
 - Financial Sustainability: Revenues to EIT Urban Mobility from paying participants: minimum EUR 4,000.
 - Potential: To include up to 50 students per Summer School instance. Possible to repeat in 2023 at 80% of the cost compared to 2022 (as less development is required), and with a revenue of EUR 8,000 in 2023.
 - Other: Budget should include all costs including travel and accommodations for EIT Urban Mobility Master School students (externals cover these costs by themselves)
- MSA2 Challenge Student Competition (1)
 - Scope: A pan-European student competition focused on urban mobility related topics. The competition should attract a large number of student teams as well as sponsors. The competition should address a critical urban mobility challenge, generate significant publicity and in addition market the EIT Urban Mobility Master School. It needs to focus on a topic that students are passionate about and where concrete tangible outputs are generated.
 - Compulsory KPIs and minimum levels:

- KONHE02 Participants in all Academy activities – minimum 40
 - KONHE08 Education activities at EIT RIS hubs – minimum 1
 - Financial Sustainability: Revenues (sponsorships or corresponding value in form of prices etc.) from sponsors of minimum EUR 4,000.
 - Potential: The concept should hold the potential to be scaled across Europe, with a cost not exceeding EUR 300 per participant. The proposal should include a credible plan regarding how to increase the revenues per participant over time.
 - Other: Proposal should include a plan regarding how the challenge may be repeated and scaled after 2022.
- MSA3 Pre-MS raising awareness activities/courses (1 to 2)
 - Scope: Student activities at Bachelor level to raise the awareness around urban mobility as a topic. This can be courses, online or blended, summer schools or other activities. It may also be an integrated part of the admission process. The purpose being to generate an interest for all the challenges and opportunities to make a difference, building sustainable urban mobility solutions and liveable urban spaces. The initiative has to have the potential to attract a large number of students and potential EIT Urban Mobility Master School students.
 - Compulsory KPIs and minimum levels:
 - KONHE02 Participants in all Academy activities – minimum 100
 - KONHE13 Annual reach of impressions for EIT Urban Mobility online content – minimum 10.000
 - Financial Sustainability: Not required.
 - Potential: The activity should have the potential to attract a large number of students and increase the awareness of the EIT Urban Mobility Master School programmes. The activity needs over time be able to generate “student leads” (students considering the programme as a viable alternative, as submitted e-mails requiring additional information) at a cost of less than EUR 50 per lead (total cost of the activity divided by number of generated “student leads”).
 - Other: Proposal should include a plan regarding how the activity may be repeated and scaled after 2022.
- MSA4 Regional Innovation Scheme (RIS) integration (1 to 2)
 - Scope: Initiatives to better integrate RIS region universities, teachers and students in the Master School activities. This may either be a “teach the teacher” concept, a student education programme or a course based on the existing EIT Urban Mobility Master School activities and curricula. This may be designed as an integrated or stand-alone activity within the Academy, or it may be made in cooperation with EIT Urban Mobility RIS (separate budget not included in the Academy Call). The purpose being to level out the imbalance in terms of development between different European countries, lifting the level of less economically developed regions. We welcome ideas with the potential to have a significant impact leveraging on the existing EIT Urban Mobility Master School.
 - Compulsory KPIs and minimum levels:
 - KONHE02 Participants in all Academy activities – minimum 100

- KONHE08 Education activities at EIT RIS hubs – minimum 2
 - Financial Sustainability: Not required.
 - Potential: The activity should have the potential to involve a significant number of teachers or students with the purpose of either establishing a teach the teacher concept or educating students. The concepts should have the potential to be repeated and scaled with a limited budget per participant (10% per participant compared to the year of the development) and no further development budget.
 - Other: Proposal should include a plan regarding how the activity may be repeated and scaled after 2022.
- MSA5 New Urban Mobility programme/curriculum – open also to non-engineering students (1 to 2)
 - Scope: Programme concepts that enhance existing degree programmes in either Industrial Engineering or Innovation and Entrepreneurship with urban mobility technical skills. Urban mobility is cross-disciplinary in nature and would many times benefit from a broader mix of skills and academic backgrounds. To diversify the range of expertise of our graduates and reach a broader applicant target group, this task is to build on existing masters within Industrial Engineering and Management, Innovation and Entrepreneurship or similar and add an urban mobility minor to such programmes. The urban mobility minor can also include the existing summer schools, study trips, internships etc. The programme concept should be possible to formalise so that three or more universities can regularly offer a EIT labelled programme combining urban mobility with innovation and entrepreneurship open to not only students with technical backgrounds but also non-technical backgrounds, such as business studies, management, economics, finance, public policy, political science, sustainability, etc. The activity should develop such a programme with a number of dedicated partner universities fitting the EIT Label framework and potentially include a small pilot to illustrate essential elements of the concept within an existing degree programme.
 - Compulsory KPIs and minimum levels:
 - KONHE02 Participants in all Academy activities – minimum 20
 - KONHE21 New courses developed - minimum 1
 - Financial Sustainability: Should over time be possible to align with the existing Master School business model (tuition fees of EUR 16k per year for non-EU students and EUR 4k for EU students, scholarships available, funding to universities etc.).
 - Potential: The developed programme should be possible to be started by at least 3 universities. The aimed student intake should over time should be above 100 students annually. The programme should have the potential to admit students with a wider set of backgrounds compared to the existing programmes, extending beyond science and engineering backgrounds.
 - Other: A high-level timeline on how to implement the plans from 2023 with a start of the programme no later than 2024 should be included.
- MSA6 Teaching methodology with a Knowledge Triangle (KT) perspective (1 to 2)

- Scope: Driven by the EIT label ambitions we look for new teaching methodologies fitting the need within the Master School. This could be in areas such as challenge driven education, learning-by-doing curricula, inter-/transdisciplinary education, systemic innovation, multi-stakeholder management, citizen engagement, living lab methodology, knowledge triangle (KT) integration etc. The developed concepts should be possible to directly integrate in existing Master School programmes. Suggested potential new methodologies should include teaching staff from both technology disciplines and innovation and entrepreneurship, safeguarding a bridge between and a commitment for implementation on both sides.
- Compulsory KPIs and minimum levels:
 - KONHE02 Participants in all Academy activities – minimum 50
 - KONHE21 New courses developed - minimum 1
- Financial Sustainability: Not required.
- Potential: The developed concept should have the potential to be implemented at least half of the programmes/involved universities in the Master School programmes the academic year 2023/2024.
- Other: The demand and the potential for this programme to be implemented needs to be verified. A high-level timeline on how to implement the plans from 2022 should be included.

Competence Hub:

- CHA1 Online urban mobility courses with a significant financial and impact potential (1 to 4)
 - Scope: Professional lifelong learning in urban mobility, education and training concepts. We look for initiatives regarding courses or course packages with a significant market and impact potential. We are prepared to fund the development and take a significant part of the market risk. Proposal consortia may include professional and executive schools, as well as other organisations targeting professionals, such as large urban mobility conference, fair organisers, sector/industry associations, digital learning agencies, etc. It should be possible to run various cohorts of a given online or blended course during a number of years after 2022 with no or very limited additional funding. While custom/corporate courses and business models will be preferred, open-enrolment courses will also be accepted.
 - Compulsory KPIs and minimum levels:
 - KONHE02 Participants in all Academy activities – minimum 1000
 - EITHE08.1 Participants in (non-degree) education and training - minimum 50 (this KPI regards participants fully completing all components of a course including getting a certificate)
 - Financial Sustainability: Required. The courses should hold the potential to generate revenues to EIT Urban Mobility (the EIT Urban Mobility revenue share part) from 2022 to 2024 and at least corresponding to in total 30% of the funding in 2022 and without further funding after 2022.

- Potential: In addition to the financial sustainability potential stated, it should be possible to run the course or course package until 2026.
- Other: Presented proposals need to define a credible plan and experience regarding development, marketing and sales, and execution of courses aimed for the professional market. A high-level marketing and sales plan for the different course cohorts should be included.
- CHA2 Face-to-face urban mobility courses with a significant financial and impact potential (1 to 4)
 - Scope: Professional lifelong learning in urban mobility, education and training concepts. We look for initiatives regarding courses or course packages with a significant market and impact potential. We are prepared to fund the development and take a significant part of the market risk. Proposal consortia may include professional and executive schools, as well as other organisations targeting professionals, such as large urban mobility conference, fair organisers, sector/industry associations, digital learning agencies, etc. It should be possible to run various cohorts of a given face-to-face course during a number of years after 2022 with no or very limited additional funding. While custom/corporate courses and business models will be preferred, open-enrolment courses will also be accepted.
 - Compulsory KPIs and minimum levels:
 - KONHE02 Participants in all Academy activities – minimum 50
 - EITHE08.1 Participants in (non-degree) education and training - minimum 30 (this KPI regards participants fully completing all components of a course including getting a certificate)
 - Financial Sustainability: Required. The courses should hold the potential to generate revenues to EIT Urban Mobility (the EIT Urban Mobility revenue share part) from 2022 to 2024 and at least corresponding to in total 30% of the funding in 2022 and without further funding after 2022.
 - Potential: In addition to the financial sustainability potential stated, it should be possible to run the course or course package until 2026.
 - Other: Presented proposals need to define a credible plan and experience regarding development, marketing and sales, and execution of courses aimed for the professional market. A high-level marketing and sales plan for the different course cohorts should be included.
- CHA3 Meeting city staff education needs (1 to 2)
 - Scope: There is clearly a need within city administrations in terms of urban mobility related up-skilling and re-skilling. Analysing these needs, it has become clear that courses should be run at a low cost per learner or participant, or through third-party sponsorship/funding. We welcome proposals with plans to train city staff and/or policy makers but still with a potential to reach break-even in the long run and/or to identify/involve sponsors willing to cover part of the cost of the course. This probably calls for blended or online courses, and means that larger volumes are needed to cover costs and being able to offer services in line with available budgets. This requires specific

- skills in term of handling customisation at a low cost and in understanding how to address city challenges and sell courses to cities and local authorities.
- Compulsory KPIs and minimum levels:
 - KONHE02 Participants in all Academy activities – minimum 800
 - EITHE08.1 Participants in (non-degree) education and training - minimum 40 (this KPI regards participants fully completing all components of a course including getting a certificate)
 - Financial Sustainability: Required. Should hold the potential to generate revenues to EIT Urban Mobility (the EIT Urban Mobility revenue share part) from 2022 to 2024 and at least corresponding to in total 10% of the funding in 2022 and without further funding after 2022.
 - Potential: In addition to the financial sustainability potential stated, it should be possible to run the course or course package until 2026. Course fees per user/participant should be around EUR 100.
 - Other: Presented proposals need to define a credible plan and demonstrate experience regarding development, marketing and sales, and execution of courses aimed for the professional market. A high-level marketing and sales plan for the different course cohorts should be included.
- CHA4 Regional Innovation Scheme, RIS (1 to 2)
 - Scope: There is an increased demand from EU to level out the imbalance in terms of development between different European countries, lifting the level of less economically developed regions. Here, the Competence Hub activities can play an important role. Wider impact courses should be run at a low cost per learner or participant. We welcome proposals with a potential to reach break-even in the long run. This probably calls for blended or online courses and means that larger volumes are needed to cover costs and being able to offer services in line with available budgets. This may also take place through initiatives building on an existing course portfolio, but making it available locally by, for instance, providing translations into local languages and local seminars and workshops. This requires specific skills in term of handling customisation at a low cost and in understanding how to address specific RIS challenges and sell courses in RIS countries.
 - Compulsory KPIs and minimum levels:
 - KONHE02 Participants in all Academy activities – minimum 400
 - EITHE08.1 Participants in (non-degree) education and training - minimum 20 (this KPI regards participants fully completing all components of a course including getting a certificate)
 - Financial Sustainability: Required. Should hold the potential to generate revenues to EIT Urban Mobility (the EIT Urban Mobility revenue share part) from 2022 to 2024 and at least corresponding to in total 10% of the funding in 2022 and without further funding after 2022.

- Potential: In addition to the financial sustainability potential stated, it should be possible to run the course or course package until 2026. Moreover, course fees per user/participant should be around EUR 100.
 - Other: Presented proposals need to define a credible plan and experience regarding development, marketing and sales, and execution of courses aimed for the professional market of the RIS countries that are targeted. A high-level marketing and sales plan for the different course cohorts should be included.
- CHA5 Hackathons (1 to 2)
 - Scope: Hackathons have successfully been run in the last years, getting relevant stakeholders together working on concrete city challenges. From a financial perspective, these initiatives have been quite weak, and this needs to be improved. This can be achieved by working on decreasing costs and at the same time increase external funding and support by alternative funding sources and sponsoring. Hackathons also hold a great potential in terms of publicity value, which should be leveraged. Additional outputs may also be video material describing targeted challenges etc. justifying part of the cost. These videos should be possible to use and create value for other Academy activities, such as in the Master School or Doctoral Training Network.
 - Compulsory KPIs and minimum levels:
 - KONHE02 Participants in all Academy activities – minimum 200
 - KONHE13 Annual reach of impressions for EIT Urban Mobility online content – minimum 4.000
 - Financial Sustainability: Required. Should hold the potential to generate revenues to EIT Urban Mobility (the EIT Urban Mobility revenue share part) or corresponding sponsorship amount in 2022 and at least corresponding to, in total, 5% of the funding in 2022.
 - Potential: In addition to the financial sustainability potential stated, the proposal should include a plan regarding how to significantly improve the financial sustainability of hackathons in 2023 (revenues corresponding to at least 10% of the funding).
 - Other: Presented proposals need to define a credible plan and experience regarding development, marketing and sales, and execution of hackathons. A high-level marketing and sales plan should be included also describing how sponsors will be acquired.
- CHA6 Multi-stakeholder collaboration courses (1 to 2)
 - Scope: Courses, education and training initiatives especially focusing on “breaking the silos”, systemic innovation, multi-stakeholder collaboration and thereby demonstrating a strong focus on the integration of the Knowledge Triangle integration. We welcome proposals in this area but provided that they aim for a significant market and impact potential. We are prepared to fund the development and take a significant part of the market risk. Proposal consortia may include professional and executive schools, as well as other organisations targeting professionals, such as large urban mobility conference, fair organisers, sector/industry associations, digital learning agencies, etc. It should be possible to run various cohorts of a given course during a number of years after 2022 with no or very limited additional funding. The format should be blended asynchronous

- and synchronous, online and possibly also face-to face. While custom/corporate courses and business models will be preferred, open-enrolment courses will also be accepted.
- Compulsory KPIs and minimum levels:
 - KONHE02 Participants in all Academy activities – minimum 200
 - EITHE08.1 Participants in (non-degree) education and training - minimum 10 (this KPI regards participants fully completing all components of a course including getting a certificate)
 - Financial Sustainability: Required. Should hold the potential to generate revenues to EIT Urban Mobility (the EIT Urban Mobility revenue share part) from 2022 to 2024 and at least corresponding to in total 20% of the funding in 2022 and without further funding after 2022.
 - Potential: In addition to the financial sustainability potential stated, it should be possible to run the course or course package until 2026.
 - Other: Presented proposals need to define a credible plan and experience regarding development, marketing and sales, and execution of courses aimed for the professional market. A high-level marketing and sales plan for the different course cohorts should be included.
- CHA7 Challenge groups (1 to 2)
 - Scope: Here we aim to launch executive level challenge groups focusing on a specific common issue. These are small (high-level representatives and decision makers from about 5 organisations, i.e., executive managers) knowledge sharing groups facilitated by a “coach” and with occasional guests to inspire or trigger dialogue. We estimate that the groups would meet approximately 5 times per course. We are prepared to fund the development and take a significant part of the market risk. Presented proposals need to establish a credible plan and experience regarding development, marketing and sales, and execution of challenge groups aimed for the professional executive market. Pan-European coverage, including at least two partners, is recommended. It should be possible to expand the concept in both volume and topics.
 - Compulsory KPIs and minimum levels:
 - KONHE02 Participants in all Academy activities – minimum 10
 - EITHE08.1 Participants in (non-degree) education and training - minimum 10 (this KPI regards participants fully completing all components of a course including getting a certificate)
 - Financial Sustainability: Required. Should hold the potential to generate revenues to EIT Urban Mobility (the EIT Urban Mobility revenue share part) from 2022 to 2024 and at least corresponding to in total 20% of the funding in 2022 and without further funding after 2022.
 - Potential: In addition to the financial sustainability potential stated, it should be possible to run the course or course package until 2026.
 - Other: Presented proposals need to define a credible plan and experience regarding development, marketing and sales, and execution of courses aimed for the professional

market. A high-level marketing and sales plan should be included for the different course cohorts.

Please note that additional non-compulsory KPIs should be included depending on the individual activity need and that they will be taken into consideration during the evaluation process. To find the complete list of EIT Urban Mobility KPIs please referred to the call document *List of KPIs*.

3.5 Financial aspects

3.5.1 Budget

The total budget allocation for Academy for this First Call for proposals is expected to be up to EUR 2.4 million (budget for 2022).

Distribution of budget per segment:

- Master School: About 30% of the Academy Call budget
- Competence Hub: About 70% of the Academy Call budget

Number of activities expected to be funded:

The maximum EIT Urban Mobility funding (KAVA) is EUR 200,000 per action (minimum EUR 20,000), and the proposed activities should be completed within 2022. However, we expect the proposed activities to, on average, be about EUR 100,000. The estimated total number of accepted proposals is expected to be between 20 and 30.

3.4.1 Eligibility of expenditures

For information on the eligibility of costs of the budget, please refer to the document *Eligibility of expenditures* of the Call for Business Plan 2022 – 2024.

3.5.2 Co-funding rate

Master School:

- There are no formal requirements regarding co-funding. Co-funding is however welcome and with increased co-funding the proposal will be more favourably assessed.

Competence Hub:

- The minimum level of co-funding required is 10%. Higher co-funding levels are however welcome and with increased co-funding the proposal will be more favourably assessed.

Specific information on co-funding rates, financial items to be used etc. can be found in the webinars provided by the EIT Urban Mobility on financial issues. For further information, please send an email to call2022@eiturbanmobility.eu

3.5.3 Financial sustainability on Academy area

To sustain a long-term partnership, the EIT Urban Mobility has developed a Financial Sustainability (FS) Strategy to enable the KIC to gradually become financially independent from EIT funding. This FS strategy is based on a mix of different mechanisms, such as revenue share and equity stakes.

For the Academy area, the recommended FS mechanism is revenue sharing (in exceptional cases other mechanisms can be considered, if relevant). During the period of the KAVA, in this case 2022, 100% of the revenues go to EIT Urban Mobility. When a course or event is repeated after the duration of the KAVA, the revenue share is between 20/80 to 80/20 (EIT Urban Mobility / commercializing partner or consortia) depending on the share of responsibilities between the parties. In addition, EIT Urban Mobility should be granted a non-exclusive right to generated content (foreground intellectual property) including the right to sub-licence, modify and commercialize the content.

For detailed additional requirements, see section 3.4.2.

The FS mechanism of each selected proposal will have to be further developed during the activity implementation and a Commercial Agreement has to be signed between the activity's Commercial Partner and EIT Urban Mobility. Such Commercial Agreement will be monitored during a minimum of five years after the finalisation of the project in order to follow/monitor the impact that will be generated by the project's outputs, as part of the FS mechanism.

4. Proposal preparation and submission

4.1 Support on proposals preparation

To guarantee the maximum support from EIT Urban Mobility to each of the current and potential partners and stakeholders, three different support offers will be provided during the process: *The Call Guidelines for Applicants*, the call information events and, lastly, the EIT Urban Mobility call contact points.

4.1.1 Guidelines for applicants

EIT UM has developed the *Call Guidelines for Applicants*, which will be published on EIT Urban Mobility PLAZA and the EIT Urban Mobility website by 9 April 2021, to ensure all interested parties have access to the relevant and necessary information to support call preparation and submission. The *Call Guidelines for Applicants* provides clear information on how, when, where and what the applicant must submit its proposal to EIT Urban Mobility to participate in the first call for *Business Plan 2022 - 2024*.

4.1.2 Call information events

To help EIT Urban Mobility partners and stakeholders within the preparation and submission of their proposals, the EIT Urban Mobility will carry out a set of events prior and during the publication of the *Business Plan 2022 Call*.

Here you can find the calendar on the main events: <https://eit-urban-mobility-matchmaking.b2match.io/>

4.1.3 EIT Urban Mobility call contact points

In parallel to the call information events, all EIT Urban Mobility partners and stakeholders may contact EIT Urban Mobility to resolve any concerns or doubts on call content.

These are the key contact data on EIT Urban Mobility team per area and per geographical location:

Type of contact	Email
General/technical	call2022@eiturbanmobility.eu
Academy area	academycall@eiturbanmobility.eu
Innovation Hub North	north@eiturbanmobility.eu
Innovation Hub West	west@eiturbanmobility.eu
Innovation Hub East	east@eiturbanmobility.eu

Type of contact	Email
Innovation Hub Central	central@eiturbanmobility.eu
Innovation Hub South	south@eiturbanmobility.eu

4.2 Proposal submission

All Lead applicants will submit their proposals via the PLAZA e-submission platform.

The PLAZA platform will be available as of 9 April 2021. Guidance on the usage of PLAZA will be found in the *Call Guidelines for Applicants* once the system is available. Additionally, the EIT Urban Mobility PMO will organise a series of webinars to support partners during the submission phase (see section 4.1.2. above).

4.2.1 Call calendar²

Activity	Date
<i>Call opening</i>	19 March 2021
<i>Call closing</i>	18 May 2021
<i>Eligibility and Admissibility check</i>	End of May 2021
<i>Evaluation of proposals</i>	June 2021
<i>Communication of results to applicants</i>	Beginning of July 2021
<i>Conditions clearing</i>	Mid July
<i>Compliance check of the fulfilment of conditions</i>	End of July 2021
<i>Final selection of portfolio</i>	Beginning of August 2021

4.2.2 Mandatory documents to be submitted

The following documentation must be submitted by the applicants through the PLAZA submission tool:

- Application form

Any documentation missing or considered incomplete, may be a reason for application rejection.

² Disclaimer: Indicative timeline – eventually to be adapted in line with Horizon Europe negotiations

5. Evaluation and selection process

Once the applicants have submitted their project proposals, the EIT Urban Mobility team will proceed with:

- Checking eligibility and admissibility and, if successful,
- Initiating the evaluation of the content by external experts

5.1 Eligibility and admissibility check

A proposal will be eligible if:

1. Completeness	The submitted proposal is completed, submitted in time, in English with all its mandatory sections.
2. Proposal consortium composition	The proposal consortium composition is in line with the partnership specific requirements of the Academy area: • Minimum 2 partners from 2 different countries - EU Member State (MS) or Associated Country (AC). • Additional beneficiaries, based on the requirements to carry out the action.
3. Co-funding rate	The proposal fulfils the minimum co-funding required: Minimum 10% of co-funding for Competence Hub proposals and minimum 0% of co-funding for Master School proposals.
4. KPIs addressed	All proposals must include the mandatory related KPIs of the specific activity group for which the project proposal is submitted (see section 3.4.2).

While failing any of these criteria will make the proposal ineligible, failing the following criteria will make the single partner ineligible³:

Consortium partners eligibility	The consortium partners respect the requirements defined in the call requirements (type of partner, compulsory documentation) and are fully registered to the PLAZA system and the EC participant portal.
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³ The results of this criterion might affect the decision on the composition of partnership or even the eligibility of the whole project proposal: depending on the relevance of the role of the partner being removed (e.g., a WP leader from which activity depends the achievement of a key objective or KPI) the inadmissibility of the partner, can result in the inadmissibility of the whole project proposal.

Inadmissible/ineligible proposals will receive the official communication from the EIT Urban Mobility informing on the outcome of the admissibility and eligibility check and containing the detailed explanation on the failure.

These communications will be sent within 5 working days from the official decision of the EIT Urban Mobility MT to the official email address of the legal representative of the concerned Lead Applicants, only.

The Lead Applicant of any proposal deemed inadmissible/ineligible and who disagree with the ineligibility decision, may appeal against the decision. This appeal must be done within 10 calendar days of the official EIT Urban Mobility notification of ineligibility.

5.2 Evaluation of proposals

The purpose of the evaluation is to assess the excellence, value and quality of project proposals.

5.2.1 Individual Evaluation Process

The first evaluation process will be the Individual Evaluation by the EEE.

This Individual Evaluation Process consists of the strategic fit evaluation (first qualifying phase) and the full evaluation (second qualifying evaluation phase).

Each evaluation phase is integrated by different groups of criteria and sub criteria (see sections 7.2.1.1 and 7.2.1.2 below) which will be assessed according to the following scores:

Score	Description	
0	<i>None</i>	The information requested is missing (either not filled it in or not provided in the text).
1	<i>Very poor</i>	The information provided is considered as irrelevant or inadequate compared to the specific call provisions
2	<i>Poor</i>	The information provided lacks relevant quality and contains significant weaknesses, compared to the specific call provisions
3	<i>Fair</i>	The overall information provided is adequate, however some aspects are unclearly or insufficiently detailed, compared to the specific call provisions
4	<i>Good</i>	The information provided is adequate with sufficiently outlined details, compared to the specific call provisions
5	<i>Excellent</i>	The information provided is outstanding in its details, clarity and coherence, compared to the specific call provisions

5.2.1.1 Strategic Fit Evaluation

The 'Strategic Fit' evaluation will assess the compliance of the proposal with the ***scope of the respective activity area*** in which the proposal has been submitted. It will also evaluate ***KPI levels*** and ***potential*** relative the specific requirements stated per activity area, see 3.4.2 *Scope of activities*. Only proposals successfully passing the 'Strategic Fit' evaluation will be retained for the full proposal evaluation.

To determine if the project is strategic for EIT Urban Mobility and in line with the provisions set in the call, the evaluation criteria defining the strategic fit will be evaluated first and independently from the other criteria by the evaluators.

Strategic fit evaluation criteria
Alignment with the <i>scope</i> of one of the stated call activities, see 3.4.2. <i>Scope of the activities</i>. Activities are thereby aligned with the EIT Urban Mobility SA.
<i>KPIs</i> in line with or exceeding the minimum level requirement, as stated for the respective call type of activity, see 3.4.2. <i>Scope of the activities</i>.
<i>Potential of impact</i> in line with or exceeding the minimum level requirement as stated for the respective call type of activity, see 3.4.2. <i>Scope of the activities</i>.

The strategic fit evaluation consists of 3 questions with a total score of 15 points.

The threshold for the strategic fit is 3 points in each sub criteria. Accordingly, the following procedure applies:

- If a proposal receives a lower score than 3 points (average for the three evaluators) in any of the three strategic fit evaluation criteria, then it will not pass to the full proposal evaluation.
- If a proposal receives at least 3 points (average for the three evaluators) in all the strategic fit evaluation criteria, then it will pass to the full proposal evaluation.

5.2.1.2 Full Evaluation

If the proposal passes the strategic fit evaluation, then, the proposal will continue to the full proposal evaluation. This will focus on the project proposal's plan to accomplish the project scope, in accordance with the requested resources in time and money as well as on the feasibility of the project management plan.

Excellence and novelty	
Coherence and logic	
• The proposal objectives are SMART (Specific, Measurable, Achievable, Realistic and Time Bound). • The project activities, outcomes and results are clearly related to aims and the objectives of the project. • The project product/service/solution and their sub elements are defined and are realistic according to timeframe and budget of the project. • The project contributes to Knowledge Triangle Integration by involving academia, research, industry and cities.	
Novelty and need	
• The project represents meeting an unmet need and/or unresolved issue. • The project demonstrates its need and relevance for society, target group or market. • The project address specific RIS target group needs. • The project support EIT Urban Mobility Academy to meet EIT Label standards (only regarding Master School proposals). • The project is on par with state-of-the-art professional education and training formats and/or content (only regarding the Competence Hub proposals).	

Impact and financial sustainability	
Ambition of the proposal and contribution to expected impact	
• The project expected impacts are measurable at quantitative and/or qualitative level. • The impact on key outcomes of the project is clearly defined. • The project presents a strategy to ensure the financial sustainability according to the financial sustainability requirements. • The co-funding level of the project is higher than the minimum expected at the call.	
Extent to which the activity strengthens the competitiveness and growth	
• The project is addressed to specific target group/s and/or market sector/s. • The project defines measures to ensure durability and transferability of project outcomes.	
Effectiveness of the proposed measures to exploit and disseminate the project results (including IPR management), to communicate the project and to manage data, where relevant	
• The project presents a dissemination and communication plan which guarantees the communication on main project activities to specific target audiences. • The project defines clear measures to manage commercialization and exploitation of project results. • The project includes a marketing and sales plan and adequate resources, when involving a marketing and sales need (such as selling courses etc.).	

Quality and efficiency of the implementation	
Coherence and effectiveness of the workplan including appropriateness of the allocation of budget, tasks and resources	
- The working plan of the project is aligned to the achievement of project objectives, KPIs and expected results. - The workplan of the project integrates inclusion actions and citizen engagement. - The project identifies relevant deliverables and milestones for the project. - The project budget is aligned to the scope of the project. - The project budget reflects the best value for money in its structure and content. - The plan indicates the availability of required resources.	
Appropriateness of the management structures and procedures, including quality management and risk management	
- The project identifies management structures to guarantee a correct management of the project resources and partners. - The project presents a clear project contingency plan. - The plan shows a demonstrated ability to perform the activity, including team capability, strength and composition.	
Relevance of the consortium composition	
- The partners present clear and specific roles in the project. - The consortium presents the required skills and competences to carry out the activities presented in the work plan.	

The full proposal evaluation will consist of both the initial Strategic Fit score (up to 15 points), as well as the above additional three evaluation criteria area scores. The total scoring of up to 100 points is distributed as follows:

Strategic fit	15 points
Excellence, Novelty of Innovation	25 points
Impact	30 points
Quality and efficiency of the implementation, including sound financial management	30 points
Total	100 points

The 3 External Expert Evaluators will meet in a consensus meeting aimed at calibrating the Individual Evaluation Reports (IER), where a rapporteur will address any notable divergence between them, and will develop the final Summary Evaluation Reports (SER). The result of each SER will be added to the Evaluation Results List and the Call Report for the Selection Committee.

5.2.2 Portfolio selection

The EIT Urban Mobility Selection Committee is composed by the CEO of EIT Urban Mobility, the COO and three Thematic Leads nominated by the CEO.

The EIT Urban Mobility Selection Committee will select the portfolio of projects to be included in the Business Plan 2022 - 2024. The portfolio selection of the projects proposed for receiving EIT Urban Mobility funding, will be based on the results of the external evaluation process, specifically, of the Call Report, the Evaluation Results List and the SER.

The Selection Committee will, at the most, review the best scored proposals (according to the Evaluation Results List) with a total budget corresponding to double the available EIT budget (i.e., if the total amount of budget is EUR 2,4 million then proposals corresponding to a maximum total requested funding of up to EUR 4,8 million will pass to the Selection Committee). Furthermore, only proposals ranked equal or over 60 points will pass to the Selection Committee.

Within the Selection Committee, the following portfolio factors will be considered:

- Business Intelligence: issues or concerns highlighted by External Experts.
- Duplicity: no proposals with same or similar expected results will be funded. If there are two proposals with same or similar results, only one will be proposed for funding based on the rest of the portfolio factors.
- Track record: track record of the applicants will be taken into consideration regarding their previous performance on projects funded by the EIT Urban Mobility.
- Value for money: most advantageous combination of cost, quality and sustainability to meet the call requirements.
- Geographic balance: the selection committee will take into consideration and strive for geographical balance of the portfolio selected.

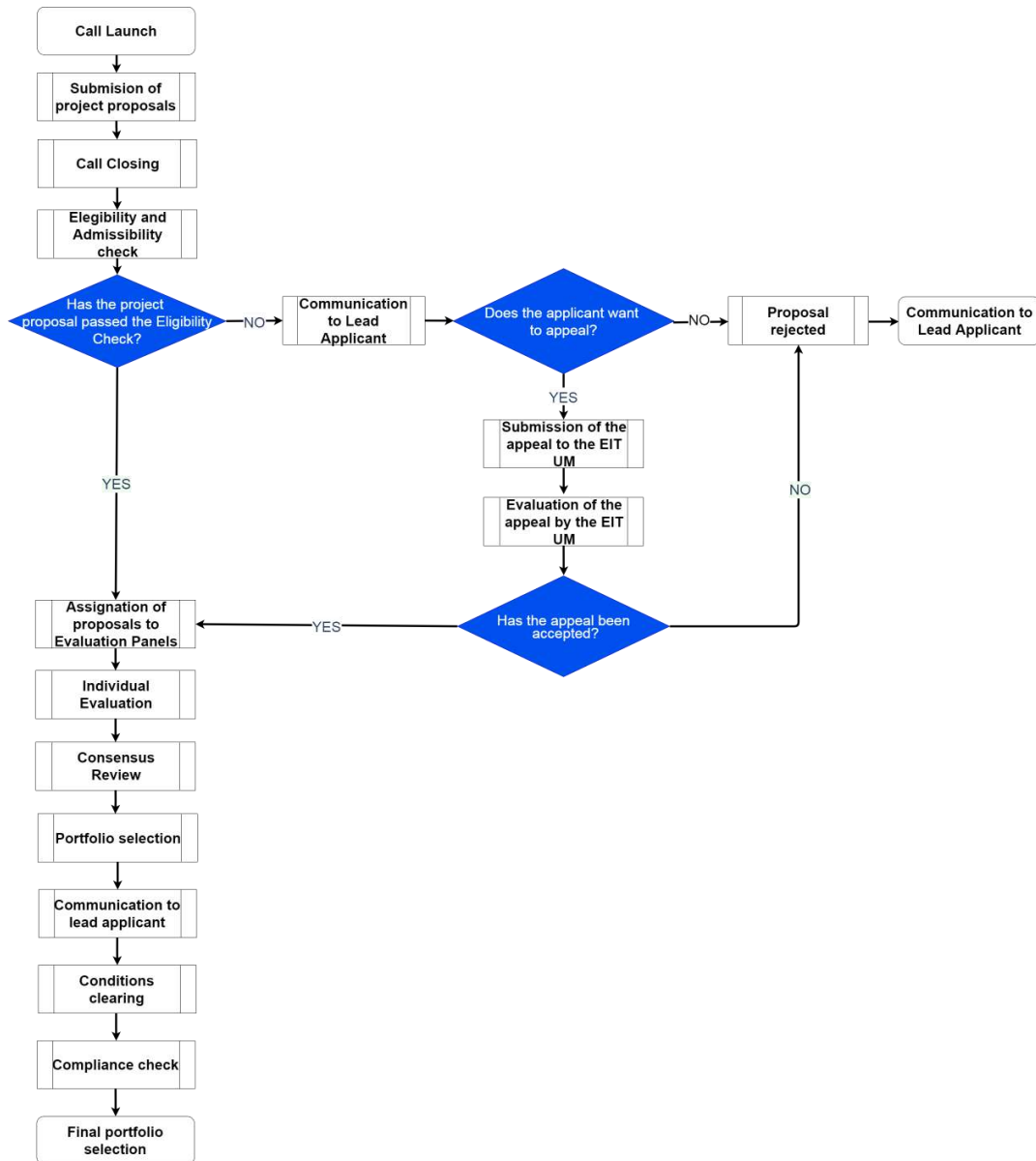
In case of proposals with same scoring, additional consideration will be given to two additional factors: KPIs and co-funding rate.

5.2.3 Communication of results to applicants

The Lead Applicant will receive a communication noting any recommendations/conditions to be addressed to enable provisional inclusion within the Business Plan 2022. The communication will have a defined time frame to respond to and complete any changes. This deadline is not mutable. Upon resubmission of the amended proposal, the MT reviews the amended submission and makes a final decision.

If a Lead Applicant fails to comply with the given conditions, or does not respond within the defined time period, the MT reserves the right to withdraw the conditional notification. In such a case, the next proposal on the ranking list will be contacted.

The selected proposals, as well as other activities to be developed internally by EIT Urban Mobility, will be included in the draft Business Plan and proposed to EIT.



Workflow on Call Process