

Strategic Innovation Open Call



Call Manual

Strategic Innovation Open Call

(Multi-cut-off)

Business Plan 2026-2028

Version 5 – 22 September 2026

History of changes

Version	Publication Date	Change
1.0	19.06.2025	Initial version
2.0	21.07.2025	Section 2.1 “Who can apply”. New paragraph on the participation of Swiss entities
3.0	03.09.2025	Link to NetSuite submission portal updated.
3.1	19.09.2025	Dates for cut-off updated Link to NetSuite submission portal updated in Section 4.2.
4.0	22.01.2026	Section 2 Clarification about Consortium composition added, Switzerland as official associated third country to HE removed as special case, timeline clarification on call closure with last cut-off date. Section 3 addition of energy production under the zero-emission topic, clarification on company profiles and their applicable FSM added, procurement strategy as deliverable added, city observer group sub-chapter added. Clarification on the financial assessment of commercial partners added. Section 4 information about failed submission added. Section 5 clarification on evaluation criteria added, including the positive evaluation of end-clients as consortium partners.
4.1	18.05.2026	Section 2.4 Information about timeline during holiday periods. Section 3 Updated FSM for sales pathway and new company/spin-out created as a result of the project, new mandatory deliverable on IP and revised scope for impact deliverables. Section 5 Revised wording for criteria call scope, gender & diversity and market & user uptake. Section 4.2. Revised name of the submission portal to EIT Urban Mobility Programmes Portal (NetSuite) Section 4.2.2 Submission limits revised wording.
4.2	20.05.2026	Section 5 correction of wording for criterion call scope
4.3	05.06.2026	Formatting correction in Section 3.2 to ensure full visibility of text in images.

5.0	22.09.2026	- Section 2.4 Revised timeline for eligibility and admissibility check and evaluation. Clarification on expected end-date for projects. 4th and 5th cut-off closing dates revised. - Section 3.2. Revised topic descriptions. - Section 3.3 Clarification on project durations for 4th and 5th cut-off - Section 3.4.2 Recommendation on co-funding rate for large enterprises 3.4.4 Updated FS section. 3.6 Mandatory deliverable on IP Strategy now includes also a Freedom to Operate report. - Section 4.1.2 Information about additional webinar on 19 October 2026 - Section 4.2 Clarification on documentation requirements for commercial partners. 4.2.2 Clarification on Submission limits - Section 5.1 Inclusion of submission limits as a criterion for admissibility. - Section 5.2 Clarification on criteria assessed by EIT Urban Mobility internal evaluators and revised criteria for Strategic fit and EU dimension. - Section 5.4. Clarification on when applicants rejected in evaluation phase 1 will receive their Summary Evaluation Report - Section 5.1.1. and 5.5. Updated appeal deadline from seven to fourteen days. - Hyperlinks updated throughout the document.
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Disclaimers

- This Call Manual may be subject to corrections, modifications and clarifications. Applicants are encouraged to regularly check the call pages of the EIT Urban Mobility website for any updates.
- This Call Manual follows the main rules and principles of openness, transparency, equal treatment, non-discrimination, proportionality and efficacy established by the EU and EIT. All proposals submitted to EIT Urban Mobility calls are evaluated based on these principles.
- This Call Manual has been drafted in accordance with the applicable rules and provisions established in the Horizon Europe General Model Grant Agreement, with particular reference to the obligations and procedures outlined in Annex 5 of the EIT Urban Mobility Grant Agreement. The content of the manual is intended to ensure consistency with these frameworks and to provide clear guidance to applicants and beneficiaries regarding the conditions for participation, evaluation, selection, and grant implementation.

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1. Introduction

EIT Urban Mobility is the largest trusted ecosystem of urban mobility innovation in Europe. Our mission is to accelerate the transition to sustainable urban mobility¹. In doing so, we partner with established businesses, startups, universities, research institutes and the public sector with access to markets, talent, funding and knowledge. Our work supports our vision for sustainable and decarbonised urban mobility and more liveable urban spaces for all.

Our Strategic Innovation Open Call aims to support our mission and vision by investing in innovative solutions, products and services that respond to the most pressing urban mobility challenges. The main focus is to accelerate the adoption of impactful innovation by derisking the development and large-scale deployment. In particular, we aim to support tested solutions with a clear path to market, enabling cities and mobility providers to confidently procure and scale proven innovations. This call also creates opportunities for innovators to refine their offerings in real-world settings, ensuring they are ready for widespread implementation and long-term impact.

The funding opportunity is designed to help you make a difference by teaming up with public and private European innovators and jointly develop and test new solutions that align with our [Strategic Agenda 2021-2027](#), helping us achieve our three societal impact goals:

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

Solutions must demonstrate strong potential for scalability and market adoption, ensuring they can lead to wider, long-term impact across European cities and regions after the project concludes.

This call aims to foster innovation and strengthen European competitiveness in the mobility sector by encouraging collaboration across the EIT Knowledge Triangle (education, research and businesses) together with a fourth essential partner, cities. This collaborative innovation framework aims to support a European Union (EU) single market for sustainable mobility.

If you are a startup or SME willing to validate your product with a new end-client or expand into a new geographical region or sector in a fast and agile manner, EIT Urban Mobility's [SME Market Expansion Call](#) may be a better fit. Alternatively, you can explore our [RAPTOR programme](#), a city-driven, challenge-based, and agile innovation initiative from EIT Urban Mobility designed to meet specific urban mobility needs. If your goal is to accelerate the overall growth of your business, other funding pathways and capacity-building programmes may be more suitable. In that case, we encourage you to contact your nearest [EIT Urban Mobility office](#) to find out more about these opportunities.

A full *glossary* of terms used in this Call Manual is published on the Call webpage.

¹ For more information, please visit our website: <https://www.eiturbanmobility.eu/who-we-are/about-us/>

2. About the Call

This call aims to support impactful innovation in urban mobility and its broader ecosystem that is aligned with key EU innovation and mobility policies, namely, the [European Commission's competitiveness compass - 2025](#), the [EU startup and scale-up strategy - 2025](#), the [EU Urban Mobility Framework & TEN-T Regulation Reform - 2024](#) and the [European Declaration on Cycling - 2024](#). By funding solutions that directly respond to these strategic priorities, this call actively contributes to the achievement of EU policy goals on competitiveness, decarbonisation, digitalisation, and equitable urban transport transformation.

2.1 Who can apply

Collaboration is the cornerstone of innovation. As such, all projects funded require a **minimum of two independent legal entities²**, working together. These entities must be established in at least **two different European Member States, and/or [Third countries associated with Horizon Europe](#)**.

At least one partner should be identified as the lead commercial partner and is responsible for the contribution to the EIT Urban Mobility Financial Sustainability Mechanism (see section 3.4.4).

Special cases

- **Temporary eligibility requirements for Hungarian universities:** Due to Council measures protecting the EU budget (effective December 15, 2022), Hungarian public interest trusts and their affiliated universities may face participation and funding restrictions in any EIT Urban Mobility Calls. For details and affected entities, see the document *Eligibility of Expenditure* published on the Call webpage.

2.1.1 Consortium composition

While there are no other formal restrictions on consortium composition, it is essential that consortia are fit for purpose. The consortium must include all organisations essential to both the successful execution of the project and, importantly, the future commercialisation of the developed solutions at scale, **each with a defined role and appropriate budget allocation**. This typically includes, but is not limited to: companies aiming to commercialise all proposed solution(s); pilot hosts such as cities, public transport operators, or mobility providers; relevant knowledge or technology providers; or any other entities required to enable market entry, such as certification bodies or regulatory advisors. Letters of support may complement a proposal but do not substitute the active participation of essential partners, such as core technology providers or end-users acting as pilot or demonstration hosts (e.g. cities, public authorities, public transport operators). The absence of such end-users or pilot hosts as active project partners will be considered a weakness in the assessment of the

² Two legal entities shall be regarded as independent of each other when neither is under the direct or indirect control of the other or under the same direct or indirect control as the other. Please refer to the full definition in Article 8 of the Regulation (EU) No 1290/2013 of the European Parliament and of the Council of 11 December 2013 laying down the rules for participation and dissemination in "Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020)" and repealing Regulation (EC) No 1906/2006: https://ec.europa.eu/research/participants/data/ref/h2020/legal_basis/rules_participation/h2020-rules-participation_en.pdf

consortium composition. Consortia should remain balanced and streamlined, to ensure effective delivery and collaboration.

2.2 Exclusion criteria

Entities participating in this Call can be excluded **at any time** (during the evaluation, the onboarding and contracting phase, or the implementation phase) if they³:

- Are in one of the following situations:
 - a. Bankrupt, being wound up, having their affairs administered by the courts, entered an arrangement with creditors, suspended business activities or subject to any other similar proceedings or procedures under national law (including persons with unlimited liability for the participant's debts)
 - b. Declared in breach of social security or tax obligations by a final judgment or decision (including persons with unlimited liability for the participant's debts).
- Are found guilty of grave professional misconduct by a final judgment or decision (including persons having powers of representation, decision-making, or control).
- Are subject to an administrative sanction (i.e., exclusion).
- Are convicted of fraud, corruption, involvement in a criminal organisation, money laundering, terrorism-related crimes (including terrorism financing), child labour or human trafficking (including persons having powers of representation, decision-making, or control).
- Show significant deficiencies in complying with main obligations under a procurement contract, grant agreement or grant decision financed by the EU or Euratom budget (including persons having powers of representation, decision-making, or control).
- Have misrepresented information required for participating in the EIT Urban Mobility funding scheme or fail to submit such information.
- Were involved in the preparation of any documentation regarding this call or are involved in the evaluation process of this call, and this entails a distortion of competition.
- Are found to be attempting to influence the decision-making process of the call during the process.
- Attempting to obtain confidential information that may confer upon its undue advantages in the call process.

If any consortium entity is excluded at any stage (e.g. evaluation, contracting, implementation), EIT Urban Mobility reserves the right to take appropriate action, which may include rejecting or discontinuing the proposal or project.

2.3 Membership

EIT Urban Mobility is Europe's largest community for urban mobility innovation. If an application is selected for funding, then all applicants will be required to **become a member of our community and pay the**

³ See article 57 of Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC and article 80 of Directive 2014/25/EU of the European Parliament and of the Council of 26 February 2014 on procurement by entities operating in the water, energy, transport and postal services sectors and repealing Directive 2004/17/EC (referral to article 57 of Directive 2014/24/EU).

corresponding membership fee: <https://www.eiturbanmobility.eu/our-community/become-a-partner/>. If you join the consortium as a commercial partner and sign a Commercial Agreement with EIT Urban Mobility, the community membership will be included, giving you access to exclusive partner benefits.

By partnering with EIT Urban Mobility, you will tap into a dynamic network and have the opportunity to collaborate with top innovators, enhance your visibility, access crucial funding opportunities, and test your ideas in real-world environments. Details on available membership categories and annual fees are available on the [General Terms and Conditions for Partners](#) for you to select the one that suits you best. Membership conditions and fees may be updated to align with EIT Urban Mobility 2026–2028 Business Plan and individual project timelines. Any changes will be communicated well in advance.

Some of the exclusive benefits you will receive as a partner of EIT Urban Mobility are:

- Shaping the future of cities: exchange on real-life solutions with city leaders to tackle today's urban mobility challenges.
- Building powerful partnerships: connecting top innovators across public and private sectors to drive systemic change.
- Backing bold innovation: helping you test, launch, and scale new mobility solutions faster than ever.
- Amplifying your impact: getting your projects in front of the right stakeholders—at EU, national, and local levels.
- Growing top talent: offering access to Europe's top urban mobility education and skills programmes.

Our mission is to support partners of EIT Urban Mobility by empowering an ecosystem of front-seat innovators from the public and private sector, driving forward the transition towards sustainable urban mobility.

2.4 Timeline

This call is open until the last cut-off date in June 2027, with all selected projects to be completed by 31 December 2028. Proposals are assessed periodically based on pre-defined cut-off dates. In the event that available funding becomes limited or if the funding period is extended, the timeline will be revised accordingly, and an amended version of this Call Manual will be published.

Call opening	22 September 2026
Cut-off dates	• 1st cut-off date: 23 September 2025 • 2nd cut-off date: 12 February 2026 • 3rd cut-off date: 18 June 2026 • 4th cut-off date: 28 January 2027 • 5th cut-off date: 3 June 2027 All submission windows close at 17.00 CET on the published cut-off date.
Eligibility and admissibility check	Approximately 2 weeks post submission cut-off
Evaluation and invitations to Panel hearings	Up to 8 weeks post submission cut-off
Panel hearings and portfolio selection	Approximately 2 weeks post invitation to panel hearings
Communication of results	Approximately 2 weeks post panel hearings
Tentative start date of the projects	Approximately 4 weeks post communication of results Expected project start date: • 1st cut-off date: January 2026, • 2nd cut-off date: July 2026 • 3rd cut-off date: January 2027 • 4th cut-off date: July 2027 • 5th cut-off date: January 2028 All projects, including any approved extension, must be completed by 31 December 2028.

Please note that timelines indicated in this section may be subject to revision where holiday periods occur during the evaluation and selection process.

3. Call specific requirements

3.1 Type of proposals sought

At EIT Urban Mobility we are looking for ambitious collaborative projects that accelerate the adoption of impactful innovation. To support this, we are refining our project frameworks to better accommodate initiatives with greater scale and vision. While we remain flexible in what we fund, a clear focus on commercialisation is a key pre-requisite — projects must demonstrate strong market potential and a credible path to market by the end of implementation. The solution(s) should be designed for sale to external clients and replicable beyond the initial use case. Projects with an internal focus — such as those optimising own operations or lacking a clearly marketable product or service — will be considered out of scope. To this end, EIT Urban Mobility is seeking projects that respond to one of the following frameworks:

- **Solution package projects:** Projects developing and testing multiple solutions addressing a shared urban mobility challenge across one or multiple demonstration sites. The focus is on creating a cohort of scalable solutions for commercialisation rather than investing in a single, complex solution.
- **Value chain projects:** These projects unite key players across the value chain, ensuring all essential roles are integrated to make an innovation viable. Solutions (products, services, new business models or operational approaches) should address well-identified critical inefficiencies in industrial value chains or public-sector-driven challenges.
- **Single solution projects:** Projects supporting high-impact solutions that require longer times and budget for extended development, validation, and regulatory approvals to reach full market readiness.

To ensure strategic fit, all projects must demonstrate **market criticality** and **propose a convincing path to market**. We seek initiatives that address clearly defined urban mobility challenges aligned with policy priorities and pressing market or customer needs. At the same time, projects must go beyond prototyping and testing to cover essential steps such as certification, scalability, intellectual property protection, and preparation for commercialisation within the project timeframe.

3.2 Topic scope

To accelerate the transition to sustainable mobility in cities, this Call focuses on five sectors in which we believe Europe has the potential to innovate and create impact. Proposals may target one or more of these sectors, particularly where there are clear synergies between them, for example, applying data-driven solutions to logistics operations, or integrating electrification into public transport.

In the future, this call may also include specific topic scopes to address key market opportunities or urgent market failures that can be addressed through our funding.



- Solutions that **reduce the negative externalities of urban logistics** - such as congestion, emissions, noise, safety risks and pressure on public space - **while improving efficiency, resilience, sustainability and integration with the urban environment**. This includes innovations addressing retail and general freight logistics, service logistics, parcel and last-mile logistics, construction logistics, waste and reverse logistics, and food and temperature-controlled logistics.
- Innovative business models, technologies and governance approaches that enable **smarter and more collaborative urban logistics systems** are particularly encouraged, including interoperability and engagement with operators, cities and users.



- Solutions that **strengthen inclusive and resilient public and shared mobility systems**, contributing to modal shift away from private cars by making services more attractive. This includes innovations that encourage multimodality by integrating public transport with shared mobility, improve accessibility and user experience, and enable operation and service optimisation.
- Innovative business models and technologies that **enable more flexible and user-centric public mobility networks**, particularly in underserved, low-density contexts where conventional public transport alone cannot efficiently meet all user needs, are encouraged.



- Solutions that **advance zero-emission urban mobility** across the electrification value chain. This includes vehicle and fleet technologies, retrofitting, battery and energy storage systems, smart and dynamic charging infrastructure, grid integration, and solutions that **improve battery performance, lifespan, reuse and recycling**.
- **Alternative fuel solutions**, including **hydrogen applications**, that complement electrification in specific urban mobility use cases, reduce barriers to adoption, and integrate effectively with urban infrastructure and energy systems.
- Solutions should demonstrate **clear added value for urban mobility**, contribute to more **resilient urban transport systems**, and show strong potential for adoption and scale.



- Solutions supporting **mobility system orchestration, integrated planning and data-informed decision-making by cities and public authorities**. This includes innovations that enable Sustainable Urban Mobility Plans (SUMPs), integrated transport planning, citizen engagement, resilience and disruption management, and regulatory monitoring and enforcement, making use of technologies such as AI, advanced analytics and digital platforms, where appropriate.
- Solutions are expected to be **modular, interoperable and aligned with European standards**, enabling scalable and replicable solutions across cities.



- Solutions that support **longer, healthier lives and better quality of life through active mobility and healthier urban environments**. This includes making walking and cycling safer, more convenient, inclusive and better integrated into the urban environment, as well as reducing exposure to air and noise pollution. Public space design and behavioural change approaches should go beyond awareness campaigns and form part of an innovative, market-oriented solutions with potential for adoption by public and private actors.
- Solutions that **reduce road deaths and serious injuries and advance Vision Zero**, particularly for pedestrians, cyclists and other vulnerable road users. This includes innovations that prevent crashes, improve the safety of roads, identify and monitor risks, or support safety-informed planning and decision-making.

Proposals based on products or services already (co)funded by EIT Urban Mobility, without substantial new innovation or added value, will be considered out of scope. Details on EIT Urban Mobility's existing project portfolio are available on our [website](#).

3.3 Project duration

Project duration depends on the cut-off under which the proposal is submitted:

- **Cut-offs 1–3:** up to 24 months.
- **Cut-off 4:** up to 18 months.
- **Cut-off 5:** up to 12 months.

The requested duration must be clearly justified based on the scope, complexity, and planned activities. Proposals should not default to the maximum duration available.

As indicated in the *Project Implementation Handbook* available on the Call webpage, if during the project implementation, additional time is needed to achieve key results or KPIs, a no-cost extension may be requested and granted subject to approval.

All projects, including any approved extension, must be completed by 31 December 2028.

3.4 Financial aspects

3.4.1 Funding allocation

The **indicative EIT funding allocated to this Call for the period 2026-2028 is 60 million EUR**. This includes approximately 13 million EUR specifically earmarked for proposals developing new innovations in countries covered by the [EIT Regional Innovation Scheme \(RIS\)](#). The indicative distribution of funding per cut-off date is as follows:

Cut-off date	Estimated allocation (%)	Estimated allocation (million EUR)
1 st cut-off (September 2025)	15%	9
2 nd cut-off (February 2026)	25%	15
3 rd cut-off (June 2026)	30%	18
4 th cut-off (January 2027)	20%	12
5 th cut-off (June 2027)	10%	6

The budget allocations per cut-off date are approximate and may be adjusted based on the quality and number of proposals received. Should the total funding available for this Call change, either an increase or reduction, the allocation will be revised accordingly, and an updated version of this Call Manual will be published.

Each project may receive up to 2 million EUR of EIT funding. As with project duration, the requested budget must be well justified, aligned with the project scope, and reflect value-for-money principles. Proposals should not default to the maximum budget without a proper justification.

Funding is available for all topics outlined in Section 3.2. However, during the selection process, EIT Urban Mobility will determine the number of projects funded per topic to ensure a balanced and strategically aligned

portfolio (see section 5.3). If future editions of this Call include narrowly defined topic scopes, a specific portion of the budget will be reserved for supporting those topics.

For more information on the payment scheme, please refer to Article 8 of the Project Implementation Handbook available on the Call webpage.

3.4.2 Co-funding rate

EIT Urban Mobility will reimburse up to 65% of the eligible project costs, while the **minimum co-funding rate for all proposals is 35%**. Each partner in a consortium may have different co-funding rates, or even not have any co-funding, as long as the overall project co-funding meets the minimum required 35%.

Any co-funding rate above 35% will be positively considered during the evaluation. In particular, large enterprises that will directly benefit from the project's outcomes (e.g. end users, demonstration hosts or infrastructure operators) are encouraged to contribute with a higher co-funding rate, typically around 50%.

3.4.3 Eligibility of expenditure

All expenditure must comply with the Horizon Europe rules (see the [Annotated Model Grant Agreement](#)). For a summary of the most relevant information on the eligibility of costs, please refer to the *Eligibility of expenditure* document published on the Call webpage.

3.4.4 Contribution to EIT Urban Mobility's financial sustainability (FS)

In line with EIT principles and the long-term financial sustainability objectives established for all Knowledge and Innovation Communities (KICs), EIT Urban Mobility has developed a Financial Sustainability Strategy (FS Strategy) that aims to progressively reduce dependency on EIT funding while reinforcing the resilience of its innovation ecosystem. This approach is based on a shared-success model that reflects a joint commitment between EIT Urban Mobility and its partners to bring high-potential solutions to market, support the long-term European urban mobility ecosystem, and ensure that the value created through successful projects supports future innovation and creates lasting impact.

Each project selected for funding must establish a shared-success FS mechanism between EIT Urban Mobility and the partner or partners responsible for commercialising the project results⁴. This reflects the complementary of both parties: the commercial partner brings the technology, expertise and route to market, while EIT Urban Mobility contributes support, ecosystem access and risk reduction. The mechanism provides a credible opportunity for a fair, proportionate and economically meaningful financial return for reinvestment in the European urban mobility ecosystem. The expected return should reflect the value created through the project and the commercial potential of the resulting innovation.

For the Strategic Innovation Open Call, this shared-success FS mechanism is primarily based on equity-related instruments. Once a project is pre-awarded for funding, and as part of the conditions clearing phase, EIT Urban Mobility and the commercial partner(s) may, where appropriate and by mutual agreement, explore the

⁴ Unless a consortium agrees to share FSM responsibilities in a different set-up.

establishment of an equity-based engagement. This applies both to existing companies participating in the project and to any new company, startup or spin-out established to commercialise the innovations developed through the project. This may take the form of an Investment Agreement, SAFE or another equity instrument. The specific instrument will be determined according to the commercial partner's profile, maturity, growth potential and expected value creation. More information about EIT Urban Mobility's startup investment strategy is available on our [website](#).

Where EIT Urban Mobility considers that an equity-based model is not feasible, an alternative shared-success model through a Commercial Agreement can be proposed. Such agreement will generally include a fixed financial contribution component and a revenue-sharing mechanism linked to the commercial success of the supported innovation. The specific structure and applicable rates will be determined according to the characteristics of the innovation, its commercialisation strategy and the expected value created through EIT Urban Mobility's support. This will be negotiated and agreed upon during the conditions clearance phase.

Whether implemented through an equity-based instrument or a Commercial Agreement, the agreed FS mechanism will be documented in a separate agreement between EIT Urban Mobility and the relevant company, independent of the project financial support agreement (FSA).

Any financial returns generated through these FS mechanisms do not result in the distribution of profits to private interests. In line with EIT Urban Mobility's governance structure, all revenues generated through shared-success models are reinvested into EIT Urban Mobility activities and programmes, creating a long-term financial sustainability mechanism that supports future urban mobility innovations.

EIT Urban Mobility may carry out a financial capacity assessment of identified commercial partners in line with Horizon Europe requirements, in order to verify their financial and legal viability and their capacity to implement the proposed project. Where risks are identified, EIT Urban Mobility may apply proportionate risk mitigation measures, including adjusted pre-financing arrangements or modified grant allocations. Where such risks cannot be adequately mitigated, the applicant may be required to adapt the consortium or, if this is not feasible, the proposal may not be selected for funding.

3.4.5 Fast-track provisions

The successful execution and completion of the activities financed under the framework of the present Call may unlock the possibility of receiving additional EIT Urban Mobility funding for upscaling purposes after project completion. This process is regulated by the provisions included in EIT Urban Mobility's Guidance on the fast-track mechanism.

3.5 Key Performance Indicators (KPIs)

All submitted proposals must include at least one of the following EIT KPIs **with a minimum target of 1** to be achieved by the end of the project:

- **EITHE02.4 (Marketed Innovations):** Number of innovations introduced on the market with a sales revenue of at least 10 000 EUR documented.
- **EITHE04.4 (Startups created of/for innovation):** Number of start-ups established in year N as a result / based on the output(s) of the project(s), having financial transactions of at least 10 000 EUR for services/products (result of the project) sold to customers or a private investment attracted of at least 200 000 EUR into startup equity.

Full KPI descriptions are available on the document *List of KPIs* available on the Call webpage. In addition to these mandatory KPIs, proposals are encouraged to contribute to other KPIs outlined in this document.

Proposals with higher KPI ambitions - particularly for EITHE02.4 and EITHE04.4 - will be positively considered during evaluation as long as targets are realistic and clearly aligned with the project's objectives and scope. Unrealistic or misaligned KPI targets may negatively impact the proposal's assessment.

3.6 Deliverables

Proposals should include a list of deliverables that demonstrate the work performed and results achieved. Consortia are encouraged to limit the number of deliverables included in the proposal. They should be in line with the proposed tasks, work packages and milestones so that EIT Urban Mobility can assess progress. For all projects, the following deliverables are mandatory:

- A **technical sheet** specifying the functional and technical requirements of the solution(s) to be developed and/or improved. Due date: maximum 2 months after the project start.
- A **product plan** for each marketed innovation to be developed within the project (related to KPI EITHE02.4) or a **business plan** for each startup to be created (related to KPI EITHE04.4). Due date: maximum 4 months after the project start. Updated versions might be required at a later date.
- An **impact methodology and baseline assessment** for the project. Due date: maximum 6 months after the project start.
- An **Intellectual Property (IP) strategy** for the project, including a relevant Freedom-to-Operate report produced by an independent IP expert. Due date: maximum 6 months after the project start.
- A **demonstration report** covering all demonstrations held during the project implementation. Due date: One month after the completion of the demonstrations.
- An **impact report** based on the initial methodology and baseline assessment. Due date: at the end of the project as well as post-project reporting.
- A **final dissemination report** including relevant best practices for the EIT Urban Mobility Marketplace and a short video showcasing the solution(s) developed and the pilots implemented. Due date: at the end of the project.

Depending on the scope of the project, additional deliverables might be applicable:

- For projects involving public entities as pilot hosts, a **procurement strategy** (preliminary and final) describing the most realistic and feasible public procurement pathway for the solution(s) developed. The preliminary procurement strategy shall outline the intended procurement approach and

assumptions at an early stage of the project. The final procurement strategy shall reflect lessons learned during project implementation and provide a concrete and actionable pathway towards procurement by public entities. Preliminary strategy due date: maximum 6 months after the project start. Final strategy due date: at the end of the project.

- For projects where strong citizen or user engagement is key for the success of the innovation, a **citizen & user engagement plan** describing the profile of participants and main engagement methods planned, and a **citizen & user engagement report** summarising key findings. Due date: to be proposed by the applicant.

EIT Urban Mobility will provide templates for all required deliverables, specifying the minimum content and requirements. Depending on the duration of the project, you may be required to include subsequent revised versions of these deliverables.

3.7 Cities Observers Group (COG)

To strengthen the alignment between innovation activities and the needs of cities and public authorities, EIT Urban Mobility will launch in 2026 a City Observer Group (COG). The COG will provide an early-engagement and knowledge-exchange mechanism connecting projects supported by the Strategic Innovation Call with interested cities (identified and invited by EIT Urban Mobility) as well as relevant PTOs, PTAs, ensuring that supported solutions address concrete policy priorities, mobility challenges and scalability requirements.

Observer cities will gain structured access to project development, demonstrations and results. In return, they will provide targeted feedback to the consortium on user needs, regulatory considerations and potential adoption pathways, helping identify barriers and enablers for wider deployment.

The initiative aims to strengthen the quality, relevance and market readiness of solutions funded by EIT Urban Mobility and to accelerate their uptake beyond initial pilots. While participation in the COG is not mandatory, it is strongly recommended for all projects funded through this call. Projects should foresee appropriate and proportionate tasks in their workplan and reserve the necessary resources and budget to support COG-related activities including:

- Engagement by demo hosts, with the support of the consortium where relevant, such as:
 - Peer-to-peer knowledge exchange during site visits (content preparation, staff participation, etc.)
 - Presentation of project results to observer cities (success factors, operational considerations, implementation advice)
 - Contribution to the Demonstration Report, including a one-page summary to support observer cities in future decision-making (regulatory requirements, technical prerequisites, learnings, adoption conditions).
- Travel budget: Applicants shall budget up to 4,000 EUR to cover travel costs for a maximum of four observer cities, assuming one site visit per city and an indicative cost of 1,000 EUR per visit.

3.8 Project implementation, monitoring and reporting

All projects selected for funding are regularly monitored by EIT Urban Mobility in accordance with the *Financial Support Agreement* and *Project Implementation Handbook*, published on the Call webpage. All Project Leaders and consortium partners will need to comply with the rules and procedures established in the [Horizon Europe Model Grant Agreement](#) during the project implementation, as well as with the branding, communication and dissemination rules outlined in the Project Implementation Handbook.

In addition to the general rules and procedures, for innovation projects, EIT Urban Mobility representatives and/or external experts participate in remote and in-situ visits. The consortia must ensure full access to core applications and hardware in-situ.

Finally, a formal ex-post impact assessment will be conducted within at least 5 years of the project's completion.

3.9 Intellectual property strategy

Protecting intellectual property (IP) is a prerequisite for successful commercialisation. Given the scope of this Call, any solutions put forward should already have in place an associated IP strategy. Furthermore, proposals should demonstrate that it is commercially safe to make or sell the proposed solution, without infringing on existing third-party IP rights (e.g. by providing a freedom to operate). The *IP strategy checklist*, published on the Call webpage, provides guidance to applicants. Any proposal must clearly demonstrate the planned measures and actions to protect the innovations and to exploit the core IP rights.

3.10 Gender and diversity policy

Diversity drives better solutions to global challenges and is key to delivering impactful urban mobility innovation. To build more liveable cities that serve all community groups, we must ensure mobility products and services are inclusive by design and developed by diverse teams.

In line with [EIT Urban Mobility Gender Equality Policy](#), we support organisations that prioritise gender equality and diversity. Projects applying to this Call should:

- Demonstrate how gender and diversity are integrated into the design and development of outputs (e.g. products, services, pilots, marketing).
- Describe measures to promote mixed teams, ensuring active roles for women and underrepresented groups, especially in leadership and decision-making positions.

4. Application process

4.1 Proposal preparation

4.1.1 Guidelines for applicants

EIT Urban Mobility has developed the *Guidelines for applicants* document to assist all potential applicants in preparing and submitting their proposals. This document, published on the Call webpage provides comprehensive information and instructions to prepare and submit a proposal to this Call.

4.1.2 Matchmaking opportunities and call information sessions

To support the formation of strong and complementary consortia, EIT Urban Mobility offers applicants the opportunity to share project ideas and connect with potential partners through our online community platform, [Mobility Innovators](#). Applicants are encouraged to use this tool to identify expertise, build collaborations, and strengthen their proposals.

To help applicants prepare and submit their proposals, EIT Urban Mobility hosted information sessions after the Call was published. To watch the webinars, please visit [Mobility Innovators](#).

Topic covered	Date and time (CET)
Call content and Q&A	1 July 2025, 10h00–11h30 CET
Commercialisation and financial sustainability	2 July 2025, 14h00–15h00 CET
Intellectual Property Strategy	3 July 2025, 09h30–10h30 CET
Guidance to applicants	3 July 2025, 14h30–15h30 CET

In addition to the information sessions listed above, EIT Urban Mobility will organise **a refresher webinar on 19 October 2026, 10h00-11h30 CET** ahead of the fourth cut-off to provide an overview of the Call, highlight key updates, present examples of projects funded through previous cut-offs, and answer applicants' questions. Further details will be published on the [Call webpage](#) and [Mobility Innovators](#).

4.1.3 Call contact points

All applicants may contact the Innovation Team at EIT Urban Mobility to answer any questions or address any concerns about the Call: innovationcall@eiturbanmobility.eu.

4.2 Proposal submission

Before starting to draft a proposal, **all applicants** (Project Leader and consortium partners) must follow the following steps:

- **Step 1:** register your organisation in the [EU Funding & tender opportunities portal](#) to obtain the nine-digit Participant Identification Code (PIC number). If you don't know if your organisation already has a PIC number, you can verify directly on the EU Portal (click [here](#)) whether your organisation is already registered.
- **Step 2:**
 - If you are already registered in the [EIT Urban Mobility Programmes Portal \(NetSuite\)](#) please log in by going to step 3.
 - If you have never registered in the Programmes Portal (NetSuite), please complete the [Partner Information Form \(PIF\)](#)⁵. If the system denies your registration because the PIC number corresponds to an already registered entity, or because your email address is associated with an existing entity, please contact servicedesk@eiturbanmobility.eu

EIT Urban Mobility may take **up to two working days** to process your registration in Programmes Portal (NetSuite) and cannot guarantee last-minute registration requests, especially during peak periods close to the call deadline. Therefore, all project partners are strongly advised to complete their registration several days in advance to ensure successful and timely submission.

Then, **for each proposal, the Project Leader** must complete the following step:

- **Step 3:** access the [EIT Urban Mobility Programmes Portal \(NetSuite\)](#) and find under Grant Management --> Grant Management --> Open Calls. **Submit your application form within the given deadline**, including the following supporting documentation:
 - Pitch deck (PDF or PPT format) (mandatory)
 - Latest deposited annual report and latest available profit and loss statement and balance sheet for all organisations in the consortium identified as commercial partners (mandatory). Where these documents are not available, other/additional documentation that helps assess a company's financial standing may be provided. For recently incorporated commercial partners, an explanatory note and proof of official registration may be considered sufficient.
 - Other supporting documents:
 - Letter of commitment/support (if applicable)
 - Freedom to operate study (recommended),
 - A link to a one-minute video demonstrating the current technological maturity of the solution (recommended).

Applications missing any of the mandatory supporting documents or submitting blank or wrong documents will be automatically rejected during the admissibility and eligibility check. Any additional documents uploaded

⁵ If in a few hours, after submitting the PIF form, you don't receive an automatic e-mail with the log-in credentials, please contact the EIT Urban Mobility Service Desk servicedesk@eiturbanmobility.eu.

under ' Other supporting documents' that are not specifically listed as optional documents will not be considered during the evaluation process.

Please read carefully the registration and submission process outlined in the *Guidelines for Applicants* document available on the Call webpage.

Important note: Proposals must be received by the designated cut-off date to be evaluated during that review period. Any submissions received after the first cut-off date will be included in the second cut-off review. However, please note that if you begin an application during the first cut-off period but plan to submit it for the second cut-off deadline, then you must create an entirely new application form. Each submission period requires a separate application to be initiated and completed. The same procedure will be applied for all the subsequent cut-offs. Finally, submissions received after the final cut-off date will not be considered.

4.2.1 Failed submission of a proposal

If you believe that the submission of your proposal failed due to a technical error exclusively attributable to the EIT Urban Mobility Grant Management Tool (the submission platform), you may submit a complaint by sending an email to the PMO team (pmo@eiturbanmobility.eu). The email must include the proposal ID number and a clear description of the issue, together with objective evidence (screenshots) of the assumed platform malfunction. You may be requested by the PMO team to provide additional information if necessary.

The complaint must be submitted within 3 calendar days after the call deadline. Complaints submitted after this period and/or without sufficient evidence will not be considered.

EIT Urban Mobility will verify the incident by checking internal IT logs to determine whether a technical malfunction of the EIT Urban Mobility Grant Management Tool occurred during your submission attempt.

Complaints will not be accepted if the issue is related to the applicant's own equipment, internet connection, computer configuration, or any misinterpretation, misunderstanding, or disregard of any rules and/or instructions outlined in the Call Manual and/or in the Guidelines for Applicants. You will be informed of the outcome as soon as possible. If the complaint is accepted, the PMO team will provide guidance on the next steps and will give you 24 hours to proceed.

4.2.2 Submission limits

After three unsuccessful submissions of a substantially similar proposal to this Open Call, across all cut-offs, a proposal will become ineligible for resubmission during the 2026-2028 period.

This limitation applies to substantially similar proposals submitted by the same applicant(s), affiliated entities, or consortium members. A proposal may be considered substantially similar where the core solution, technology, use case, implementation concept, or value proposition remains materially unchanged, even if modifications are made to the consortium composition, budget, pilot, workplan, branding, or proposal wording.

EIT Urban Mobility reserves the right to determine whether a resubmitted proposal constitutes a substantially similar proposal under this provision.

5. Evaluation and selection process

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

- Check the admissibility and eligibility of the proposals;
- If successful, start to evaluate the content, assisted by independent expert evaluators.

5.1 Admissibility and eligibility check

A proposal will be admissible if it fulfils the criteria detailed below:

1. Completeness	• The proposal is submitted before the indicated deadline. • The proposal is submitted via the Programmes Portal (NetSuite) submission tool. • The proposal is complete, all mandatory fields are filled in, and mandatory supporting documents are submitted (blank or wrong documents will not be admissible) • The proposal and all its supporting documents are written in English.⁶
2. Submission limits	• The proposal does not exceed the maximum of three submissions permitted for substantially similar proposals under the Strategic Innovation Open Call across all cut-offs.⁷ Note: Applications rejected during the admissibility and eligibility check will not be counted towards the submission limit.

If a proposal is not admissible, it will not be checked for eligibility. A proposal will be eligible if it fulfils the following criteria:

2. Applicant eligibility	Each applicant must be located in an EU Member State or a Third Country associated with Horizon Europe ⁸ .
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⁶ Exceptionally, financial data may be uploaded in the original language, but a summary in English should be included.

⁷ More information on what is considered a substantially similar proposal can be found in section 4.2.2 Submission limits.

⁸ List of HE Associated countries: https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/list-3rd-country-participation_horizon-euratom_en.pdf

3. Applicant registration	Each applicant must have fully completed the Partner Information Form (PIF) in the Programmes Portal (NetSuite) online submission tool, including their correct PIC number.
4. Consortium composition	- The consortium includes a minimum of at least two independent legal entities from at least two different EU Member States, and/or third countries associated with Horizon Europe. - At least one partner is identified as the lead commercial partner and is responsible for the contribution to EIT Urban Mobility Financial Sustainability.
5. Co-funding rate	All proposals must have a minimum co-funding rate of 35% across the project.

If a single entity is ineligible, the entire proposal will be ineligible. EIT Urban Mobility will also verify the number of previous submissions for each proposal to ensure compliance with the re-submission limits established for this Call (see Section 4.2.2).

Proposals failing the admissibility or one or more eligibility criteria will receive an official communication from EIT Urban Mobility, informing the Project Leader of the outcome of the admissibility and eligibility check and explaining why the proposal failed to meet the criteria.

5.1.1 Rectification process

In the case of missing information or obvious clerical errors linked to partner registration, applicants will be given five calendar days⁹ after receiving the official communication to complete or correct the proposal and resubmit it. If the Project Leader responds positively to this requirement within the time limit, the proposal will progress to the next stage of the evaluation process (See Section 5.2). If the Project Leader fails to respond or responds after the deadline, the proposal will remain ineligible and will not be further processed.

The Project Leader may appeal the decision to reject a proposal on the grounds of inadmissibility or ineligibility. This appeal must be made within fourteen calendar days of the official EIT Urban Mobility notification regarding inadmissibility or ineligibility (see the *Appeal procedure* document published on the call webpage).

5.2 Stage 1: Evaluation

The purpose of this evaluation is to determine a proposal's suitability for funding that has passed the admissibility and eligibility check.

The evaluation will assess the proposal's strategic fit, as well as its excellence, impact, and quality and efficiency of implementation. It will be carried out by three independent external expert evaluators and one internal EIT

⁹ A few additional days might be granted according to the circumstances (i.e. public holidays/weekends). In such cases, the Project Leader will be informed by email of the exact period.

Urban Mobility evaluator. The sub-criteria on KIC portfolio strategic fit and the coherence of the proposed Financial Sustainability Mechanism are assessed exclusively by the internal EIT Urban Mobility evaluator. **Only proposals that obtain a minimum score for each of these four criteria will qualify for the next stage.**

Each evaluation phase is comprised of groups of criteria and sub criteria, which will be assessed according to the following scores:

Score	Description	
0	<i>Fail</i>	The proposal fails to address the criterion or cannot be assessed due to missing or incomplete information.
1	<i>Poor</i>	The proposal inadequately addresses the criterion, or there are serious inherent weaknesses.
2	<i>Fair</i>	The proposal broadly addresses the criterion, but there are significant weaknesses.
3	<i>Good</i>	The proposal addresses the criterion well, but a number of shortcomings are present.
4	<i>Very good</i>	The proposal addresses the criterion very well, but a small number of shortcomings are present.
5	<i>Excellent</i>	The proposal fully addresses all relevant aspects of the criterion and is outstanding in every aspect.

The evaluation can yield a total score of 75 points, split across the following sub-criteria.

Strategic fit and EU dimension	Max. score
The proposal is relevant to the EIT Urban Mobility mission and demonstrates a strong EU dimension. Knowledge Triangle (KTl) collaboration and city engagement strengthen the proposal, where applicable.	5 points
The proposal is ambitious in the context of the Call scope, as detailed in Section 3.1 and 3.2	5 points
The proposal adds clear value to EIT Urban Mobility's existing portfolio and does not duplicate solutions previously funded (KIC portfolio strategic fit). The proposal includes a coherent Financial Sustainability Mechanism for EIT Urban Mobility, as detailed in section 3.4.4.	5 points

Excellence	Max. score
Problem/market opportunity: The proposal addresses a pressing urban mobility challenge. Sufficient market analysis is presented.	5 points
The innovation: Solutions, products or services: The proposed solution(s) (product, service, business model) are highly innovative and offer a unique competitiveness advantage, exceeding competitors' products or services.	5 points
Maturity and market readiness: The current and target maturity of the innovation(s) is described along with a sound IP strategy for each innovation. There is a clear strategy for reaching full commercial deployment of the new developed solution(s) by the end of the project, including consideration of key enablers such as standardisation, homologation, or certification where relevant. Where applicable, a Freedom to operate	5 points

report or a justified plan to achieve Freedom to operate demonstrates it will be commercially safe to make or sell the proposed solution(s).	
Gender and diversity: The proposal actively considers inclusivity in the solutions' design and implementation, widening its usability, safety, adoption and impact across diverse user groups.	5 points

Impact	Max. score
Market and user uptake: The proposal clearly identifies the relevant target users and provide evidence of the commitment from early adopters of the solution(s). Proposals incorporate strong stakeholder and/or citizen engagement to support the uptake beyond the project duration.	5 points
Business model: The proposal presents a credible and robust business model for each of the solutions to be developed, with a clear value proposition, revenue logic, and go-to-market strategy.	5 points
Scalability and replication: The proposal shows that the solution(s) can be easily scaled or adapted to other urban contexts, with minimal customisation or dependencies. The proposed solution(s) demonstrate suitable conditions for scaling within the proposed demonstration sites.	5 points
Broad impacts: The implementation of the proposal has the potential to bring a positive impact on society, the environment and climate and the UN Sustainable Development Goals. It clearly addresses a relevant EU policy and supports job creation in Europe. Clear impact metrics and targets are provided.	5 points

Quality and efficiency of the implementation	Max. score
Consortium: The consortium partners and the proposed core team have the right competences and complementarities to fulfil the project ambition. End-users are active partners of the consortium. A gender balanced and diverse team is proposed, including at decision-making level.	5 points
Project budget and duration: The project budget and duration are well aligned with the project ambition and proposed workplan and responds to value-for-money principles.	5 points
Workplan: The proposal includes a coherent and realistic workplan, with tasks, timelines, and milestones clearly aligned with the project's ambition and KPIs. The workplan includes core product development tasks, well-defined and ambitious demonstrations and appropriate measures for dissemination of project results.	5 points
Risk analysis and mitigation plan: The proposal demonstrates a strong understanding of the project-specific risks and includes tailored mitigation measures.	5 points

The table below provides an overview of the maximum and minimum qualifying scores for each evaluation criterion:

	Maximum score	Minimum qualifying score
Strategic fit and EU dimension	<i>15 points</i>	<i>9 points</i>
Excellence	<i>20 points</i>	<i>12 points</i>
Impact	<i>20 points</i>	<i>12 points</i>
Implementation	<i>20 points</i>	<i>12 points</i>
Total points	<i>75 points</i>	

5.3 Stage 2: Hearing and proposal selection

Only proposals that meet the **minimum qualifying scores in each criterion** will be considered for the hearing stage. From these, the top-ranked proposals representing up to 200% of the available budget for the relevant cut-off date will be invited to a hearing with the EIT Urban Mobility Selection Committee, composed of the Innovation Director and two members of the Executive Management Team (or their deputies). In the event of a tie at the threshold, proposals will be prioritised based on their score for Strategic fit and EU dimension, followed by Impact, Excellence, and Implementation.

Hearings will be held online and recorded for internal use only. Shortlisted proposals will be required to deliver a 15-minute pitch. This will be followed by a 15-minute question-and-answer session.

The Selection Committee will consider the following criteria and will add up to 25 points to the final score obtained by each proposal in the quality evaluation. Each criterion will be assessed from 0-5 points according to the table score indicated in Section 5.2.

Criteria	Description	Max score
Quality and credibility of the hearing	- Quality and credibility of the project presented during the hearing. - Clarity on the responses to questions asked by the Selection Committee during the hearing.	5 points x 3 (15 points)
Contribution to EIT Urban Mobility Financial Sustainability	The proposal presents a clear opportunity for financial returns to EIT Urban Mobility.	5 points x 2 (10 points)

In the event of a tie in the final score, preference will be given to proposals offering a higher co-funding rate or additional core KPIs (in particular KPI EITHE04.4). While partners can participate in more than one proposal, in the case that two or more proposals duplicate or substantially duplicate partners, core activities, technologies or solutions, the Selection Committee may only select the one with the highest score.

Based on the outcomes of the hearings, the Selection Committee will determine the ranking list, including which projects are selected, placed on the reserve list (if any), or rejected.

Finally, EIT Urban Mobility retains the right to reach out to proposals listed on the reserve list within a year of selection. If additional EIT funds become available in the current Business Plan and in justified cases, EIT Urban Mobility can use the reserve list.

5.4 Communication of results to applicants

Following the award decision, the project leader will be informed of the outcome and will receive their Summary Evaluation Report, including the evaluation scores; however, proposals not invited to the Panel Hearing stage will receive their Phase 1 evaluation results only after the completion of the entire evaluation process.

If the proposal is pre-selected for funding, the evaluation results may include a set of **conditions to improve the proposal**, including the requirement to agree to the general terms of the commercial agreement within a defined and non-negotiable period. In addition, EIT Urban Mobility will conduct a screening of the pre-selected proposed solution's IP and ownership status. Where necessary, additional IP-related deliverables or KPIs - such as Freedom to operate, relevant IP applications, registrations, and actions taken to protect the proposed solutions - may be required as a condition for funding.

The Project Leader of a conditionally pre-selected proposal will need to respond and update the proposal according to these conditions within a specific timeframe. If the Project Leader fails to comply with the conditions or does not respond within the time allocated, EIT Urban Mobility reserves the right to withdraw the conditional notification. Should this occur, the next proposal on the ranking list from the reserve list (if any) will be contacted.

Unsuccessful applicants may be contacted by EIT Urban Mobility staff about future opportunities, subject to their consent.

5.5 Appealing against evaluation results

If the Project Leader of a rejected proposal disagrees with the decision, they may only appeal in the event that a comment in the evaluation report clearly contradicts the information provided in the proposal or during panel hearings (if any). In this case, the Project Leader will have fourteen calendar days after receiving the final evaluation results to submit an appeal (see the Appeal procedure document published on the Call webpage).

5.6 Onboarding and contracting phase

Should all conditions be met within the indicated timeframe, EIT Urban Mobility will initiate the onboarding and contracting process. The contract will not be signed sooner than 30 days from the preselection decision.

As outlined in the *Project Implementation Handbook*, available on the Call webpage, entities receiving EIT Urban Mobility funding become subgrantees committed to our Business Plan 2026-2028 targets. New entities

without validated PICs will undergo validation by the EIT Community Onboarding Service before signing the Financial Support Agreement¹⁰.

Additionally, EIT Urban Mobility reserves the right to request the EIT Community Onboarding Service to conduct a Financial Assessment Capacity to check the financial capacity of any entity of a selected proposal¹¹. If the Financial Assessment Capacity results are not satisfactory, EIT Urban Mobility might reject the participation of this entity and will then check whether the project is still eligible.

¹⁰ Financial Support Agreement template is available on the Call webpage.

¹¹ In such case, EIT Urban Mobility may require:

- an enhanced financial responsibility regime, i.e. joint and several liability for all subgrantees or joint and several liabilities of Affiliated Entities if any
- prefinancing paid in instalments (multiple/additional prefinancing)
- (one or more) prefinancing guarantees or
- propose no prefinancing or
- request that the entity be replaced or, if needed, might reject the entire proposal.