



# Business Plan 2023 - 2025 Call for Proposals for Academy

## Call Manual

EIT Urban Mobility - Mobility for more liveable urban spaces

EIT Urban Mobility

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

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# Abbreviations

BP	Business Plan
CfP	Call for Proposals
DTN	Doctoral Training Network
EEE	External Expert Evaluator
FS	Financial Sustainability
I&E	Innovation and Entrepreneurship
IER	Individual Evaluation Report
KAVA	KIC Added Value Activity
KIC	Knowledge and Innovation Community
KPI	Key Performance Indicator
MGA	Model Grant Agreement
PMO	Programme Management Office
RIS	Regional Innovation Scheme
SA	Strategic Agenda
SER	Summary Evaluation Report
SO	Strategic Objective
TA	Thematic Area

# Glossary

<b>Activity Leader</b>	The Activity Leader is the person nominated for each project as the main contact point between the entities involved in the project and EIT Urban Mobility. This person is affiliated with the Lead Applicant of the project. The Activity Leader can nominate contacts from the entities involved in the project.
<b>Call Coordinator</b>	The call coordinator is the person responsible for the coordination of the call process. In the case of multi-area BP calls, the call coordinator is the Head of the PMO. In the case of small/specific calls for the implementation of the BP at an area level, the Thematic Lead of the specific area is the call coordinator.
<b>Call for Proposals</b>	The call is the instrument used to allocate grant funding by EIT Urban Mobility 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 aligned with the corresponding Business Plan (BP). This type of call involves all Thematic Areas of EIT Urban Mobility (before the year of BP implementation), (2) small or specific call, normally involving only one Thematic Area, which aims to complete or balance the portfolio outlined in the respective BP, through the allocation of the non-committed budget of the BP (placeholders) or the allocation of additional funding not initially included in the respective BP (during the BP implementation).
<b>Call Report</b>	Document prepared by the call coordinator, summarising the results of the call and its most important outputs, including the evaluation results list.
<b>Deliverable</b>	Deliverables mean documents encapsulating the outputs created by a KAVA. For example, deliverables may include comparative studies, market analysis reports, software release notes, design documents or handbooks. The deliverables specified need to fully demonstrate the achievements of the activity and must be produced during the project lifecycle.
<b>Evaluation Report</b>	A report is written covering all proposals and processes from individual evaluation reports and from committee discussion (an evaluation panel comprising EEs and a rapporteur) that is forwarded to the Selection Committee.
<b>Evaluation results list</b>	List of proposals in order of scoring, based on the evaluation process results.
<b>Knowledge triangle integration</b>	EIT Urban Mobility aims to bring together organisations from business, education, and research, the so-called 'knowledge triangle', and also involve cities, to form dynamic cross-border partnerships which collaborate in the implementation of methodologies and activities.
<b>Lead Applicant</b>	The Lead Applicant is the lead entity which has final responsibility for creating and submitting the project proposal, and who is the main contact point for EIT Urban Mobility for a particular grant.

<b>Milestone</b>	Control points to chart progress. They may correspond to the completion of a key deliverable that allows the next phase of work to begin.
<b>Model Grant Agreement</b>	Model Grant Agreement is used in Horizon Europe and is replacing the specific grant agreement used in H2020.
<b>Output</b>	Results produced by the KAVA that contribute to the achievement of the overall KAVA outcome.
<b>Selection Committee</b>	The Selection Committee is responsible for the selection of shortlisted proposals and the definition of requirements for the inclusion of selected proposals in the final portfolio of projects/KAVAs. The Selection Committee is composed of the CEO, the COO and at least three Thematic Leads. The Selection Committee bases its discussion and debate around the SERs provided with the Call Report.
<b>Single-point-of-contact</b>	A person serving as the focal point 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.
<b>Summary Evaluation Report</b>	All the 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, and commercial and social value of a proposal.
<b>Ranking list</b>	Ranking of proposals selected for funding by the EIT Urban Mobility Selection Committee.
<b>Rapporteur</b>	Member of the evaluation panel who shall report on a proposal during the evaluation procedure.
<b>Thematic Lead</b>	Director and/or relevant Head of any of the following areas: Academy, Innovation, Business Creation, City Club, Factory and RIS.

# Introduction

Urban mobility faces several challenges. We need solutions that accelerate 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.

The need for urban mobility transformation and change in general is an ongoing process. We will now further develop our portfolio of education and training offerings for master and doctoral students, as well as for professionals, and take the EIT Urban Mobility Academy to the next level. We 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 2023-2025.

Maria Tsavachidis

CEO

EIT Urban Mobility

# 1. Call summary

**Disclaimer:** this document provides applicants with detailed information on the first Call for Proposals for Academy for the EIT Urban Mobility Business Plan 2023-2025. More Academy Call for Proposals will be launched for the Business Plan 2023-2025. We plan to launch two Calls per year during this period to cover both calendar and academic years.

The information given is subject to revision, according to new potential rules or requirements provided by EIT and/or by the EC.

Call for Proposals for Academy Main Features	
Dates	<ul style="list-style-type: none"> <li>• <b>Call opening:</b> 28 April 2022</li> <li>• <b>Call closing:</b> 28 June 2022 at 17:00 CET</li> <li>• <b>Eligibility and admissibility check:</b> End of June 2022</li> <li>• <b>Evaluation of proposals:</b> July 2022</li> <li>• <b>Communication of results:</b> First half of September 2022</li> </ul>
Total budget allocated to this call	Up to approximately 1.5 million EUR
Link to the submission portal	The <a href="#">PLAZA platform</a> will be available as of the first week of May 2022
List of documents to be submitted	<ul style="list-style-type: none"> <li>• Application form available on the <a href="#">PLAZA platform</a></li> </ul>
List of documents to take into consideration	<ul style="list-style-type: none"> <li>• Call Manual: Business Plan 2023-2025 Call for Academy</li> <li>• EIT Urban Mobility Strategic Agenda 2021-2027</li> <li>• List of KPIs</li> <li>• Guidelines for Applicants</li> <li>• Eligibility of expenditure</li> <li>• Appeal procedure</li> <li>• <a href="#">Horizon Europe Model Grant Agreement (especially Art. 16 and 17)</a></li> </ul>
Short summary of the topics to be addressed	<p><b>Master School:</b></p> <p>A number of specified activity areas to meet the EIT Urban Mobility Master School targets, including summer schools, awareness raising activities and/or courses, and innovative teaching methodologies with a Knowledge Triangle perspective.</p> <p><b>Doctoral Training Network:</b></p> <p>A number of specified activity areas to meet the EIT Urban Mobility Doctoral Training Network targets, including innovation and entrepreneurship</p>

	<p>curricula and teaching methodology for PhD candidates with a Knowledge Triangle perspective and PhD candidates' start-up activities.</p> <p><b>Competence Hub:</b></p> <p>A number of specified activity areas to meet the EIT Urban Mobility Competence Hub targets, including synchronous blended and face-to-face courses with significant revenue potential, latest learning methodologies and technologies, course formats based on existing trade fairs and conferences, community engagement and inter-sectorial collaboration courses and networking.</p>
<p><b>Evaluation criteria</b></p>	<p>Proposals will be evaluated based on the criteria listed below, as stated in section 5 Evaluation and selection process.</p> <p><b>Evaluation criteria:</b></p> <ul style="list-style-type: none"> <li>• Strategic fit</li> <li>• Excellence and novelty</li> <li>• Impact and social, economic, financial, and general sustainability</li> <li>• Quality and efficiency of the implementation</li> </ul>

## 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 **EIT Urban Mobility Strategic Agenda 2021-2027 (SA)**. 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 at all levels to accelerate change towards a more sustainable modes 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 a longstanding impact on cities and urban quality of life. We strive for an affordable, clean, safe, efficient and healthier form of mobility of 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 Academy Thematic Area are given in Section 3.

### **2.1.2 Strategic Objectives**

Five strategic objectives (SOs), as set out in the EIT Urban Mobility Strategic Agenda 2021-2027, 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 and eligibility of applicants**

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 businesses 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 countries and four sectors: academia, research, industry, and cities.

### **2.2.1 Applicants' origin**

This Call for Proposals (CFP) is open to organisations from the Member States (MS) of the European Union (EU), and Horizon Europe Associate Countries. As a minimum requirement, all proposals must be composed of at least two applicants from two different countries from the EU or Third countries associated to Horizon Europe<sup>1</sup>.

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<sup>1</sup> [https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/list-3rd-country-participation\\_horizon-euratom\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/list-3rd-country-participation_horizon-euratom_en.pdf)

## 2.2.2 Partners categories

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 EIT Urban Mobility partners. We offer a partnership model, in terms of rights and obligations, as well as a financial contribution, that rewards long-term, strategic engagement of partners.

All new EIT Urban Mobility applicants of selected proposals, will be asked to choose - during the onboarding process - one of the following partnership categories:

- **Gold partners:** pay an annual fee of 30,000 EUR and have full access to all benefit packages offered by EIT Urban Mobility
- **Silver partners:** pay an annual fee of 10,000 EUR and have limited access to all benefit packages offered by EIT Urban Mobility

Cities are offered a special partnership package:

- **Leading cities:** with an annual fee of 10,000 EUR, they have full access to the gold partnership package and additional city-specific services

A detailed description of all packages and related benefits, as well as the registration and conditions for partnership, are outlined on our website: <https://www.eiturbanmobility.eu/become-a-partner/>.

EIT Urban Mobility partners in the Higher Education Institution Initiative (HEI),<sup>2</sup> who are part of a selected proposal, will be asked to pay an annual fee based on their chosen partnership category.

Applicants from RIS countries who are already an EIT Urban Mobility partner will be asked to pay an annual fee based on their partnership category.

Applicants from RIS countries who are new to EIT Urban Mobility (excluding large companies<sup>3</sup>), will have their fee waived for the first calendar year of the project implementation. The silver partner category will then automatically apply to them.

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<sup>2</sup> The EIT's HEI Initiative: Innovation Capacity Building for Higher Education is a joint EIT Community activity coordinated by EIT RawMaterials. The initiative is a key objective for the European Institute of Innovation and Technology (EIT) as part of its new strategy, the EIT Strategic Innovation Agenda 2021–2027. The initiative aims to support higher education institutions with expertise and coaching, access to the EIT innovation ecosystem, and funding, enabling them to develop innovation action plans complementing the needs of individual higher education institutions. For more information check <https://eit-hei.eu/about/about-eit-hei-initiative/>

<sup>3</sup> Companies with more than 250 employees and/or an annual turnover that exceeds EUR 50 million or an annual balance sheet exceeding EUR 43 million.

## 2.3 Role and responsibilities of the Lead Applicant

The Lead Applicant is the entity that will be the central contact point for EIT Urban Mobility. The Lead Applicant of a selected proposal will take overall responsibility for the proper implementation of the project and, in particular, will be responsible for:

- Assigning an Activity Leader who will be the single point of contact for all communications between the beneficiaries involved in the project and EIT Urban Mobility.
- Monitoring and controlling the project's work plan and ensuring the project is implemented properly.
- Communicating changes from the project's work plan to EIT Urban Mobility.
- Arranging meetings with the project's stakeholders.
- Implementing quality procedures for the project implementation and reporting (deliverables, KPIs and outputs).
- Gathering, monitoring, and consolidating financial and technical content for project reporting.
- Meeting all legal, financial, and administrative requirements for proper project implementation (legal agreements, project amendments, etc.).
- Communicating to EIT Urban Mobility the commercial partner identified by the consortium.

In the Academy Call for Proposals, any member of the consortium can be the Lead Applicant.

## 2.4 Applicants' registration process

Before submitting a proposal, all applicants (lead applicants and consortium applicants) must register on the EU Participant Portal and at the PLAZA submission tool<sup>4</sup>.

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<sup>4</sup> The registration process is outlined in the *Guidelines for Applicants*.

# 3. Call specific requirements

## 3.1 Strategic Focus

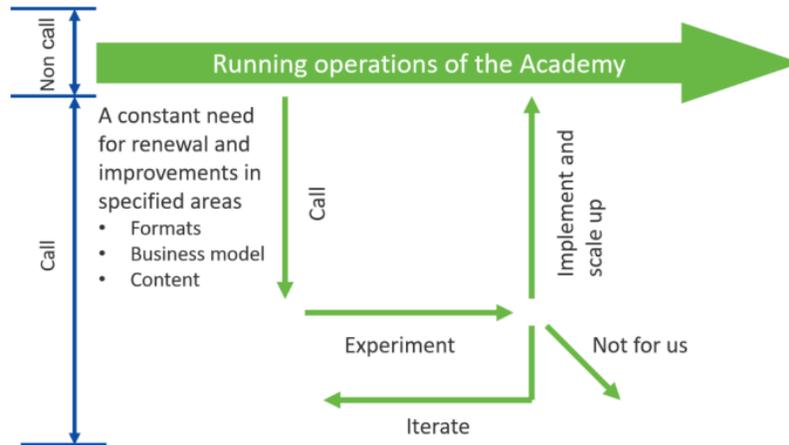
The overall purpose of the Academy area is to close the knowledge gap within urban mobility, enabling the development of mobility for liveable urban spaces. This includes fostering innovation and entrepreneurship skills in a lifelong learning perspective. The EIT Urban Mobility Academy consists of three 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

## 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 running operations. We need to have an experimental approach and test new ideas, that when shown to work, may be repeated and scaled up. 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 EIT Urban Mobility offers 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 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 Academy Portfolio

### Segments

The design of the Academy Call for Proposals for BP 2023-2025 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 include all three segments in this call: the Master School, the Doctoral Training Network and the Competence Hub.

#### Master School

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

#### Doctoral Training Network

Activities related to the EIT Urban Mobility Doctoral Training Network, see <https://www.eiturbanmobility.eu/doctoral-training-network/>

#### Competence Hub

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

### 3.2.1 Scope of the Activities

For activities to be implemented as part of BP2023-2025, we are looking for proposals introducing new education formats and methodologies, content, and business models, in line with our ambitions regarding the Master School, the Doctoral Training Network and the Competence Hub.

The number of proposals selected will depend on the evaluation and total budget available. We may 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 for Proposals is **exclusively** welcoming proposals covering the following activity topics:

#### Master School

##### Summer schools (MSA1)

**Scope:** The summer school is a combination of a challenge-based course and a study trip, focusing on entrepreneurship and business creation. Over a period of approximately two weeks, the students visit two cities located in two different countries. The first week in one city focuses on problem analysis and the second week in another city focuses on potential solutions that should be possible to develop into a start-up and be pitched to an investor jury. The two cities and the travel arrangements should take into account

the need to minimise air travel for participating master students, for example by situating the locales within bus/train travel range of each other. Summer schools are targeted to 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. Students should produce an output that can form the basis of academic examination by the master school partner universities based on the summer school intended learning outcomes, found in the Master School Legal Agreement, Annex B. Each summer school should aim to accommodate up to a maximum of 50 participants, including the Master School students and a minimum of 15 external participants. The number of Master School students will be confirmed during the fall as we do not yet know the number of students enrolling in cohort 2022. Summer schools must be delivered during dates that are compatible with the Master School partner universities' calendars of ordinary instruction. Hence, the exact dates of the summer school(s) will be determined in conversation with the master school leadership.

**Financial Sustainability:** Revenues to EIT Urban Mobility from paying participants: minimum EUR 4,000.

**Potential:** To include up to 50 students per summer school. Possible to repeat in 2024 at 80% of the cost compared to 2023 (as less development is required), and with a revenue of EUR 8,000 in 2024.

**Other:** Budget should include all costs, including accommodations for EIT Urban Mobility Master School students and travel, both between master school partner universities and the summer school sites, and transit between the sites (externals cover these costs by themselves).

**Mandatory KPIs:**

KPI	Short title	Target 2023
EITHE08.1	Participants in (non-degree) education and training	Minimum 15 (on top of the Master School students)
KONHE01	Companies involved in EIT labelled programmes	Minimum 4

**Awareness raising activities and/or courses (MSA2)**

**Scope:** Student activities at Bachelor level to raise awareness of urban mobility as a topic. These can be courses (online or blended), undergraduate summer schools or other activities. It may also be an integrated part of the master school admission process. The purpose is to generate interest in all the challenges and opportunities to make a difference, building sustainable urban mobility solutions and liveable urban spaces.

**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, to 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 2023.

**Mandatory KPIs:**

KPI	Short title	Target 2023
EITHE08.1	Participants in (non-degree) education and training	Minimum 20
KONHE02	Participants in all Academy activities	Minimum 80
KONEHE13	Annual reach of impressions for EIT Urban Mobility content	Minimum 10000

### Innovative Teaching with a Knowledge Triangle perspective (MSA3)

**Scope:** Driven by the EIT label ambitions, we look for innovative teaching methodologies fitting the needs 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 and co-creation, living lab methodology, knowledge triangle (KT) integration etc. The developed concepts should be possible to directly integrate in existing Master School programmes, but could also prepare the ground for future programmes, for example in urban design/landscape architecture, or in mobility product design/development. 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.

**Financial Sustainability:** Not required.

**Potential:** The developed concept should have the potential to be implemented in at least half of the programmes/involved universities in the Master School programmes for the academic year 2024/2025.

**Other:** The demand for this programme and its potential for implementation needs to be verified. A high-level timeline on how to implement the plans from 2023 should be included.

**Mandatory KPIs:**

KPI	Short title	Target 2023
EITHE08.1	Participants in (non-degree) education and training	Minimum 10
KONHE02	Participants in all Academy activities	Minimum 50
KONHE21	New courses developed	1

### Challenge-student competition (MSA4)

**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.

**Financial Sustainability:** Revenues (paid sponsorships or corresponding value in form of prizes 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:** The proposal should include a plan regarding how the challenge may be repeated and scaled after 2023.

**Mandatory KPIs:**

KPI	Short title	Target 2023
EITHE08.1	Participants in (non-degree) education and training	Minimum 20
KONHE01	Companies involved in EIT labelled programmes	Minimum 4
KONHE02	Participants in all Academy activities	Minimum 100
KONHE13	Annual reach of impressions for EIT Urban Mobility online content	Minimum 4000

**Cross-cutting considerations to all Master School activity topics:**

The integration of Innovation and Entrepreneurship (I&E) skills, specifically into urban mobility, needs to be better articulated to applicants and more explicitly addressed in the master programmes as implemented, building on the ongoing work to contextualise the EIT’s Overarching Learning Outcomes (OLOs)<sup>5</sup>. Similarly, Knowledge Triangle Integration should permeate not only the implementation of the programmes, but also the design, planning, and strategic direction of the Master School, not least in helping shape the above point on integrating I&E into urban mobility.

A key component in all our funded activities, not least around recruitment, needs to be how gender mainstreaming is integrated. Likewise, geographical coverage should be diversified (e.g. EU, non-EU, RIS).

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<sup>5</sup><https://eit.europa.eu/our-activities/education/eit-learning-outcomes>

## Doctoral Training Network

### Teaching methodology with a Knowledge Triangle perspective (DTNA1)

**Scope:** Driven by the EIT label ambitions, we look for new initiatives regarding teaching methodologies fitting the need within the Doctoral Training Network, with a strong focus on innovation and entrepreneurship and knowledge triangle integration. The developed concepts should be possible to directly integrate in the existing Doctoral Training Network innovation and entrepreneurship course package. 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.

**Financial Sustainability:** Not required.

**Potential:** The developed concept should have the potential to be implemented in the Doctoral Training Network in the academic year 2024/2025.

**Other:** A high-level timeline on how to implement the plans from 2023 should be included.

#### Mandatory KPIs:

KPI	Short title	Target 2023
EITHE08.1	Participants in (non-degree) education and training	Minimum 10
KONHE01	Companies involved in EIT labelled programmes	Minimum 4
KONHE02	Participants in all Academy activities	Minimum 50

### PhD candidate start-up activities (DTNA2)

**Scope:** Activities that can strengthen the encouragement and support given to PhD candidates interested in creating new ventures. This should help PhD candidates in getting their fledgling business idea off the ground and kick-start their venture. This could be through courses, training and workshops to support with developing skills to set-up a start-up and test business ideas. Activities should also offer networking opportunities to connect with like-minded people and experienced entrepreneurs.

**Financial Sustainability:** Not required.

**Potential:** Activities should have the potential to be replicated and scaled after 2023, possibly to other areas in the Academy as well.

**Other:** A high-level timeline on how to implement the plans from 2023 should be included.

**Mandatory KPIs:**

KPI	Short title	Target 2023
EITHE08.1	Participants in (non-degree) education and training	Minimum 10
KONHE01	Companies involved in EIT labelled programmes	Minimum 4
KONHE02	Participants in all Academy activities	Minimum 50

**Cross-cutting considerations to all Doctoral Training Network activity topics:**

A key component in all our funded activities, not least around recruitment, needs to be how gender mainstreaming is integrated. Likewise, geographical coverage should be diversified (e.g. EU, non-EU, RIS).

**Competence Hub**

**Synchronous blended and face-to-face courses with significant revenue potential (CHA1)**

**Scope:** With an initial focus on online asynchronous courses in 2020 and 2021, the Competence Hub now wishes to balance and strengthen its portfolio, especially regarding synchronous learning (blended and on-site courses). We are looking for training initiatives with significant revenue potential, that can be repeated in enough editions/cohorts so to reach breakeven and become profitable without EIT funding, once EIT Urban Mobility has covered the initial investment and development costs. We are particularly keen on blended learning programmes, which leverage asynchronous online, synchronous online and on-site opportunities in terms of efficiency, flexibility and price performance, especially in the post-Covid era. This also includes niche courses meeting very specific unmet needs. Proposal consortia may include professional and executive schools, as well as other organisations targeting professionals, such as large urban mobility conferences, 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 with no additional funding (or very limited).

**Financial Sustainability:** Required. The courses should have significant potential to generate revenues to EIT Urban Mobility (the EIT Urban Mobility revenue share part) from 2023 to 2025 and at least corresponding to 30% of the funding in 2023, and without further funding after 2023.

**Potential:** In addition to the financial sustainability potential stated, it should be possible to run the course until 2027. If the course is successful, a revenue-sharing model should allow for EIT Urban Mobility to receive (over a period of 3-5 years) revenues exceeding the initial funding volume.

**Other:**

- Presented proposals need to define a credible plan and demonstrate experience regarding development, marketing and sales, and the execution of courses aimed for the professional training/learning market.

- Presented proposals must present a clear and detailed financial sustainability / commercialisation plan, including a marketing and sales plan for the different course cohorts and the extent of estimated revenue generation for the KIC, for a period of 3-5 years.

-Presented proposals must offer a competitive advantage over existing offers in the marketplace, including an overview of benchmarking against existing competitors, including, but not limited to, the cost per participant, the cost of developing a course and course cost.

**Mandatory KPIs:**

KPI	Short title	Target 2023
EITHE08.1	Participants in (non-degree) education and training	Minimum 15
KONHE02	Participants in all Academy activities	Minimum 25

**Latest learning technologies and methodologies (CHA2)**

**Scope:** We look for initiatives regarding the use of new learning technologies and methodologies within the Competence Hub, so we can improve learning impact and/or decrease costs. Examples can be new immersive technologies, such as VR, AR, XR, etc. and new learning methodologies, such as gamification, challenge-based learning, neurosciences/psychology-based learning etc. that enable us to create new, more effective learning experiences. How to leverage, in practice, these new technologies and methodologies within professional/learning courses, should be tested.

**Financial Sustainability:** Required. The activity should have the potential to generate revenues to EIT Urban Mobility (the EIT Urban Mobility revenue share part) from 2023 to 2025, at least corresponding to 30% of the funding in 2023 and without further funding after 2023.

**Potential:** In addition to the financial sustainability potential stated, it should be possible to run the course or course package until 2027. If the course is successful, a revenue-sharing model should allow for EIT Urban Mobility to receive (over a period of 3-5 years) revenues exceeding the initial funding volume.

**Other:**

- Presented proposals need to define a credible plan and demonstrate experience regarding development, marketing and sales, and the execution of courses aimed for the professional training/learning market.

- Presented proposals must present a clear and detailed financial sustainability / commercialisation plan, including a high-level marketing and sales plan for the different course cohorts and the extent of estimated revenue generation for the KIC, for a period of 3-5 years.

- Presented proposals must offer a competitive advantage over existing offers in the marketplace, including an overview of benchmarking against existing competitors, including, but not limited, to the cost per participant, the cost of developing a course and course cost.

**Mandatory KPIs:**

KPI	Short title	Target 2023
EITHE08.1	Participants in (non-degree) education and training	Minimum 15
KONHE02	Participants in all Academy activities	Minimum 25

### Course formats based on existing trade fairs and conferences (CHA3)

**Scope:** We look for training initiatives and new course formats based on existing trade fairs (such as Tomorrow Mobility <https://www.tomorrowmobility.com/>) and conferences, that are able to leverage and exploit potential synergies with existing activities gathering urban mobility professionals at a specific place and time. Exploiting such synergies could be done in different ways and we are open to testing a variety of them, for example, key discoveries/technologies/learning experiences from a given event could be showcased and leveraged for the specific learning purposes of a course. The challenge here is capturing the event in an appropriate media live tweet (Twitter/LinkedIn), vlog (YouTube/LinkedIn) and full courses or entire presentations (YouTube/urbanmobilitycourses.eu) and creating a storyline that makes sense to a digital audience. Conversely, the participants of a given course could be pushed to leverage a specific event as part of their training (presenting/showcasing a case-study, testing interest of a potential solution, “fair safaris” etc.). Ideally, both the course and the event should benefit from and be involved in promoting each other.

**Financial Sustainability:** Required. The courses should have the potential to generate revenues to EIT Urban Mobility (the EIT Urban Mobility revenue share part) from 2023 to 2025, of at least 30% of the funding in 2023 and without further funding after 2023.

**Potential:** In addition to the financial sustainability potential stated, it should be possible to run the course or course package until 2027. If the course is successful, a revenue-sharing model should allow for EIT Urban Mobility to receive (over a period of 3-5 years) revenues exceeding the initial funding volume.

**Other:**

- Presented proposals need to define a credible plan and demonstrate experience regarding development, marketing and sales, and the execution of courses aimed for the professional training/learning market.
- Presented proposals must present a clear and detailed financial sustainability / commercialisation plan, including a high-level marketing and sales plan for the different course cohorts and the extent of estimated revenue generation for the KIC.
- Presented proposals must offer a competitive advantage over existing offers in the marketplace, including an overview of benchmarking against existing competitors, including, but not limited to, the cost per participant, the cost of developing a course and course cost.
- Presented proposals should, if dependent on approval from the fair/conference organiser, include evidence of such acceptance or approval. Preferably the fair/conference organiser should be part of the proposal consortia to facilitate implementation.

**Mandatory KPIs:**

KPI	Short title	Target 2023
EITHE08.1	Participants in (non-degree) education and training	Minimum 15
KONHE02	Participants in all Academy activities	Minimum 50

**Community engagement (CHA4)**

**Scope:** Communities can be of many forms and are often a great way of sharing knowledge and best practice, as well as driving change and innovation. We look for new ways to engage with and support existing urban mobility communities, as this can be a fast way to identify, probe and meet training needs by larger groups. This probably calls for blended asynchronous and synchronous online and possibly also face-to-face courses and should offer opportunities in terms of efficiency, flexibility and price performance, also with potential to be repeated in other communities. We can consider a variety of formats, provided that they target specific communities (i.e. women, specific urban mobility professionals from different cities facing similar challenges, etc.). From a financial perspective, the initiatives funded by EIT Urban Mobility in 2020 and 2021 have been quite weak and need 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.

**Financial Sustainability:** Required. Should have the potential to generate revenues to EIT Urban Mobility (the EIT Urban Mobility revenue share part) or corresponding sponsorship amount in 2023 and at least corresponding to 5% of the funding in 2023.

**Potential:** In addition to the financial sustainability potential stated, the proposal should include a plan regarding how to significantly improve the financial sustainability in 2024 (revenues corresponding to at least 10% of the funding).

**Other:**

- Presented proposals need to define a credible plan and demonstrate experience regarding development, marketing and sales, and the execution of these types of activities.
  
- Presented proposals must present a clear and detailed financial sustainability / commercialisation plan, including a high-level marketing and sales plan and the extent of estimated revenue generation for the KIC.
  
- Presented proposals should, if dependent on approval from the “community owner”, include evidence of such acceptance or approval.

**Mandatory KPIs:**

KPI	Short title	Target 2023
EITHE08.1	Participants in (non-degree) education and training	Minimum 40

KONHE02	Participants in all Academy activities	Minimum 80
KONHE13	Annual reach of impressions for EIT Urban Mobility online content	Minimum 4000

### Inter-sectorial collaboration courses and networking (CHA5)

**Scope:** There is a need for different mobility stakeholders to better understand each other as well as to work and learn together. There is a connected need for mobility professionals to develop their network(s) and their networking skills. Often best practice and solution directions exist but making them happen on an organisational or inter-organisational level, is another challenge. We look for initiatives regarding courses, education and training that focused on “breaking the silos”, systemic innovation and stakeholder collaboration, which also demonstrate a strong focus on the Knowledge Triangle integration. These activities should also offer networking opportunities for professionals, fostering interaction between participants/learners of the courses and/or boosting their networking skills development. We welcome proposals in this area with strong market and impact potential. Proposal consortia may include professional and executive schools, as well as other organisations targeting professionals, such as large urban mobility conferences, fair organisers, sector/industry associations, digital learning agencies, niche consultancy firms, etc. It should be possible to run various cohorts of a given course during a number of years after 2023 with no or very limited additional funding. The format should be blended asynchronous and synchronous, online and possibly also face-to face. Custom/corporate courses and business models will be preferred.

**Financial Sustainability:** Required. Should have the potential to generate revenues to EIT Urban Mobility (the EIT Urban Mobility revenue share part) from 2023 to 2025 and at least corresponding to 20% of the funding in 2023 and without further funding after 2023.

**Potential:** In addition to the financial sustainability potential stated, it should be possible to run the course or course package until 2027. If the course is successful, a revenue-sharing model should allow for EIT Urban Mobility to receive (over a period of 3-5 years) revenues exceeding the initial funding volume.

**Other:**

- Presented proposals need to define a credible plan and demonstrate experience regarding development, marketing and sales, and the execution of courses aimed for the professional training/learning market.

- Presented proposals must present a clear and detailed financial sustainability / commercialisation plan, including a high-level marketing and sales plan for the different course cohorts and the extent of estimated revenue generation for the KIC.

- Presented proposals must offer a competitive advantage over existing offers in the marketplace, including an overview of benchmarking against existing competitors, including, but not limited to, the cost per participant, the cost of developing a course and course cost.

**Mandatory KPIs:**

KPI	Short title	Target 2023
EITHE08.1	Participants in (non-degree) education and training	Minimum 20
KONHE02	Participants in all Academy activities	Minimum 80

**Cross-cutting considerations to all Competence Hub activity topics:**

Given the many deep changes that urban mobility is going through and the need to train many professionals to occupy jobs that do not yet exist, there is a need to address this reality in a constructive way, so to better understand the “big picture”, i.e., key trends and transformations, key skills which need to be developed, what data should be used and how, etc.

The focus of all activities within each of the above topics should be on strengthening practical skills in a way that can be easily transferable to professional practice. Training programmes in urban mobility need to be specific and tailored to the specific professional realities (needs, goals, challenges, working environment, etc.) of the learners, and the sharing of knowledge and best practice in the training of professionals should happen in a contextual setting. Moreover, courses and learning experiences should be designed in a way that shows the different mobility stakeholders how to be more user centred.

As much as possible, the development of new courses and learning experiences should also leverage the courses and content already developed and delivered by the Competence Hub, also addressing the need to integrate [www.urbanmobilitycourses.eu](http://www.urbanmobilitycourses.eu) courses with complementary material from YouTube, LinkedIn, Twitter, and other platforms. Additionally, there is a need for finding ways for people with poor English skills to be able to benefit from the Competence Hub learning online content without duplication/replication of our e-courses.

The gender perspective needs to be further emphasised and integrated in the Competence Hub courses and have gender balance in terms of participation. Likewise, geographical coverage should be diversified (i.e. EU, non-EU, RIS).

### 3.3 Proposal duration

The Academy Call for Proposals for BP2023-2025 call is open to proposals for twelve-month projects.

- **Twelve-month projects:** regular projects that will have a mid-term review on performance and spending.

If the proposal consortium wishes to continue the activity beyond 2023, this must be indicated in the proposal. In this case, a high-level plan, including a provisional budget request, should be included in the proposal. In such cases, there will be reserved funding (placeholders) in the coming business plans.

### 3.4 Financial Aspects

#### 3.4.1 Budget and funding

The total maximum EIT funding allocated to this call is up to 1.5 million EUR. The amounts will be allocated according to the estimation below:

Segment	Indicative budget allocated to this call	Indicative number of granted proposals in this call	Indicative Max. EIT funding per proposal per year	Indicative total estimated budget allocated 2023-2025
Master School	450,000 EUR	2-3 proposals	150,000 EUR (except for Summer Schools, 200,000 EUR)	1,500,000 EUR
Doctoral Training Network	250,000 EUR	1-2 proposals	150,000 EUR	600,000 EUR
Competence Hub	800,000 EUR	5-7 proposals	150,000 EUR	6,000,000 EUR

Notwithstanding the indicative maximum EIT Urban Mobility funding per proposal and per year, we expect the proposed activities to be approximately 100,000 EUR on average. We can consider a higher budget in the following years, provided the unitary cost per participant decreases and/or the quality of the product increases and FS targets are met or exceeded. Budget requests for the following years should be included in the high-level plan mentioned in 3.3.

The exact number of projects to be funded will depend on the quality of the proposals received and total funding available.

#### 3.4.2 Co-funding rate

All proposals must have a minimum co-funding rate of 15%. Co-funding above this rate will be positively assessed during the portfolio selection. The minimum co-funding rate refers to the total project budget.

The co-funding rate for Academy activities will be gradually increased in the following years. Applicants should take this into account when elaborating their high-level plans (see section 3.3), including provisional budget requests for 2024 and/or 2025. The expected minimum co-funding rate is as follows:

- 2023 (15% co-funding), 2024 (20% co-funding) and 2025 (25% co-funding)

By co-funding we mean financial contribution other than EIT Urban Mobility funding allocation or partners own resources.

### 3.4.3 Eligibility of expenditure

For information on the eligibility of costs of the projects, please refer to the document *Eligibility of expenditure* of the Call for Business Plan 2023- 2025.

### 3.4.4 Financial sustainability

To enable the KIC to gradually become financially independent from EIT funding, EIT Urban Mobility has developed a Financial Sustainability (FS) plan 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, 100% of the revenues go to EIT Urban Mobility. When a course or event is repeated after the duration of the KAVA, the standard revenue share is between 20/80 to 80/20 (EIT Urban Mobility / commercialising partner) 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 commercialise the content.

Each proposal should present a commercialisation strategy, indicating its contribution towards achieving EIT Urban Mobility's financial sustainability. For this purpose, each proposal must specify the subject of the FS mechanism (course, training, methodology, etc.), outline the expected revenue forecast and specify if the expected revenue is to be generated with or without further funding.

The FS mechanism of each selected proposal will be revised and further developed during the activity implementation and a Commercial Agreement will be signed with EIT Urban Mobility before the end of the project. The Commercial Agreement will be signed with only one partner in the consortium. One of the partners must take the role of the commercial partner who will commercially exploit the project's results. The partner who will commercialise the project's results during the project and after the project ends must be identified by the consortium and named to EIT Urban Mobility by the Lead Partner.

Such Commercial Agreements will be valid and monitored during five to ten years after the finalisation of the project to follow/monitor the impact that will be generated by the project's outputs, as part of the FS mechanism. The duration depends on the scope of the activity and type of content produced.

For detailed FS requirements, according to segment and scope of activities, see section 3.2.1.

## 3.5 Monitoring and Reporting

EIT Urban Mobility monitors the status (performance, budget and impact) of all supported projects through a Go/No-Go assessment (“project review”). This assessment allows EIT Urban Mobility to evaluate the risk of underperformance and/or underspending, and to provide support to projects by identifying mitigation measures. Ultimately, it allows EIT Urban Mobility to reduce the grant or stop projects that are underperforming, and redirect resources to other actions.

The frequency of Go/No-Go assessments depends on the duration of the project.

- 12 months: One Go/No-Go assessment at the mid-point of implementation (known as the “Mid-Term Review”).

Ahead of the Go/No-Go assessment, projects will have to submit a progress report, providing an overview of the project’s implementation, covering outputs, deliverables, KPIs, risks, costs, change requests and communication and dissemination activities.

In addition, for the Academy projects, the following will be required and expected to be agreed during the Mid-Term Review:

- Detailed financial sustainability plan, when required (see section 3.2.1)
- Commercial Agreement conditions (term sheet)

For projects potentially continuing beyond 2023, if the consortium has indicated this willingness in the proposal (see section 3.3), a meeting will take place in Q4 2023 between EIT Urban Mobility and the consortium to discuss the high-level plan for continuation, including budget, to carry out a preliminary performance assessment of the activity implementation in 2023 and set the conditions for the activity to be included in the following year Business Plan.

At the Mid-Term Review, these projects will also be required to present:

- Pilot thinking exercise for the project’s concept validation (i.e. research/analysis of demand for the existing content, research/analysis of competitors, pre-registration and/or pre-selling of the courses, etc.)
- Roadmap with clear milestones to be assessed during the Q4 meeting mentioned above

In addition to the monitoring and reporting requirements mentioned above, the consortium needs to perform the regular annual activity performance and financial reporting at the end of the implementation year.

Finally, all granted applications will need to comply with the rules and procedures defined in the Horizon Europe MGA <sup>6</sup>, with special attention to Article 16 (Intellectual Property Rights) and Article 17 (Communication, Dissemination and Visibility).

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<sup>6</sup> [https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/general-mga\\_horizon-euratom\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/general-mga_horizon-euratom_en.pdf)

# 4. General proposal preparation and submission

## 4.1 Support on proposal preparation

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

### 4.1.1 *Guidelines for Applicants*

EIT Urban Mobility has developed the *Guidelines for Applicants*, which will be published on the EIT Urban Mobility website, to ensure that all interested parties have access to the relevant and necessary information to support the call preparation and submission. The *Guidelines for Applicants* provides clear information on how, when, where and what the applicants must submit to EIT Urban Mobility to participate in any area of the calls for Business Plan 2023-2025.

### 4.1.2 *Call information event*

To help applicants with the preparation and submission of their proposals, EIT Urban Mobility will carry out a series of events after the call publication to ensure open, free, and fair access to the wider mobility community. The overview is provided in the table below.

Here you can find the calendar of events:

Type	Topic	Date/time (CET)	Platform
Webinar	Launch of Call for Proposals BP2023-2035: EIT Urban Mobility Academy and RIS Education InfoDay	04.05.2022, 14:00	<a href="#">Zoom</a>
Webinar	Guidance, rules, and evaluation process and PLAZA training	05.05.2022, 11:00	<a href="#">Zoom</a>

### 4.1.3 Call Contact points

In parallel to the call information events, all applicants may contact EIT Urban Mobility to resolve any concerns or doubts on general/technical procedures and call content.

These are the key contact details of the EIT Urban Mobility team for questions related to the Academy Call for Proposals:

Type of contact	Email
Legal, Financial, Administrative and technical procedures	<a href="mailto:pmo@eiturbanmobility.eu">pmo@eiturbanmobility.eu</a>
Academy area	<a href="mailto:academycall@eiturbanmobility.eu">academycall@eiturbanmobility.eu</a>

## 4.2 Proposal submission

All Applicants must submit their proposals via the PLAZA e-submission platform.

The PLAZA platform will be available as of the first week of May 2022. Guidance on the usage of PLAZA can be found in the *Guidelines for Applicants*. Additionally, the EIT Urban Mobility PMO will organise a webinar to support applicants during the submission phase (see the previous section).

**The deadline for the submission of the proposals is 28 June 2022 at 17:00 CET**

An indicative timeline is outlined below<sup>7</sup>:

Activity	Date
<i>Call opening</i>	28 April 2022
<i>Call closing</i>	28 June 2022 at 17:00 CET
<i>Eligibility and admissibility check</i>	End of June 2022
<i>Evaluation of proposals</i>	July 2022
<i>Communication of results to applicants</i>	First half of September 2022
<i>Conditions clearing</i>	First half of September 2022
<i>Compliance check of the fulfilment of conditions</i>	Second half of September 2022
<i>Final selection of portfolio</i>	Second half of September 2022
<b>Total approximate duration</b>	<b>5 months</b>

<sup>7</sup> Please note that this calendar is indicative. Dates might be subject to slight changes.

### ***4.2.1 Mandatory documents to be submitted***

The following documentation must be submitted by the applicants through the PLAZA submission tool **no later than 28 June 2022 at 17:00 CET:**

- Application form

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

# 5. Evaluation and selection process

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

- Check eligibility and admissibility and, if successful:
- Initiate the evaluation of the content by external experts.

## 5.1 Eligibility and admissibility check

A proposal will be eligible if:

<b>1. Completeness</b>	The submitted proposal is completed, submitted in time via the PLAZA submission tool, in English with all its mandatory sections.
<b>2. Consortium composition</b>	The consortium shall be composed of at least two applicants from two different countries from EU or Third countries associated to Horizon Europe <sup>8</sup> .
<b>3. Co-funding rate</b>	All proposals must have a minimum co-funding of 15%. Any co-funding above 15% will be considered positively in the assessment of the portfolio selection (see section 3.4.2).
<b>4. KPIs addressed</b>	All proposals must include the minimum required KPIs of the specific activity group for which the project proposal is submitted (see section 3.2.1).

While failing any of these criteria will make the proposal ineligible, failing the following criteria will make the single applicant ineligible<sup>9</sup>:

<b>5. Consortium applicants' eligibility</b>	The consortium applicants respect the requirements defined in the selected Thematic Area (type of partner, compulsory documentation) and are fully registered in both the EU Participant Portal and the PLAZA submission tool.
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Proposals containing one or more ineligible elements will receive an official communication from EIT Urban Mobility setting out the outcome of the admissibility and eligibility check and explaining why the proposal failed to meet the criteria.

<sup>8</sup> [https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/list-3rd-country-participation\\_horizon-auratom\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/list-3rd-country-participation_horizon-auratom_en.pdf)

<sup>9</sup> The results of this criterion might affect the decision on the composition of consortium, or even the eligibility of the whole proposal, depending on the relevance of the role of the applicant being removed (e.g. a Work Package (WP) leader whose activity is central to the achievement of a key objective or KPI). The inadmissibility of the applicant can result in the inadmissibility of the whole proposal.

In case of missing or incorrect information linked to co-funding, KPI and partner registration, applicants will be awarded 5 calendar days from the official communication for the completion of the application. If the applicants respond positively to this requirement and within the time limit, the proposals will be sent to the next step of the evaluation (see section 5.2 below). If the applicants fail to respond or respond after the deadline, the proposals will remain ineligible and will not be further processed. The Lead Applicant will be informed accordingly.

The Lead Applicant of any proposal deemed inadmissible/ineligible who disputes the ineligibility decision, may appeal. This appeal must be made within 5 calendar days of the official EIT Urban Mobility notification of ineligibility (see document *Appeal procedure* linked to the call).

## 5.2 Evaluation of proposals

The purpose of the evaluation is to assess the Strategic fit, Excellence, Impact, Implementation, and overall quality of each proposal that successfully passes the eligibility and admissibility check.

This Individual Evaluation Process will be carried out by three independent external expert evaluators.

Each evaluation criteria and sub-criteria will be assessed according to the following scores:

Score	Description	
0	<i>None</i>	The information requested is missing or incomplete
1	<i>Very poor</i>	The information provided is considered 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 Evaluation

The proposal's strategic fit, excellence, impact, implementation and overall quality of the proposal will be assessed and scored against the specific criteria listed below:

Strategic Fit	Max. scoring
<ul style="list-style-type: none"> <li>Contribution to the EIT Urban Mobility strategic objectives, including the Academy specific objectives (as per the EIT Urban Mobility Strategic Agenda), and EU Dimension</li> </ul>	5
<ul style="list-style-type: none"> <li>The proposal is aligned with the specific call requirements under which the proposal was submitted (section 3.2.1)</li> </ul>	5
<ul style="list-style-type: none"> <li>The proposal shows potential of impact in line with or exceeding the minimum level requirement as stated for the respective call type of activity</li> </ul>	5

Excellence and novelty	Max. scoring
<b>Coherence and logic</b>	<b>10</b>
<ul style="list-style-type: none"> <li>The elements of the proposal are coherent and logically linked.</li> </ul>	5
<ul style="list-style-type: none"> <li>The project contributes to Knowledge Triangle integration by involving at least two of the following: academia, research, industry and cities</li> </ul>	5
<b>Novelty and need</b>	<b>15</b>
<ul style="list-style-type: none"> <li>The proposal addresses a verified unmet need and/or unresolved issue.</li> </ul>	5
<ul style="list-style-type: none"> <li>The proposal addresses specific Regional Innovation Scheme (RIS) target group needs.</li> </ul>	5
<ul style="list-style-type: none"> <li>The project is on par with state-of-the-art professional education and training formats and/or content.</li> </ul>	5
<b>Impact: social, economic, financial, and general sustainability</b>	<b>Max. scoring</b>
<b>Ambition of the proposal and contribution to expected impact</b>	<b>10</b>
<ul style="list-style-type: none"> <li>The proposal's expected impacts are measurable and clearly defined.</li> </ul>	5
<ul style="list-style-type: none"> <li>The project or the outcome of the project is expected to have a significant revenue generation impact or return in relation to the EIT funding required.</li> </ul>	5
<b>Extent to which the proposal strengthens competitiveness and growth</b>	<b>10</b>
<ul style="list-style-type: none"> <li>The proposal is addressed to specific target group/s and/or market sector/s and includes a gender perspective and the proposal demonstrates a competitive advantage over existing offers in the market.</li> </ul>	5
<ul style="list-style-type: none"> <li>The proposal defines measures to ensure the durability and transferability of project outcomes and the project has the potential to be repeated (doing the same activity again) and scaled up (repeated without a significant additional development budget).</li> </ul>	5

<b>Effectiveness of the proposed measures to exploit and disseminate the proposal results (including IPR management), to communicate the proposal and to manage data, where relevant</b>	<b>10</b>
<ul style="list-style-type: none"> <li>The proposal presents a structured dissemination and communication plan which guarantees the communication of the project activities to different target audiences (MGA Art.17).</li> </ul>	5
<ul style="list-style-type: none"> <li>The proposal describes a clear commercialisation and/or exploitation strategy (keeping into consideration measures for IPR management according to MGA Art.16 if necessary), and when applicable a marketing and sales plan.</li> </ul>	5

<b>Implementation: quality and efficiency</b>	<b>Max. scoring</b>
<b>Coherence and effectiveness of the workplan, including appropriateness of the allocation of budget, tasks, and resources</b>	<b>15</b>
<ul style="list-style-type: none"> <li>The workplan is aligned to the achievement of proposal objectives, KPIs and expected results.</li> </ul>	5
<ul style="list-style-type: none"> <li>The proposal properly identifies deliverables and milestones, including their timing and relevance for the overall project.</li> </ul>	5
<ul style="list-style-type: none"> <li>The proposal budget is clearly outlined, justified and represents value for money.</li> </ul>	5
<b>Appropriateness of the management structures and procedures, including quality management and risk management</b>	<b>10</b>
<ul style="list-style-type: none"> <li>The proposal identifies management structures to guarantee an effective management of the proposal resources and applicants.</li> </ul>	5
<ul style="list-style-type: none"> <li>The proposal presents a clear contingency plan.</li> </ul>	5
<b>Relevance of the consortium</b>	<b>5</b>
<ul style="list-style-type: none"> <li>The applicants represent the right competences in accordance with the scope of the proposal and have differentiated and clear roles and responsibilities.</li> </ul>	5

The proposal evaluation will consider the external evaluation four criteria scores. The total scoring of 100 points is distributed as follows:

	<b>Max score</b>
<b>Strategic Fit</b>	<i>15 points</i>
<b>Excellence and novelty</b>	<i>25 points</i>
<b>Impact</b>	<i>30 points</i>
<b>Implementation</b>	<i>30 points</i>
<b>Total</b>	<i>100 points</i>

Three External Expert Evaluators (EEEs) will be invited to evaluate the proposals and produce an Individual Evaluation Report (IER). The 3 EEEs will meet in a consensus meeting with a rapporteur to discuss and calibrate their IERs. The rapporteur will address any notable divergences between them and will develop

the final Summary Evaluation Reports (SERs). 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 will select the portfolio of pre-selected proposals. The EIT Urban Mobility Selection Committee is composed of the CEO, the COO and three Thematic Leads nominated by the CEO.

This final portfolio pre-selection will be based on the Call Report, the SER and the Evaluation results list. Only proposals ranked equal or over 60 points (threshold) will be passed to the Selection Committee.

Within the Selection Committee, the following portfolio factors are considered:

- Business Intelligence: issues or concerns highlighted by External Expert Evaluators.
- Track record: previous performance of the beneficiary entities (project milestones, demonstrations and outputs).
- KPIs covered: EIT Core and Specific KPIs addressed and balance of KPIs in view of the EIT Urban Mobility Strategic Agenda.

If proposals have the same scoring, additional consideration will be given to an additional factor: co-funding rates higher than 15% will be ranked higher.

The Selection Committee will have the possibility to review the proposals pre-selected and make recommendations and issue a conditional offer. As part of this pre-selection, the EIT Urban Mobility PMO together with the Thematic Area Leads will have the possibility to check those pre-selected proposals and might issue technical conditions that will be included in the conditional offer.

## 5.3 Communication of results to applicants

The Lead Applicant will receive an email notification with the evaluation results including (if applicable) a set of recommendations/conditions. During this conditions clearing period, each consortia applicant will be requested to sign and submit a Legal Package as part of the conditions. The communication will set up a defined and non-negotiable deadline. The Lead Applicant of a pre-selected project proposal under conditions, will need to respond and update the proposal according to these recommendations/conditions within the given deadline, usually 15 calendar days.

If the Lead Applicant fails to comply with the provided recommendations/conditions or does not respond by the deadline, the Selection Committee reserves the right to withdraw the conditional notification. In such a case, the next project proposal on the portfolio list will be contacted following the ranking list.

## 5.4 Appeal on Evaluation Results

The Lead Applicant of a rejected proposal who disagrees with the decision, may appeal only in the event where a SER comment is in clear contradiction with the information provided in the project proposal. In this case, the Lead Applicant will have 5 calendar days after receipt of the final evaluation results to submit an appeal to the Evaluation (see document *Appeal procedure* linked to the call).