

Three-year Interim Review of EIT Urban Mobility
Final Report
October 2023

Table of Contents

| | |
|---|-----------|
| Table of Contents | 1 |
| 1. Introduction | 7 |
| 2. Executive summary | 10 |
| 3. Methodology overview | 17 |
| 3.1. Our approach | 17 |
| 3.2. Methodological tools | 23 |
| 3.3. Challenges faced in the assessment | 25 |
| 4. Relevance to the EU global challenges | 26 |
| 4.1. Relevance to the Objectives of the Union | 26 |
| 4.2. Strengths, weaknesses and recommendations | 29 |
| 5. EU added value and relevance with regard to the objectives of the EIT | 30 |
| 5.1. European Added Value | 31 |
| 5.2. Alignment with and Relevance to the EIT objectives | 33 |
| 5.3. Alignment with the EIT RIS Guidance | 49 |
| 5.4. Strengths, weaknesses and recommendations | 55 |
| 6. Achievement of EIT Urban Mobility's own objectives | 57 |
| 6.1. 7-year Strategic Agenda objectives and expected results | 58 |
| 6.2. Likelihood of KPI Targets Achievement | 64 |
| 6.3. EIT RIS Activities and Results | 71 |
| 6.4. Strengths, weaknesses and recommendations | 74 |
| 7. Efforts to coordinate KICs activities with other relevant research and innovation initiatives | 76 |
| 7.1. The KIC Synergies and Complementarities | 76 |
| 7.2. Synergies with other Relevant Initiatives | 77 |
| 7.3. Strengths, weaknesses and recommendations | 78 |
| 8. Capacity to ensure openness to new members | 79 |
| 8.1. Partnership Characteristics and Performance | 79 |
| 8.2. Openness of Calls | 81 |
| 8.3. Good Governance Principles and openness | 82 |
| 8.4. Balanced Representation | 82 |
| 8.5. Strengths, weaknesses and recommendations | 84 |
| 9. EIT Urban Mobility's achievements in attracting new members | 86 |
| 9.1. EU Member States Coverage | 86 |
| 9.2. Coverage of RIS Countries and Regions | 87 |
| 9.3. New Active Partners | 87 |
| 9.4. Balanced geographical presence of CLCs and EIT RIS Hubs | 88 |
| 9.5. Strengths, weaknesses and recommendations | 90 |
| 10. Compliance with good governance principles | 91 |
| 10.1. CLC Level Good Governance Principles | 91 |
| 10.2. Implementation of EIT GB Strategic recommendations | 92 |

| | |
|---|------------|
| 10.3. Strengths, weaknesses and recommendations | 93 |
| 11. Efforts and results in designing and implementing gender- sensitive measures and activities | 94 |
| 11.1. Gender Sensitive Measures and Activities | 94 |
| 11.2. Positive Expert’s Assessment Gender Sensitive Activities | 95 |
| 11.3. Strengths, weaknesses and recommendations | 96 |
| 12. Capacity to develop sustainable innovation ecosystems and the achieved level of financial sustainability | 97 |
| 12.1. Sustainable Innovation Ecosystem | 97 |
| 12.2. Effective Financial Sustainability Strategy | 98 |
| 12.3. Adequate Revenues and Leveraging of Assets | 98 |
| 12.4. Financial Sustainability | 100 |
| 12.5. Co-funding rates | 100 |
| 12.6. Financial Asset Valuation | 101 |
| 12.7. Strengths, weaknesses and recommendations | 102 |
| 13. ANNEXES | 104 |
| 13.1. ANNEX I. Reference list | 104 |
| 13.2. ANNEX II. List of interviewees | 106 |

List of Tables

| | |
|---|-----|
| Table 1: Three-year assessment scoreboard | 9 |
| Table 2: Three-Year Interim Assessment Scoreboards | 23 |
| Table 3 KIC Funding and Financial Sustainability | 37 |
| Table 4: KIC's education activities | 39 |
| Table 5: KIC's Innovation activities | 40 |
| Table 6: KIC's entrepreneurship and business creation activities | 41 |
| Table 7: RIS activities | 42 |
| Table 8: Published articles 2019-2022 | 45 |
| Table 9: EIT Urban Mobility online contents 2020-2022 | 46 |
| Table 10: Societal impact indicators | 48 |
| Table 11: City Impact Indicators | 49 |
| Table 12: Action lines of the EIT RIS Guidance note 2018-2020 | 50 |
| Table 13: KIC's RIS activities | 53 |
| Table 14: KIC's KPI objectives from 2020 to 2021-2022 | 59 |
| Table 15: KIC's KPI education and training support from 2020 to 2021-2022 | 60 |
| Table 16: The KIC's KPI Innovation support from 2020 to 2021-2022 | 61 |
| Table 17: KIC's KPI acceleration of market opportunities from 2020 to 2022 | 62 |
| Table 18: KIC's activities through dissemination, outreach, education and city-based activities | 63 |
| Table 19: EIT Core KPIs | 64 |
| Table 20: KIC specific KPIs | 68 |
| Table 21: KIC's RIS activities | 72 |
| Table 22: KIC's partnership growth | 80 |
| Table 23: Number of partners and their distribution within the KT | 86 |
| Table 24: Number of partners leaving | 87 |
| Table 25: Planned number of partners based on the Strategic Agenda 2021-2027 | 88 |
| Table 26: Revenue generated between 2020-2022 | 99 |
| Table 27: Annual FS coefficient | 100 |
| Table 28: EIT co-funding rate | 100 |
| Table 29: EIT Urban Mobility's co-funding rates projections 2021-2027 | 101 |
| Table 30: EIT Urban Mobility annual co-funding rates | 101 |
| Table 31: KIC Revenue | 101 |

Table of Figures

Figure 1: EIT Urban Mobility Legal Structure35

Figure 2: Geographical distribution of RIS Hubs81

Figure 3: Membership overview83

Figure 4: Balance of applicants for EIT Urban Mobility’s 2020-2022 calls.....83

Figure 5: Distribution of Innovation Hubs.....89

Figure 6: EIT Urban Mobility CLCs.....89

List of abbreviations

| Abbreviation | Full name/term |
|-----------------|--|
| AIG | Action and Impact Groups |
| CEO | Chief Executive Officer |
| CLC(s) | Co-location Centre(s) |
| EIT | European Institute of Innovation and Technology |
| EU | European Union |
| FS | Financial Sustainability |
| (S)GA(s) | (Specific) Grant Agreement(s) (since 2021, Grant Agreements) |
| (F)PA(s) | (Framework)Partnership Agreements (since 2021, Partnership Agreements) |
| GB | Governing Board |
| GGP | Good Governance Principles |
| HEI | Higher Education Institution |
| IP | Intellectual property |
| IP Board | Intellectual Property Board |
| KAVA(s) | Knowledge and Innovation Community's Added Value Activity/-ies |
| KIC | Knowledge and Innovation Community |
| KPI(s) | Key Performance Indicators |
| KT | Knowledge Triangle |
| KTI | Knowledge Triangle Integration |
| LE | Legal Entity |
| MB | Management Board |
| MT | Management Team |
| NGO(s) | Non-governmental organisation(s) |
| PA(s) | Partnership Agreements |
| SIA | Strategic Innovation Agenda |

| Abbreviation | Full name/term |
|---------------------|---------------------------------|
| AIG | Action and Impact Groups |
| SME(s) | Small and medium enterprises |
| S3 | Smart Specialisation Strategies |
| ROI | Return on Investment |
| RIS | Regional Innovation Scheme |
| SA | Strategic Agenda |
| SB | Supervisory Board |
| TRL | Technology Readiness Level |

1. Introduction

This report covers the findings of the three-year interim assessment of EIT Urban Mobility Knowledge and Innovation Community (hereinafter “KIC” and / or “EIT Urban Mobility”) conducted by White Research and Deloitte. Beyond the methodological overview, the report is organised into individual chapters, which also represent the evaluation criteria, as follows:

- Relevance to the EU global challenges;
- EU added value and relevance with regard to the objectives of the EIT;
- Achievement of KICs own objectives;
- Efforts to coordinate KICs activities with other relevant research and innovation initiatives
- Capacity to ensure openness to new members;
- Achievements in attracting new members from across the EU;
- Compliance with good governance principles;
- Efforts and results in designing and implementing gender-sensitive measures and activities;
- Capacity to develop sustainable innovation ecosystems and the achieved level of financial sustainability.

In each chapter the relevant indicators are assessed, and recommendations are made. The report concludes each chapter with a designated part for strengths, weaknesses and recommendations based on the findings of the assessment.

European Institute of Innovation and Technology

Established in 2008 as a driver of European innovation,¹ the European Institute of Innovation and Technology (hereinafter “EIT”) is an agency of the European Union (hereinafter “EU”) based in Budapest, Hungary. The EIT was created to strengthen the EU innovation capabilities and increase EU competitiveness and sustainable economic growth by fostering and enhancing cooperation among entrepreneurs, academia, and research institutes. The EIT supports the development of dynamic, long-term, cross-border and public-private partnerships among businesses (industry and SMEs), research centres and universities to address and devise solutions to pressing global challenges through partnerships called Knowledge and Innovation Communities (hereinafter “KICs”).

The KIC is a large-scale European partnership, of higher education institutions, research institutes, research organisations, companies and other stakeholders involved in the innovation process, working together in a strategic network. KICs develop innovative products and services and launch them on the market, create the environment for the establishment of new innovative companies, and train a new generation of entrepreneurs and allow them to thrive. In 2019, the EIT created two additional KICs to address urban mobility and manufacturing challenges.

EIT Urban Mobility

EIT Urban Mobility (KIC) was established in 2019 by the European Institute of Innovation and Technology (EIT). The main goal of the KIC is to facilitate innovations in the urban mobility sector. EIT Urban Mobility has an EU wide presence through its five Innovation Hubs (hereinafter “CLCs”) and 12 RIS Hubs.

The KIC focuses on cooperating with partners from higher education and industry to develop innovative solutions in cities tackling urban mobility problems by increasing the efficiency of transporting people,

¹ European Parliament and Council of the European Union. 2008. Regulation 294/2008. Accessed on September 17th, 2021. Available at: <https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=CELEX%3A32008R0294>.

goods, waste in innovative ways, and thus creating liveable urban spaces. The activities of the KIC are organised along eight societal and urban mobility challenges, namely:

- Achieving sustainable urban growth
- Decongesting its transport networks
- Growing interdisciplinary talent
- Eco-efficient and safe transport for people and goods, including waste
- Data exploitation
- Boosting the competitiveness of the mobility industry
- Shaping the framework for regulatory and behavioural change
- Urban governance²

The network of KIC partners includes leading organisations from the entire value chain of mobility across Europe. Given the sectoral focus of the KIC, as a unique feature, one of the key players of the partnership are cities, who serve as living labs for piloting innovative solutions. The partnership currently includes more than 40 cities from Europe.

EIT Urban Mobility's 2021-2027 Strategic Agenda defines the following five objectives which it strives to achieve:

- **SO1 - Create liveable urban spaces:** Encouraging the development of more efficient and integrated transport systems across various modes.
- **SO2 - Close the knowledge gap:** The mobility sector is in transformation driven by the demand for safer, cleaner, and more efficient solutions in combination with new enabling technologies and a changed vision regarding the role of the car.
- **SO3 - Deploy user-centric, integrated mobility solutions:** Ensure the fundamental right of mobility for all and boosting the use of alternative modes of transport, and at the same time addressing air quality and public health concerns.
- **SO4 - Accelerate market opportunities:** Build an enabling environment in Europe to become the world leader in innovative urban mobility solutions.
- **SO5 - Promote effective policies and behavioural change:** Act as the change agent for urban mobility policies and behaviour's change by effectively engaging with the citizens in cocreation activities.

Furthermore, EIT Urban Mobility has set out to achieve **five impact goals** related to its strategic objectives:

- A multimodal transport system, services and infrastructure for people to access work, education, and leisure;
 - Clean and efficient city logistics for goods deliveries for businesses and people;
 - A mobility system that protects and fosters people's health and wellbeing;
 - A green and human-friendly urban environment, and inclusive design principles;
- Europe's urban mobility sector leading the sustainable urban mobility transformation.

Three-Year Interim Assessment of 4th-Wave KIC's

As the seven-year Partnership Agreements for EIT Urban Mobility and EIT Manufacturing approach their midway point, an interim review was conducted to analyse and assess the achievements of the KICs over the period of 2020-2022 compared with what was outlined in their proposals, Strategic Agendas, Business Plans and grant reports and to market/public benchmarks/references³. The three-year interim reports will provide relevant conclusions as well as recommendations for improvement.

² EIT Urban Mobility, "Global Challenges," accessed 6 June 2023, [EIT Urban Mobility | European Institute of Innovation & Technology \(EIT\) \(europa.eu\)](https://www.eit.europa.eu/en/eit-urban-mobility)

³ Request for services

With major societal challenges facing both the areas of operation for EIT Urban Mobility and EIT Manufacturing, this review is an opportunity to assess the advancements made through the respective KICs and areas for improvement.

In accordance with requirements in the EIT Regulation and EIT Strategic Innovation Agenda, the EIT shall carry out an interim review of the KIC’s activities, to map out the KIC’s performance and flag any issues or shortcoming if relevant. According to Article 11(6) of the EIT Regulation, should the interim review uncover any issues with the progress of the KIC, the EIT Governing Board must take corrective measures.

To provide a comprehensive assessment, scores (10 for each criterion)⁴ and pre-defined weighting were applied, as shown below for each criterion.

Table 1: Three-year assessment scoreboard

| 0-10 | Scores interpretation |
|-------------|---|
| 0 | The profile does not meet the criterion at all or cannot be assessed due to missing or incomplete information |
| 1-2 | Poor – serious weaknesses |
| 3-4 | Fair – goes some way to meeting the criterion, but with significant weaknesses |
| 5-6 | Good – but with several shortcomings |
| 7-8 | Very good – but with a small number of shortcomings |
| 9-10 | Excellent – meets criterion in every relevant respect. Any shortcomings are minor |

Points were awarded based on whether the detailed indicators under each criterion category were met, as well as on the number and significance of shortcomings and weaknesses. Desk research was conducted, supplemented by key-informant interviews to assess the performance of each KIC. The desk research reviewed:

- EIT regulations, guidance, and principles;
- KIC proposals, agreements, business plans, reports and action plans;
- previous evaluation, impact study findings and relevant findings stemming from previous assessments;
- internal monitoring data and EIT recommendations and
- other background data and materials shared by the KIC throughout the entire assessment period.

Qualitative, semi-structured interviews were carried out with representatives of the KIC’s management to complement, triangulate, and further clarify data collected through desk research.

⁴ The maximum and threshold points for each criterion was predefined by EIT.

2. Executive summary

The report covers the findings of the three-year interim assessment of EIT Urban Mobility conducted by White Research and Deloitte, according to the framework contract 21-3030-03/EIT. Under the contract, two 4th wave Knowledge and Innovation Communities (KICs) have been assessed, namely EIT Urban Mobility and EIT Manufacturing, using a single assessment methodology. This report covers the overall evaluation proceeding and findings related to EIT Urban Mobility.

EIT Urban Mobility was established in 2019 by the European Institute of Innovation and Technology (EIT). The main goal of the KIC is to facilitate innovations in the urban mobility sector. EIT Urban Mobility has an EU wide presence through its five Innovation Hubs (hereinafter "CLCs") and twelve RIS Hubs.

The assessment has been carried out in line with the requirements set out in the Request for Service No. 03 implementing document⁵, using the **following methodological tools**:

Desk research:

The goal of the desk research was to collect both qualitative and quantitative data on the KIC's activities, impact and results. The documents assessed were partly declared in the above referenced Request for Services document, additional documents needed for the assessment were requested from EIT and EIT Urban Mobility.

Semi-structured interviews:

The semi-structured interviews have been carried out with EIT Urban Mobility representatives in two rounds to complement the data collected during the desk research.

Triangulation, conclusions and recommendations:

The goal of using this method was to address all the data findings from the aforementioned collection, and if necessary, complete it with any additional findings to reach solid conclusions of this assessment. Based on this, we were able to formulate all relevant recommendations.

During the assessment, the KIC's results and activities were assessed along the nine criteria set out by the EIT but the following areas were also considered and expanded upon as part of Section 5.2:

- KIC Governance, KIC Partnership;
- KIC Funding, Financial Sustainability;
- Knowledge Triangle Integration, Innovation Ecosystem and CLCs;
- Education & Alumni;
- Innovation;
- Entrepreneurship & Business Creation;
- EIT Regional Innovation Scheme (EIT RIS);
- Synergies, Complementarities & Cross-KIC collaboration;
- Communications, Dissemination & Outreach.

⁵ Ref. Ares (2022)5580508 - 04/08/2022

Summary of the Assessment Criteria

| Criterion | Summary Assessment | Scoring (points) | Weighting |
|---|---|-----------------------------|-----------|
| Global Score (after weighting was applied): 7.65 / 10 | | | |
| Global Threshold: 6 / 10 | | | |
| Relevance to the Union's global challenges | <p>Indicator 1: The activities of EIT Urban Mobility are excellently aligned with the objectives of the Union and the results of these activities contribute towards boosting economic growth and the strengthening the innovation capacity of Member States. Furthermore, the KIC's actions have visibly contributed to the societal challenge it was established for, any shortcomings were minor. Despite minor shortcomings in reaching the targeted rate for public realm improvements, in the upcoming period, there is a reasonable potential for the KIC to reach even greater impact due to their plans for continuing innovation within city-based programmes. Therefore, this criterion has been assessed as Excellent.</p> | 9/ 10 (Threshold: 6) | 1.5 |
| KIC's Union added value and relevance with regard to the objectives of the EIT | <p>Given the KIC's strong alignment to the objectives of the EIT, it contributes strongly to European added value. However, there are some shortcomings present: the KIC should focus on mitigating the barriers hindering Regional Innovation Scheme (RIS) initiatives. Overall, this criterion has been assessed as Very Good.</p> <p>Assessment</p> <p>Indicator 2.1: 9 – Excellent: EIT Urban Mobility has been successful in building an innovation ecosystem through knowledge triangle integration whilst developing concrete innovations and products which contribute to addressing the societal challenge it was created for, however its impact on the ecosystem is hard to measure at this early stage of its operations.</p> <p>Indicator 2.2: 8 – Very Good: EIT Urban Mobility's actions are aligned with the EIT objectives as defined in the EIT legislative framework. Minor weaknesses can be observed with regards to the integration of research institutions into knowledge triangle integration.</p> <p>Indicator 2.3: 6 – Good: RIS activity has been in line the EIT RIS Guidance Note 2018-2020 and the RIS Implementation Framework 2021-</p> | 8/ 10 (Threshold: 6) | 1.5 |

| Criterion | Summary Assessment | Scoring (points) | Weighting |
|--|--|--------------------------|-----------|
| Global Score (after weighting was applied): 7.65 / 10 | | | |
| Global Threshold: 6 / 10 | | | |
| | 2027. The KIC's plan for future RIS activities is clear. The KIC should however focus on efficiently addressing the barriers hindering RIS initiatives, and on connecting the RIS regions more to the EU wide ecosystem. | | |
| Achievement of KIC's objectives | <p>Due to the strong performance of the KIC with regards to the KPI targets set specifically in terms of economic growth and innovation, this criterion has been assessed as Very Good.</p> <p>Assessment</p> <p>Indicator 3.1: 8 – Very Good: The KIC is overall on track with reaching its 7-year objectives, slight shortcomings are visible in the promotion of effective policies.</p> <p>Indicator 3.2: 9 – Excellent: Almost all KPI targets have been met by the KIC, only minor shortcomings are visible in the FS coefficient and the KIC's success stories.</p> <p>Indicator 3.3: 8 – Very Good: The KIC has followed the objectives set out for the RIS programme and only made slight justifiable alterations. Work needs to be done to make sure to cover all 22 Member States with their RIS activities.</p> | 8 / 10 (Threshold: 6) | 1.5 |
| KICs efforts to coordinate their activities with other relevant research and innovation initiatives | <p>Overall, based on the strong performance EIT Urban Mobility has demonstrated in cultivating relevant synergies, this criterion has been assessed as Very Good.</p> <p>Assessment</p> <p>Indicator 4.1: 8 – Very Good: EIT Urban Mobility has achieved most of the concrete synergies and complementarities described in the original proposal and Strategic Agenda.</p> <p>Indicator 4.2: 8 – Very Good: The KIC has achieved several synergies with relevant education, research and innovation initiatives.</p> | 8 / 10 (Threshold: 6) | 0.5 |

| Criterion | Summary Assessment | Scoring (points) | Weighting |
|---|--|--------------------------|-----------|
| Global Score (after weighting was applied): 7.65 / 10 | | | |
| Global Threshold: 6 / 10 | | | |
| KIC's capacity to ensure openness to new members | <p>EIT Urban Mobility has a strong and committed partnership, however there is still room for improvement regarding openness to new members as some trends of more favoured applicants are visible in selected calls. The criterion has overall been assessed as Very good.</p> <p>Assessment</p> <p>Indicator 5.1: 7 – Very Good: Partnership size and growth has been steady during the years of 2020-2022 despite the change in partnership scheme in 2022. Research institutions, however, remain underrepresented in the partnership and the KIC has not reached its target for partnership growth for 2022 which was set in its Strategic Agenda.</p> <p>Indicator 5.2: 7 – Very Good: Calls for KIC activities have been available and accessible on the KIC's website. However, often the same partners participate in the selected calls and thus in the selected consortia.</p> <p>Indicator 5.3: 8 – Very Good: EIT Good Governance principles were addressed by the KIC in terms of openness and transparency.</p> <p>Indicator 5.4: 8 – Very Good: Despite research institutions being underrepresented in the knowledge triangle, other members are well represented. A concrete plan needs to be set in the future to better involve research institutions.</p> | 7 / 10 (Threshold: 6) | 0.5 |
| KIC's achievements in attracting new members from across the Union | <p>Overall, EIT Urban Mobility has built a strong network of partners across the EU. The partnership showed a steady growth in the first three years. CLCs and RIS hubs are balanced across Europe, however the partnership only covers 20 EU Member States.⁶ Thus, this criterion has been assessed as very good.</p> | 8 / 10 (Threshold: 6) | 1 |

⁶ Please note that the Benelux states have been counted as one as per the KIC's website ([Our hubs - EIT Urban Mobility](#)), however the real number of Member States covered is 22.

| Criterion | Summary Assessment | Scoring (points) | Weighting |
|--|---|-------------------------|-----------|
| Global Score (after weighting was applied): 7.65 / 10 | | | |
| Global Threshold: 6 / 10 | | | |
| <p>Assessment</p> <p>Indicator 6.1: 9 – Excellent: EIT Urban Mobility has grown a strong partnership with balanced representation across the EU.</p> <p>Indicator 6.2: 8 – Very good: EIT Urban Mobility has established 12 RIS Hubs ensuring a wide coverage of RIS countries, and offering tailor made opportunities to tackle the region-specific challenges. As a new approach proposed by EIT, the KIC should focus on maximizing their impact through the existing RIS Hubs without establishing further Hubs and enhance cooperation between the already existing RIS Hubs.</p> <p>Indicator 6.3: 8 – Very good: There has been a positive trend of new active partners joining in the first three years, although it is unclear how the new partnership model will affect the partnership in coming years, i.e., how well the new partnership model will be able to retain partners and attract further partners.</p> <p>Indicator 6.4: 8 – Very good: There is a balanced geographical presence of CLCs and RIS Hubs within the EU in line with the strategic agenda and societal challenges, however not all EU countries are covered by the partnership.</p> | | | |
| KIC's compliance with good governance principles | <p>The KIC has achieved significant results in good governance principle compliance and was able to implement the majority of GB recommendations sufficiently. However, there are still some areas to be developed, and there were no detailed data available for each year to assess the progress of the KIC Overall assessment of the criteria is very good.</p> <p>Assessment</p> <p>Indicator 7.1: 8 – Very good: EIT Urban Mobility complies with the majority of EIT Good Governance Principles, based on the relevant GGP Assessments.</p> <p>Indicator 7.2: 8 – Very good: Throughout the years, GB Strategic Recommendations</p> | 8/ 10 (Threshold: 6) | 1 |

| Criterion | Summary Assessment | Scoring (points) | Weighting |
|---|--|--------------------------|-----------|
| Global Score (after weighting was applied): 7.65 / 10 | | | |
| Global Threshold: 6 / 10 | | | |
| | have been effectively addressed in most of the cases. | | |
| KIC's efforts and results in designing and implementing gender-sensitive measures and activities | <p>The KIC has implemented several gender sensitive measures both in its operation and KAVA activities. The KIC has introduced several gender-sensitive initiatives. During the assessment, no expert assessment has been uncovered other than the KIC's internal monitoring. Specific questions in this regard were discussed with the representatives of the KIC to carry out the assessment of this indicator. Overall assessment of the criteria is very good.</p> <p>Assessment</p> <p>Indicator 8.1: 8 – Very good: EIT Urban Mobility has designed and implemented several gender sensitive measures and activities.</p> <p>Indicator 8.2: 6 – Good: The indicator should analyse the expert assessments related to gender sensitive measures; however, there were no external assessments identified. On the other hand, based on the available information the KIC has launched several initiatives related to gender sensitivity in different areas.</p> | 7 / 10 (Threshold: 6) | 0.5 |
| KIC's capacity to develop sustainable innovation ecosystems and the achieved level of financial sustainability | <p>The KIC achieved very good results regarding ecosystem creation and development, however there are some uncertainties related to future financial sustainability. Improvements are needed especially regarding the revenue generating capacity of the KIC, and the FS mechanisms of KAVAs. Therefore, the overall assessment of the criteria is good.</p> <p>Assessment</p> <p>Indicator 9.1: 8 - Very good: EIT Urban Mobility has created a substantial innovation ecosystem throughout Europe, however, the concrete impact of such ecosystems is not yet visible.</p> <p>Indicator 9.2: 6 – Good: Progress has been made regarding the Financial Sustainability (FS) mechanisms, however the KIC should</p> | 6 / 10 (Threshold: 6) | 2 |

| Criterion | Summary Assessment | Scoring (points) | Weighting |
|---|---|------------------|-----------|
| Global Score (after weighting was applied): 7.65 / 10 | | | |
| Global Threshold: 6 / 10 | | | |
| | <p>introduce further improvements to ensure financial sustainability.</p> <p>Indicator 9.3: 4 – Fair: The KIC has already started to generate revenue from different sources, however the proportion of such revenues are not significant and, the KIC still heavily relies on membership fees. Nevertheless, the proportion of membership fees in the total revenue of the KIC is decreasing.</p> <p>Indicator 9.4: 6 – Good: The KIC has managed to achieve the FS-coefficient targets in general, in 2021 they were above the targeted percentage. Membership fees still take up more than 90% of the KIC’s revenue, even though the share of membership fee in the total revenue is decreasing.</p> <p>Indicator 9.5: 6– Good: Since the KIC is in its start-up phase, the co-funding rate can be up to 100%. EIT Urban Mobility managed to have alternative revenues, however the co-funding rate is still high, which should be decreasing to reach the targets set from the fifth year of the KIC.</p> <p>Indicator 9.6: 4– Fair: The financial assets of the KIC are providing marginal revenues, which does not contribute significantly to the FS targets. However, the KIC has already started to generate revenue from the market (e.g. equity investment, revenue from commercialised services).</p> | | |

3. Methodology overview

3.1. Our approach

The document presents the results of a three-year interim evaluation of EIT Urban Mobility carried out by White Research and Deloitte, as outlined in the framework contract 21-3030-03/EIT. Within this contract, two 4th wave KICs, EIT Urban Mobility and EIT Manufacturing, were evaluated using a unified assessment approach. This report encompasses the comprehensive assessment process and outcomes pertaining to EIT Urban Mobility.

The methodology used in this assessment is in line with the requirements set out in the Request for Service No. 03 implementing document⁷. According to the document referenced above, the assessment has been carried out through a comprehensive analysis of all areas of activities and aspects relevant for a KIC, the evaluation criteria were specified and explained in detail in the executive summary.

Scores were allocated considering the fulfilment of specific indicators within each criterion. The evaluation process encompassed desk research, complemented by interviews with key KIC representatives, in order to assess the effectiveness of each KIC.

During the analysis of each of the above chapters, the following key elements are presented, notably:

- Main activities, results, including EU added value, and KPIs achieved.
- Strengths and weaknesses: what have worked well and what did not work.
- Recommendations for improvement: what should be improved in the next years.

In addition to the chapters above, the three-year interim assessment is carried out along the following aspects:

- KIC Governance and KIC Partnership;
- KIC Funding, Financial Sustainability: this chapter should be mainly based on the results of the independent in-depth study;
- Knowledge Triangle Integration, Innovation Ecosystem and CLCs;
- Education & Alumni;
- Innovation;
- Entrepreneurship & Business Creation;
- EIT RIS;
- Synergies, Complementarities & Cross-KIC collaboration;
- Communications, Dissemination & Outreach;
- Achieved economic and societal impact against impact targets in the KIC Strategic Agendas, EIT Impact Framework impact KPIs or market benchmarks.

The aim of using this method was to cover all the data findings from the aforementioned data collection and, if necessary, to add additional findings to reach solid conclusions from the evaluation. This enabled us to identify all recommendations of particular relevance.

The report is prepared following the order of the assessment criteria and corresponding indicators. Furthermore, we have incorporated the above-mentioned aspects to the structure by choosing an indicator which relates to all listed thematic areas and have expanded upon the thematic areas as

⁷ Ref. Ares (2022)5580508 - 04/08/2022

part of this chapter. In later sections we will refer to the paragraphs mentioned in the earlier chapter. The complete list of assessment criteria and indicators are presented in the table below:

Table 1: Assessment criteria, indicators, and their relevant chapters

| Assessment criteria | Indicators | Thematic Area |
|--|--|---|
| Relevance to the Union’s global challenges (Weighting: 1.5) | 1.1 The results of the KIC’s activities have been relevant to the objectives of the Union, including boosting economic growth, strengthening the innovation capacity of the Member States, fostering innovation and entrepreneurship, and have contributed to addressing the societal challenge it was designated for. | <ul style="list-style-type: none"> • Education & Alumni • Innovation • Entrepreneurship & Business Creation • EIT RIS • Communications, Dissemination & Outreach |
| KIC’s Union added value and relevance with regard to the objectives of the EIT (Weighting: 1.5) | 2.1 The KIC has created a significant European added value with respect to building a sustainable innovation ecosystem through knowledge triangle integration, and as a result has developed concrete solutions to societal challenge it addresses as foreseen in the original proposal. | <ul style="list-style-type: none"> • Education & Alumni • Innovation • Entrepreneurship & Business Creation • EIT RIS • Knowledge Triangle Integration, CLCs • Achieved economic and societal impact against impact targets in the KIC Strategic Agendas, EIT Impact Framework impact KPIs or market benchmarks |
| | 2.2 All KIC’s activities have been fully aligned with and relevant to the EIT objectives as defined in EIT legislative framework. | <ul style="list-style-type: none"> • KIC Governance and KIC Partnership • KIC Funding, Financial Sustainability: this chapter should be mainly based on the results of the independent in-depth study • Knowledge Triangle Integration, Innovation Ecosystem and CLCs • Education & Alumni • Innovation • Entrepreneurship & Business Creation • EIT RIS • Synergies, Complementarities & Cross-KIC collaboration • Communications, Dissemination & Outreach • Achieved economic and societal impact against impact targets in the KIC Strategic Agendas, EIT Impact Framework impact |

| Assessment criteria | Indicators | Thematic Area |
|--|--|---|
| | 2.3 KIC RIS activities have been fully aligned with the EIT RIS Guidance note 2018-2020 and RIS Implementation Framework (2021-2027) | <p>KPIs or market benchmarks</p> <ul style="list-style-type: none"> • Knowledge Triangle Integration, Innovation Ecosystem and CLCs • Education & Alumni • Innovation • Entrepreneurship & Business Creation • EIT RIS • Synergies, Complementarities & Cross-KIC collaboration • Achieved economic and societal impact against impact targets in the KIC Strategic Agendas, EIT Impact Framework impact KPIs or market benchmarks |
| <p>Achievement of KIC's objectives (Weighting: 1.5)</p> | <p>3.1 A KIC is on track to achieve its 7-year Strategic Agenda objectives and expected results in line with its initial strategic objectives. Any deviation from the Strategic Agenda has been justified, approved by the EIT and has led to maximizing impact.</p> | <ul style="list-style-type: none"> • KIC Governance and KIC Partnership • KIC Funding, Financial Sustainability • Knowledge Triangle Integration, Innovation Ecosystem and CLCs • Education & Alumni • Innovation • Entrepreneurship & Business Creation • EIT RIS • Synergies, Complementarities & Cross-KIC collaboration • Communications, Dissemination & Outreach • Achieved economic and societal impact against impact targets in the KIC Strategic Agendas, EIT Impact Framework impact KPIs or market benchmarks |
| | <p>3.2 KPI targets defined in the KIC original proposal, Strategic Agenda and Business Plans likely to be achieved.</p> | <ul style="list-style-type: none"> • KIC Governance and KIC Partnership • KIC Funding, Financial Sustainability: this |

| Assessment criteria | Indicators | Thematic Area |
|--|---|---|
| | | <p>chapter should be mainly based on the results of the independent in-depth study</p> <ul style="list-style-type: none"> • Knowledge Triangle Integration, Innovation Ecosystem and CLCs • Education & Alumni • Innovation • Entrepreneurship & Business Creation • EIT RIS • Synergies, Complementarities & Cross-KIC collaboration • Communications, Dissemination & Outreach • Achieved economic and societal impact against impact targets in the KIC Strategic Agendas, EIT Impact Framework impact KPIs or market benchmarks |
| | <p>3.3 The KICs have delivered EIT RIS activities and achieved results within the scope of their EIT RIS Strategies. Any deviations are duly justified and having led to maximized results.</p> | <ul style="list-style-type: none"> • KIC Governance and KIC Partnership • Knowledge Triangle Integration, Innovation Ecosystem and CLCs • Education & Alumni • Innovation • Entrepreneurship & Business Creation • EIT RIS • Synergies, Complementarities & Cross-KIC collaboration |
| <p>KICs efforts to coordinate their activities with other relevant research and innovation initiatives (Weighting: 0.5)</p> | <p>4.1 The KIC has achieved the concrete synergies and complementarities described in the original proposal and Strategic Agenda</p> | <ul style="list-style-type: none"> • Synergies, Complementarities & Cross-KIC collaboration • Communications, Dissemination & Outreach |
| | <p>4.2 Number of synergies with other relevant education, research and innovation initiatives in the same area of the societal challenge at national, EU and global level</p> | <ul style="list-style-type: none"> • Synergies, Complementarities & Cross-KIC collaboration |

| Assessment criteria | Indicators | Thematic Area |
|--|---|---|
| KIC's capacity to ensure openness to new members (Weighting: 0.5) | 5.1 Partnership size, growth, composition and performance are adequate for achieving the long-term objectives of the KIC Strategic Agenda. | <ul style="list-style-type: none"> • KIC Governance and KIC Partnership • Knowledge Triangle Integration, Innovation Ecosystem and CLCs • Education & Alumni • Synergies, Complementarities & Cross-KIC collaboration • Communications, Dissemination & Outreach |
| | 5.2 KIC's Calls for activities have been fully open to new members. | <ul style="list-style-type: none"> • KIC Governance and KIC Partnership |
| | 5.3 KIC has fully addressed the EIT Good Governance Principles (GGP) – based on relevant GGP assessments related to openness to new members | <ul style="list-style-type: none"> • KIC Governance and KIC Partnership • |
| | 5.4 Balanced representation of all key knowledge triangle players in the partnership | <ul style="list-style-type: none"> • KIC Governance and KIC Partnership • Knowledge Triangle Integration, Innovation Ecosystem and CLCs |
| KIC's achievements in attracting new members from across the Union (Weighting: 1) | 6.1 Number of the EU Member States covered by the KIC partnership and representation of all the knowledge triangle players | <ul style="list-style-type: none"> • KIC Governance and KIC Partnership • Knowledge Triangle Integration, Innovation Ecosystem and CLCs • EIT RIS • Communications, Dissemination & Outreach |
| | 6.2 Number of the RIS countries and regions covered by the KIC partnership and representation of all the knowledge triangle players in its activities | <ul style="list-style-type: none"> • KIC Governance and KIC Partnership • Knowledge Triangle Integration, Innovation Ecosystem and CLCs • EIT RIS |
| | 6.3 Trend of new active partners over the 3- year period | <ul style="list-style-type: none"> • KIC Governance and KIC Partnership |
| | 6.4 Balanced geographical presence of CLCs and EIT RIS Hubs in line with the | <ul style="list-style-type: none"> • KIC Governance and KIC Partnership |

| Assessment criteria | Indicators | Thematic Area |
|--|--|---|
| | strategic objectives and societal challenges | <ul style="list-style-type: none"> EIT RIS |
| KIC's compliance with good governance principles (Weighting: 1) | 7.1 KIC fully addresses the EIT Good Governance Principles (GGP) – based on the relevant GGP assessment | |
| | 7.2 EIT GB Strategic recommendations have been effectively addressed and fully implemented by the KIC | <ul style="list-style-type: none"> KIC Governance and KIC Partnership |
| KIC's efforts and results in designing and implementing gender-sensitive measures and activities (Weighting: 0.5) | 8.1 KICs have designed and implemented gender sensitive measures and activities | <ul style="list-style-type: none"> KIC Governance and KIC Partnership |
| | 8.2 Positive expert's assessment of the outputs and results delivered by these activities | <ul style="list-style-type: none"> KIC Governance and KIC Partnership |
| KIC's capacity to develop sustainable innovation ecosystems and the achieved level of financial sustainability (Weighting: 2) | 9.1 The KIC has created a sustainable innovation ecosystem effectively addressing the societal challenges and skill gaps it was established for | <ul style="list-style-type: none"> Knowledge Triangle Integration, Innovation Ecosystem and CLCs Innovation |
| | 9.2 Effective Financial Sustainability Strategy, including Financial Sustainability mechanisms in place including diversified revenue sources and aligned with the original proposal and subsequent business plans/reports | <ul style="list-style-type: none"> KIC Funding, Financial Sustainability |
| | 9.3 An adequate level of revenues from its activities is demonstrated and a plan for the management and exploitation of intellectual property and financial assets supporting the KIC's business model is in place | <ul style="list-style-type: none"> KIC Funding, Financial Sustainability Entrepreneurship & Business Creation |
| | 9.4 Financial Sustainability (FS): revenues of KIC LE, FS coefficient | <ul style="list-style-type: none"> KIC Funding, Financial Sustainability |
| | 9.5 Co-funding rates | <ul style="list-style-type: none"> KIC Funding, Financial Sustainability |
| | 9.6 Financial asset valuation | <ul style="list-style-type: none"> KIC Funding, Financial Sustainability |

Furthermore, all data and information collected has been linked to the relevant criteria and indicators from the assessment table in the methodological note, ensuring that these can be scored appropriately and consistently against the scoring system designed by EIT. The indicative scoreboards are presented below:

Table 2: Three-Year Interim Assessment Scoreboards

| 0-10 | Scores interpretation |
|------|---|
| 0 | The profile does not meet the criterion at all or cannot be assessed due to missing or incomplete information |
| 1-2 | Poor—serious weaknesses |
| 3-4 | Fair —goes some way to meeting the criterion, but with significant weaknesses |
| 5-6 | Good —but with a number of shortcomings |
| 7-8 | Very good —but with a small number of shortcomings |
| 9-10 | Excellent —meets criterion in every relevant respect. Any shortcomings are minor |

3.2. Methodological tools

Thanks to the applied methodology, the assessment is based on robust and reliable results and incorporates multiple data sources. During the assessment, three main methodological tools have been applied:

1. Desk research

The goal of the desk research was to collect both qualitative and quantitative data on the KIC's activities, impacts and results. The key documents for the desk research were:

- Key EIT documents (e.g., old EIT Regulation (2008), EIT Regulation Amendment (2013), new EIT Regulation (2021), EIT Financial Regulation, EIT SIA 2014-2020 and EIT SIA 2021-2027, Triennial Work Programmes, Single Programming Documents);
- Calls for KIC Proposals documentation; KIC Proposals;
- Framework Partnership Agreements, new Partnership Agreements and KICs' Strategic Agendas (originals and any later updates);
- KICs Business Plans and Reports for relevant years and experts' assessments;
- KIC Assessments: Business Creation, Education, Knowledge Triangle integration, and subsequent RIS evaluations;
- EIT consolidated reports on the KIC Monitoring/GB Rapporteur visits and reports;
- Specific EIT guidance to KICs (e.g. governance, code of conduct, etc.);
- EIT Principles on KICs' Financial Sustainability (old and new);
- EIT Guidance on the EIT Regional Innovation Scheme (EIT RIS) 2018-2020 and EIT RIS Implementation Framework 2021-2027;
- EIT Good Governance Principles and respective assessments;
- EIT and KICs websites (deliverables included in websites as well as those submitted with KIC reports);
- KICs' action plans for tackling specific issues (i.e. EIT and EU co-branding; communications strategy; Project Partners, gender balance etc.);
- Annual Grant KIC Performance Assessment Reports;
- Multi-annual Dashboard;
- Annual Grant KIC Performance Assessment Reports;
- EIT GB Strategic Recommendations issued during the assessed period;
- EIT GB Rapporteur Reports;
- Communications Activities Assessments;
- Publicly available relevant EU documents.

Additional documents and databases have been collected from / provided by EIT and the KIC and assessed during the desk research. This assessment has included outstanding recommendations from the most recent relevant reports produced through annual EIT monitoring, such as the Good Governance Principles assessments and Multi-Annual Dashboards.

Throughout the overview of the documents, we have opted for a tree structure to log each document into a database and do a first rough screening of relevance, indicating the following in the database:

- The level of documentation (EIT general, cross-KICs, KIC-specific – including the respective KIC, etc.).
- The assessment criteria and indicators to which it is (potentially) relevant, based on the assessment criteria from the methodological note.
- The level in the Horizon Europe impact pathway to which the data is (potentially) relevant, based on the EIT Impact Framework.

After the collection of the documents, we have continued with their analysis.

2. Document Analysis

We have systematically reviewed each document using the database developed as part of the desk research. During this review we have added further data to each relevant indicator (i.e. if the in-depth review of document X proves to be relevant to assessment criteria/indicators not identified during the fast screening, carried out in the previous activity, this will be updated in the database).

Whilst going through each document, we extracted relevant information on the KIC performances, linking it simultaneously to the areas to be covered by the report. We have subsequently created a matrix to link the data for each year which ensures that data gaps can be easily identified. Once all the data has been grouped using this approach, we have analysed the data using the following methods:

- **Synthesis of text** – In instances where the documents already contained elements of analysis of the performance, this text has been synthesised and reported directly as findings, with full sourcing.
- **Qualitative content analysis** – In instances where data has been presented in direct qualitative manners, the analysis has consisted of finding overall trends and tendencies, patterns and links in these documents based on which overarching summaries and findings have been drawn.
- **Quantitative analysis** – In documents containing quantitative data, the data has been combined with further quantitative data analysis, or in some cases (e.g. KPIs) data was considered as standalone and indicative.

3. Primary data collection methods

3.1. Semi-structured interviews

To gain further information, semi-structured interviews have been carried out with EIT Urban Mobility representatives to complement the data collected during the desk research. These interviews provided in-depth qualitative data that allowed for data verification and triangulation. Whilst the option for video interviews was offered, each interview carried out with EIT Urban Mobility has been conducted via e-mail due to scheduling issues. In total, two rounds of interview questions were sent out and answered in detail by the management of the KIC. The interview outlines can be found in ANNEX II.

3.2. Triangulation, conclusions and recommendations

Through this task we managed to address all the data findings from the aforementioned collection and, if necessary, complete it with any additional findings from further consultations with EIT Urban

Mobility representatives and further requested documents, databases, to reach solid conclusions. By comparing and aggregating all information gathered, we were able to formulate all relevant recommendations.

3.3. Challenges faced in the assessment

Although this assessment was objective and thorough, there were a number of difficulties that limited how comprehensive this assessment could be. Due to scheduling issues the interviews could not be carried out via video platform, meaning the participants only completed a written interview questionnaire. While this resulted in detailed answers, some of the more nuanced details which could potentially be identified in face-to face video interviews could not be discussed. Further difficulties arose due to the fact that validated KPI data for 2022 could not be used during the assessment to achieve compliance with Horizon Europe practices. Therefore, during the assessment of affected indicators (Relevance to the Union's global challenges; KIC's Union added value and relevance with regard to the objectives of the EIT; Achievement of KIC's objectives; KIC's capacity to ensure openness to new members; KIC's capacity to develop sustainable innovation ecosystems and the achieved level of financial sustainability) only the data self-reported by the KIC could be utilised. Furthermore, while most of the 2020 and 2021 data was validated, there remain KPI indicators with only self-reported data for these years. The unavailability of validated data could result in slight discrepancies during the evaluation.

Please note, that as the assessment only covered the first 3 years of the KIC, some indicators were difficult to measure, as only limited progress can be expected within 3 years of operation. However, as all KICs must be assessed according to a common EIT methodology for comparability, all assessment indicators have been used in the evaluation. Therefore, all conclusions and assessments detailed in the report shall be interpreted considering the rather limited timeline relevant for the evaluation.

4. Relevance to the EU global challenges

EIT Urban Mobility has been successful in creating added value to the EU's global challenges. The KIC has in its activities contributed both to boosting economic growth, fostering innovation and entrepreneurship and to addressing the societal challenge it was designated for, such as:

- improved quality of life in cities and
- mitigation of climate change and competitiveness of cities and the European mobility sector for job creation.

EIT Urban Mobility supported 472 start-ups and scale-ups in the 2021-2022 period and attracted EUR 34 904 077 of investment.

The KIC has contributed to strengthening the innovation capacity of Member States by creating innovative solutions to urban mobility challenges using a hands-on approach in cities. Their Rapid Applications for Transport (RAPTOR) programme alone has been implemented in eight cities involving 15 pilots, and altogether 51 pilots in 27 cities have been implemented with the collaboration of private mobility providers such as large enterprises, SMEs, start-ups and research institutes. Furthermore, the KIC has supported the creation of 48 market innovations including innovative products such as swappable battery ecosystems, anti-trash detection and damage prevention system for shared mobility and a prototype for an urban light-duty electric vehicle that is both hydrogen and electric-powered.

In addition to these activities, the KIC has contributed to skills development in institutions and up- as well as re-skilling (e.g. NewUM, Competence Hub, Accelerator Programme), redesigned public space (e.g. Redesigning the streets, FURNISH), reduced pollution (e.g. UMC, Cleanergy 4 Micromobility, Ultimate), promoted healthy living and active mobility (e.g. Bification), and reduced emission through sustainable city logistics (e.g. FlexCurb). All these activities and programmes addressed the societal challenge the KIC was established for.

4.1. Relevance to the Objectives of the Union

Indicator: The results of the KIC's activities have been relevant to the objectives of the Union, including boosting economic growth, strengthening the innovation capacity of the Member States, fostering innovation and entrepreneurship, and have contributed to addressing the societal challenge it was designated for

The assessment of this indicator relates particularly to the Union objectives as defined below:

Boosting Economic Growth

The KIC has set out to foster economic growth by focusing on supporting start-ups and scale-ups and by attracting investment.

- The objective of the KIC is to support and deliver a strong line of urban mobility start-ups and scale-ups by investing in them and providing them a full range of services to help them grow. These actions would support the creation of jobs, enable the companies to pay taxes and contribute to the provision of public services. The goal of the KIC was to provide support to the total of 30 start-ups and scale ups in 2020, while this target rose to 218 supported companies during the years of 2021 and 2022.
- In hopes of return on investment the KIC planned to take an equity stake in start-ups and scale-ups which would enhance job creation and contribute to the creation of a strong pipeline of urban mobility start-ups. The investment attracted by start-ups supported by the

KIC was targeted at EUR 300 000 for 2020, which has increased to a targeted amount of EUR 8 000 000 for 2021-2022.

According to the quantitative key performance indicators (“KPIs”)⁸ provided by EIT Urban Mobility, the KIC has during 2021-2022 supported 472 start-ups and scale-ups which substantially exceeded the original expectations.⁹ In addition, the investment attracted by KIC supported start-ups/scale-ups reached EUR 34 904 077 between 2020-2022 in total.¹⁰

For the evaluated period, the results of the KIC seem to be relevant to the Union’s objectives mentioned above, which was largely achieved through the support of start-ups, fostering collaboration among businesses and research organisations and universities, supporting students and graduates. Due to the investment values and supported start-ups/scale-ups reported above, the contribution to economic growth is assessed as significant. The KIC has enhanced its involvement in the start-ups/scale-ups by creating programmes and training that assist entrepreneurs to create new solutions. This goal is also visible within the KIC’s Strategic Agenda, through which the Business Creation objective specifically aimed at providing a start-up-friendly environment, including access to partners, infrastructure and finance, accelerating the process of bringing innovative ideas to market and helping to boost the competitiveness of the European mobility industry.

In 2021, EIT Urban Mobility consisted of more than 200 core, project and network partners including all members of the Knowledge Triangle and covering all EU Member States. On top of this, in 2020-2021 the KIC has built a portfolio of more than 120 supported innovative start-ups which it strengthens through tailored projects.¹¹ By maintaining close cooperation with such businesses, EIT Urban Mobility also ensures its ability to boost economic growth.

To sum up, the KIC has made visible steps and contributions to the boosting of economic growth.

Strengthening the innovation capacity of the Member States, fostering innovation and entrepreneurship

In its activities the KIC strives to build an innovative ecosystem through the implementation of key programmes and activities (City Club, innovation area activities) its goals of creating tested and marketed innovations, supporting innovative start-ups, its execution of the RIS scheme, as well as its calls (within its Innovation Programme and other programmes).

The KIC has supported innovative start-ups and scale-ups with the aim of fostering innovation and entrepreneurship. Programmes to support these initiatives have also been created in the form of the innovation area activities or RAPTOR, but the Business Creation objective of the KIC has aimed to foster the creation of innovations. The KIC has supported the creation of altogether 29 start-ups as a result of innovation projects during 2020-2022 which just falls slightly short of the targeted rate of 30. Furthermore, the KIC facilitates a living lab approach for the testing and creation of innovative mobility solutions with the involvement of all players of the Knowledge Triangle. EIT Urban Mobility has set out the targeted value of 32 marketed innovations during 2021 and 2022, which target was far exceeded, with 54 marketed innovations being put on the market.

EIT Urban Mobility aims to directly strengthen the innovation capacity of Member States by trying to enhance the implementation of innovative solutions with regards to mobility. The KIC implements programmes together with private mobility providers such as large enterprises, SMEs, start-ups and research institutes to implement pilots in European cities. Thus far, 51 pilots in 27 cities have been

⁸ EIT Urban Mobility KPIs 2020-2022

⁹ No KPI data was available for the year of 2020 but the results for 2021 and 2022 are higher than the expected results for all three years.

¹⁰ Self-reported data by the KIC, has not been validated by EIT. Data for 2021 reflects EUR 4,318,551 which indicates that a substantial amount of the investment has been attracted in 2022.

¹¹ EIT Urban Mobility, 2021, “Highlights Projects 2020-2022, Mobility for more liveable urban spaces,” [EITUrbanMobility_Highlights_2020_2021Projects_ONLINE.pdf](#)

implemented. Furthermore, its city focused programmes such as #ChallengeMyCity allows for the testing of innovative mobility solutions. In 2022 nine such projects have been implemented in major European cities. Overall, the KIC has taken steps to contribute to the objective of fostering innovation and entrepreneurship through its programmes and initiatives, including the testing and creation of innovative products.

Contribution to addressing the KIC’s societal challenge

The activities of the KIC clearly point towards achieving the main challenge that it was addressed to solve, namely, improved quality of life in cities; mitigation of climate change and competitiveness of cities and the European mobility sector for job creation. The KIC has contributed to skills development in institutions and up- as well as re-skilling (e.g. NewUM, Urban Mobility Digital Talent), redesigned public space (e.g. Redesigning the streets, Furnish-KIDS), clean energy and reduced pollution (e.g. UMC, Cleanergy 4 Micromobility), promoted active mobility and healthy living (e.g. Bicfication), reduced emission through sustainable city logistics (e.g. FlexCurb), and environmental modelling (e.g. BitGreen). The KPIs for 2021 show only 20 public realm improvements compared to the 50 targeted while this number reached 11 improvements in 2022 compared to the targeted rate of 75. There has also been a total of 114 Demonstration/pilots/living labs within a project that actively involves citizens and/or local associations during 2021-2022 which contribute to the improved quality of life in cities by improving the critical urban mobility issues.

Table 2: Activities of the KIC

| KPI | 2020 | 2021 | 2021-2022 reported | 2020 targeted | 2021 targeted | 2022 targeted |
|--|---------------|---------------|--------------------|---------------|---------------|---------------|
| Supported Start-ups/Scale-ups | 81 | 197 | 472 | 30 | 118 | 100 |
| Investment attracted by KIC supported start-ups/scale-ups | EUR 5 410 000 | EUR 4 318 551 | EUR 34 904 077 | EUR 300 000 | EUR 3 000 000 | EUR 5 000 000 |
| Public realm improvements | n/a | 20* | 31 | n/a | 50 | 75 |
| Start-ups created of/for innovation | 1 | 14 | 29 | 1 | 19 | 10 |

*Shows only reported values, validated values were unavailable.

4.2. Strengths, weaknesses and recommendations

The following table indicates some of the most significant strengths of the KIC's activities related to the EU global challenges:

| Strengths |
|--|
| Significantly overachieving the target for both the number of supported start-ups and scale-ups and the amount of investment attracted by start-ups. |
| The KIC has implemented multiple successful programmes focusing on innovation and entrepreneurship. |
| Through their programmes focusing on boosting economic growth, innovation and entrepreneurship EIT Urban Mobility has created concrete outputs and results that visibly contribute to the goals set out for the KIC. |

The following table indicates the most significant weaknesses and recommendations:

| Weaknesses | Recommendations |
|---|--|
| The creation of start-ups as a result of innovation projects has fallen short of target. | By 2025 the KIC should ensure that steps are taken to more extensively incorporate entrepreneurship programmes into the KIC's innovation projects which will ensure that the targets set in the 2021-2027 Strategic Agenda are reached. |
| Public realm improvements have fallen short of target. | <p>The KIC should focus on incorporating more activities into their programmes that result in public realm improvements. By 2025 the incorporation of these activities should be visible to ensure that the targets set in the 2021-2027 Strategic Agenda are reached.</p> <p>The KIC should ensure that the result of these activities constitute concrete solutions which are both measurable and monitored.</p> |

5. EU added value and relevance with regard to the objectives of the EIT

This assessment criteria specifically considers the activities of the KIC with EU added value and the way in which these activities align with the objectives of EIT. The KIC is, among others, creating EU added value with their efforts toward the integration of the knowledge triangle. The KIC uses knowledge triangle integration to partner with cities through which it takes a bottom-up approach in addressing the relevant problems with regards to transport and mobility. Furthermore, the KIC also aims to build a sustainable ecosystem through its innovation activities and programmes. The KIC's activities with regards to knowledge triangle integration and innovation have an effect on the societal challenge it addresses as foreseen in the original proposal. It should be pointed out that while the KIC is working towards building a sustainable ecosystem, it is working within a competitive political and policy environment including Horizon Europe funded initiatives that preceded its establishment, and which dictate policies that do not always comply with the activities EIT Urban Mobility is set to achieve via its KPIs. Some of these KPIs include reallocation of public space from cars to cycling, behaviour change and governance innovation, public transport subsidies, congestion charges and low emission zones. An example of this is that similar innovative transport initiatives exist within the environment where EIT Urban Mobility functions, which are allocated larger budgets and therefore, have a larger potential of reaching potential partners and achieving KPIs. Due to this, and the KIC's dependence on cities for achieving its goals, it is more difficult to adjust to EIT objectives and create EU added value.¹²

As mentioned before, EIT Urban Mobility relies extensively on city partnership and engagements to achieve its goals. Due to this, the KIC has been focusing on implementing multiple city-based programmes aimed at improving the urban mobility challenges citizens face. The city pilots (including the RAPTOR programme) and living labs allow for citizens to be involved in testing the innovative solutions to urban mobility challenges. As a result, the KIC has supported improved quality of life in cities through its programmes (e.g., RAPTOR, #ChallengeMyCity) and initiatives (e.g., FURNISH, SmartHubs) through which they have achieved 31 public realm improvements throughout 2021-2022.¹³ Through innovation and collaboration with SMEs and research institutes the KIC has created innovative mobility solutions and products supporting the fight against climate change (e.g., UMC, Cleanergy 4 Micromobility, Ultimate).¹⁴ Furthermore, the KIC supports the competitiveness of cities and the European mobility sector for job creation by encouraging business creation, providing training for their citizens, engaging in programmes of innovation and putting urban mobility solutions into practice. Thus far, a reported 16,295 participants have taken part in non-degree education and training. The KIC also supports EIT labelled MSc/PhD programmes in which 94 students were enrolled during the period of 2020-2022. Of the 94 enrolled students, 22 have already graduated and 70 are still working towards their exams. The KIC also supports SMEs and start-ups with programmes boosting entrepreneurship such as the Accelerator Programme and innovation initiatives such as action and impact groups. While the KIC is visibly focusing on increasing the competitiveness of cities through its programmes and initiatives, further work needs to be put into the education activities to ensure a new generation of urban mobility experts.¹⁵

Regarding the KIC's alignment with the EIT's objectives, taking into account Article 7 of the Regulation (EU) 2021/819 of the European Parliament and of the Council of 20 May 2021 on the EIT

¹² Based on the interview questionnaire with EIT Urban Mobility received on 4 April 2023.

¹³ Based on 2021-2022 KPI data retrieved from DUNA portal.

¹⁴ EIT Urban Mobility, 2021, "Highlights Projects 2020-2022, Mobility for more liveable urban spaces," [EITUrbanMobility_Highlights_2020_2021Projects_ONLINE.pdf](#);

EIT Urban Mobility, 2022, "Highlights report 2022, Mobility for more liveable urban spaces," [EIT-UM_Highlights-Report_2022.pdf \(eiturbanmobility.eu\)](#)

¹⁵ It must be pointed out that the COVID-19 crisis has hindered the KIC's ability to complete training and education activities.

about KICs, EIT Urban Mobility seems to be fully in line with the targets set out by the EIT. All activities have been pursuing economic growth, supporting higher education or addressing societal challenges through knowledge triangle integration and creation of synergies; however, the long-term impact of such initiatives is hard to measure at this point. The KIC has strengthened cooperation with key urban mobility partners and pursued relations with EU institutions (e.g., DG RTD) including partners in leading city initiatives (e.g., CIVITAS, Smart Cities Marketplace, Net Zero Cities).¹⁶

In addition to the EIT's objectives, the KIC is required to conduct its activities fully in line with the EIT RIS Guidance Note 2018-2020 and the RIS Implementation Framework 2021-2027. Since the KIC's establishment in 2020, it has been a fundamental obligation for EIT Urban Mobility to abide by the RIS objectives and guidelines. EIT Urban Mobility has established 12 RIS Hubs between 2020-2021, which offer Hubs plenty of opportunities for networking and innovations both on a local and transnational level. Whilst the activities of the RIS hubs are covering almost all 22 RIS countries, 10 Member States remain without RIS Hubs.¹⁷ The activities carried out by the Hubs are similar to the general Urban Mobility activities but are adjusted to the local needs. The implementation of RIS activities is hindered by specific local barriers, such as limited financial resources in some regions, high number of other available EU funded programmes, and difficulties in connecting the entities to larger scale EU programmes. Specific RIS innovation programmes and activities include MeHUB (project which helps to organise public space within the urban environment), INNOMOTION (initiative aiming to create an Urban Mobility Scale-up Programme in Istanbul) or UrbanMovators (RIS entrepreneurship programme aiming to scale the process of mobilizing the innovation and entrepreneurial potential of the urban mobility eco-system in Bulgaria) among others.¹⁸ Overall the KIC has managed to conduct its activities fully in line with the EIT RIS Guidance Note 2018-2020 and the RIS Implementation Framework 2021-2027.

5.1. European Added Value

Indicator: The KIC has created a significant European added value with respect to building a sustainable innovation ecosystem through knowledge triangle integration, and as a result has developed concrete solutions to societal challenge it addresses as foreseen in the original proposal.

The European added value stands for additional value generating positive effects stemming from collaboration across EU Member states. Such collaboration and initiatives bring broader European relevance and significance not only on the regional or national levels but also in the EU-wide context.

In its strategic plans EIT Urban Mobility has set out to tackle the societal challenges it was established for as follows:

- Improved quality of life in cities;
- Mitigation of climate change;
- Competitiveness of cities;
- European mobility sector for job creation.

EIT Urban Mobility has limited data available to assess the contribution or the extent to which the KIC's results addressed societal challenges. The KIC's ability to assess the activities' impacts and results in this sphere is limited by the general definition of the societal challenges and can only be assessed by taking into account the concrete achievements of the KIC within each of these spheres such as City Programmes, concrete innovations or KPIs reported by the KIC. Without the concrete definitions of the above-listed societal challenges, it is impossible to assess the overall impact.

¹⁶ Based on the EIT Urban Mobility 2021-2027 Strategic Agenda and the interview questionnaire with EIT Urban Mobility received on 4 April 2023.

¹⁷ "Regional Innovation Scheme," EIT Urban Mobility, May 26, 2023, accessed June 13, 2023, <https://www.eiturbanmobility.eu/ris/>

¹⁸ "Our Activities," EIT Urban Mobility, accessed on 13 June 2023, <https://www.eiturbanmobility.eu/ris/>

Furthermore, it must be pointed out that due to the short amount of time the KIC has been in existence, concrete effects and outputs cannot be assessed, only actions towards the contribution to the societal challenges are visible.

The KIC is visibly working toward the integration of the knowledge triangle. The KIC uses this knowledge triangle to partner with cities by which it takes a bottom-up approach in addressing the relevant problems with regards to transport and mobility. This was underpinned by the KICs calls such as the KAVA Call 2020 as well as Citizen Engagement and City Partnership calls both in 2021 and 2022. Through multiple of its programmes the KIC has contributed to the creation of a sustainable innovation ecosystem which further contributes to the societal challenges it addresses.

The societal impact of the KIC is visible as follows:

Improved quality of life in cities

EIT Urban Mobility relies extensively on city partnership and city engagements to achieve its goals. Due to this, the KIC has been focusing on implementing multiple city-based programmes aimed at improving the urban mobility challenges citizens face. The city pilots (including the RAPTOR programme) and living labs allow for citizens to be involved in testing the innovative solutions to urban mobility challenges. The KIC has proved this by initiating projects such as the SmartHubs project which aims at increasing the implementation and use of shared mobility hubs in metropolitan areas implemented in the Netherlands, Spain, Poland, Portugal and France or the #ChallengeMyCity initiative for secure bicycle parking furthering the use of micromobility among commuters in Milan.

Furthermore, as specified in the EIT Impact Framework, the KPI "Improved quality of public space design and public infrastructure" for which the KIC-specific equivalent is "Public realm improvements" contributes to this goal. The KIC has been behind target with regard to this indicator, having achieved 31 public realm improvements in the period between 2021-2022 compared to the 75 targeted. In terms of the EIT Impact Framework KPI "Repurposed traffic road space to public places" (KIC equivalent: Road space reallocation to public space (m²)), the KIC has overachieved its target for 2020, having reallocated 10 227 m² of public space instead of the 1 200 m² targeted. Another KPI addressing this goal is the EIT Impact Framework KPI "Modal shift to clean and healthy mobility alternatives to motorised transport" (KIC equivalent: City Club city inhabitants exposed to emissions in urban areas derived from road transport) which is part of the three City Impact Indicators created by the KIC and which will only be monitored in 2024 against 2020 values and 2027 against 2024 values (see: Chapter 5.2.10).

Mitigation of climate change

The KIC is among other things aiming to achieve this goal by engaging with EU-level stakeholders and Cross-KIC initiatives, taking on best practices from EIT Climate KIC and supporting initiatives and projects to create innovative solutions to urban mobility problems thereby enabling the move towards climate neutral cities. Whilst climate change mitigation does not seem to play a central role in the Strategic Agendas and Business Plans, the KIC has been working on several projects proving their commitment to this goal. Such activities include the Zeus project which aims to implement a concept for silent and emission-free deliveries, project Ultimate which targets public transport electrification in the fight against climate change or the Inclusiv_eBike project which created a new concept in rickshaw e-bikes for safe urban transport.

Apart from this, the KIC has also set out to achieve public realm improvements which include more green and blue elements to address the climate emergency (EIT Impact Framework equivalent: "Improved quality of public space design and public infrastructure"), of which the KIC has only been able to achieve 31 compared to the targeted rate of 75 in 2021-2022. Repurposing traffic road space with the purpose of encouraging healthy and clean mobility and new flexible uses that could benefit urban liveability, the local economy, and the environment has also been a goal of the KIC. As mentioned previously, the KIC has overachieved its target for 2020, having reallocated 10 227 m² of public space instead of the 1 200 m² targeted. Furthermore, the KIC has set out to achieve goals with regards to reducing GO₂ emissions and creating liveable urban areas through implementation

and scaling of solutions. EIT Urban Mobility has created 16 innovation pilot scalings compared to the 10 targeted. Apart from this, the KPI "City Club city inhabitants exposed to emissions in urban areas derived from road transport" which, as mentioned before, is part of the three City Impact Indicators created by the KIC and which will only be monitored in 2024 against 2020 values and 2027 against 2024 values (see: Chapter 5.2.10).

Based on the several innovations and initiatives of the KIC focusing on or involving the aspect of climate change mitigation, it can be concluded that EIT Urban Mobility contributes to the mitigation of climate change.

Competitiveness of cities

EIT Urban Mobility contributes to the competitiveness of cities by encouraging business creation, providing training for their citizens, engaging in programmes of innovation and putting urban mobility solutions into practice. As mentioned before, the KIC engages in accelerators and scale-up programmes to ensure that start-ups and entrepreneurs are able to take action on their new urban mobility solutions. Furthermore, the KIC aims to support start-ups which have a positive impact and through this support has attracted EUR 34 904 077 between 2020-2022. On top of this, the KIC has implemented multiple education programmes to ensure the upscaling and fostering of talent. These programmes include EIT Label Master's degrees, Doctoral Training Network (DTN), Competence Hub, and Education Capacity Building. Moreover, the KIC is working towards increasing the innovation capacity of cities by implementing living labs and innovation programmes resulting in the development of cities (e.g. Cableless and renewable energy docks for e-scooters). Furthermore, during 2021-2022, the KIC supported 472 start-ups and scale-ups and attracted EUR 34 904 077 of investment. Based on the aforementioned, it is visible that in its activities the KIC is aiming to increase the competitiveness of cities.

European mobility sector for job creation

The KIC aims to achieve this goal by educating the next generation of urban mobility specialists through the use of their Master School, Doctoral Training Network and Competence Hub. So far, a reported number of 16,295 participants have taken part in non-degree education and training. The KIC also supports EIT labelled MSc/PhD programmes in which 94 students have been enrolled during the period of 2020-2022, however only 22 have graduated which is slightly behind the target of 50 for 2022. The KIC further supports SMEs and start-ups with programmes boosting entrepreneurship such as the Accelerator Programme and innovation initiatives such as action and impact groups. Whilst the KIC is visibly focusing on increasing the competitiveness of cities through its programmes and initiatives, further work needs to be put into the education activities to ensure a new generation of urban mobility experts.

Overall, while concrete effects are not yet visible due to the maturity of the KIC, in its activities Urban Mobility is taking steps towards contributing to the societal challenge it addresses. Furthermore, this has been done through collaboration with cities, businesses, start-ups and scale ups and education institutions.

5.2. Alignment with and Relevance to the EIT objectives

Indicator: All KIC's activities have been fully aligned with and relevant to the EIT objectives as defined in EIT legislative framework.

The original legislative objective anchored in the 2008 EIT Regulation was defined as follows:¹⁹ "The EIT's objective is to contribute to sustainable European economic growth and competitiveness by reinforcing the innovation capacity of the Member States and the Community. It shall do this by promoting and integrating higher education, research and innovation of the highest standards." This Regulation was amended in 2021 by Regulation (EU) 2021/819 which set out a similar objective: "The EIT's mission is to contribute to sustainable Union economic growth and competitiveness by

¹⁹ Article 3, 2008 EIT Regulation

reinforcing the innovation capacity of the Union and Member States to address major challenges faced by society. It shall do this by promoting synergies, integration and cooperation among higher education, research and innovation of the highest standards, including by fostering entrepreneurship, thereby strengthening the innovation ecosystems across the Union in an open and transparent manner.”²⁰

Taking into account the aspects specified in Article 7 of the Regulation (EU) 2021/819 of the European Parliament and of the Council of 20 May 2021 on the European Institute of Innovation and Technology about KICs and the mission of the EIT, the assessment will take into account the KICs achievements along the following aspects:²¹

- KIC Governance and KIC Partnership;
- KIC Funding, Financial Sustainability;
- Knowledge Triangle Integration, Innovation Ecosystem and Co-location Centres;
- Education & Alumni;
- Innovation;
- Entrepreneurship & Business Creation;
- EIT RIS;
- Synergies, Complementarities & Cross-KIC collaboration;
- Communications, Dissemination & Outreach;
- Achieved economic and societal impact against impact targets in the KIC Strategic Agendas, EIT Impact Framework impact KPIs or market benchmarks.

5.2.1. KIC Governance and KIC Partnership

EIT Urban Mobility was established in 2019 with the support of EIT. The main goal of the KIC is to facilitate innovations in the urban mobility sector.

EIT Urban Mobility Association is a non-profit organisation who is the only shareholder of the KIC legal entity (KIC LE). The KIC LE is the entity who runs the day-to-day operations and is set up as a limited liability company registered in Spain, Barcelona.²² EIT Urban Mobility has an EU wide presence through its five Innovation Hubs (CLCs), and twelve RIS Hubs and a Foundation. The five CLCs have been created with the aim of promoting the purpose of the Association and are registered as follows:

- **CLC North** covers Denmark, Finland, Germany, Sweden, Norway, and the Baltic Sea area and registered address is in Copenhagen.
- **CLC Central** covers Germany, Italy and Turkey and has its registered address in Munich.
- **CLC West** covers Belgium, France, the Netherlands and United Kingdom and its registered address is in Helmond.
- **CLC East** covers Czech Republic, Germany, Hungary and Israel, and has its registered address in Prague.

²⁰ Article 3, 2021 EIT Regulation

²¹ Please note that Article 7 of the Regulation (EU) 2021/819 of the European Parliament and of the Council of 20 May 2021 on the European Institute of Innovation and Technology reflects upon the KICs mission and tasks during their operation. The thematic aspects listed do not represent the specific points of Article 7 but are related to the operation of the KICs and have been defined according to EIT's request.

²² EIT Urban Mobility, „Articles of Association of EIT KIC Urban Mobility, S.L.,” [KIC-LE-AoAs-2022.pdf](#) (eiturbanmobility.eu)

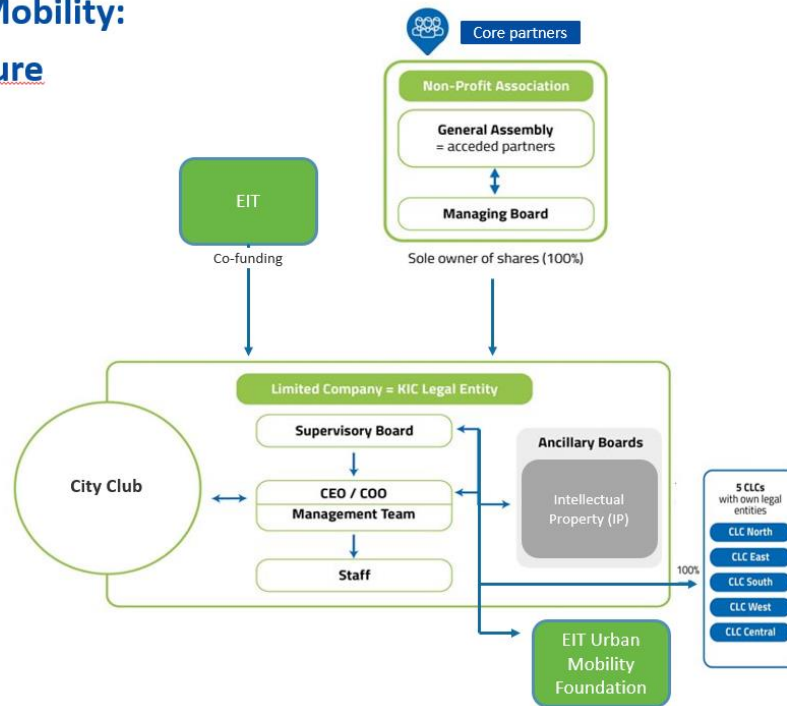
- **CLC South** covers Spain and Switzerland and has its registered address in Barcelona.²³

The connection between the KIC LE and the EIT is secured with the Partnership Agreement (PA) and Grant Agreements (hereinafter "GAs").

The innovation hubs are separate legal entities connected to the KIC LE as visible in the figure below.

Figure 1: EIT Urban Mobility Legal Structure

EIT Urban Mobility: KIC's structure



Source: EIT UM

The EIT Urban Mobility association has two decision-making bodies:

- General assembly: highest decision-making body in the legal structure which has the responsibility of approving the Strategic Agenda. The general assembly is also in charge of electing the managing board.
- Managing board: its responsibilities include the management, representation and leading of the association and the general assembly.

The KIC LE has two decision-making bodies:

- Sole Shareholder: the EIT Urban Mobility association, led by the Managing board.
- Supervisory board: key responsibilities include the supervising of the KIC's day-to-day activities and ensuring that EIT Urban Mobility is in compliance with the targets set in their Strategic Agenda and with the EIT Good Governance Principles.

²³ EIT Urban Mobility, „Internal by-laws of KIC LE EIT Urban Mobility“, [KIC-LE-bylaws-v30.10-clean_formatted.pdf \(eiturbanmobility.eu\)](#).

The KIC and its partners must set up a governance structure that:

1. reflects the diversity in the composition of partnerships, in particular the balance within the knowledge triangle (hereinafter "KT");
2. separates ownership / membership from operational management;
3. ensures an open and high-quality decision-making process, composed of KIC partners' top-management, as well as independent high-level members;
4. separates the supervisory function from the operations and integrates a system of checks and balances, the supervisory board with majority of independent members, including an independent chairperson;
5. has a size allowing to function in an effective and efficient way.

EIT Urban Mobility has managed to diversify its portfolio of partners and include all sides of the knowledge triangle, including a special addition of cities particular to this KIC. The involvement of research institutes is slightly lacking compared to other sides of the KT such as education players and businesses, however this is justified due to the specificities of the sector, whereby higher Technology Readiness Levels (TRL) are required as part of the KIC's calls. Based on the legal structure of the KIC and the systems in place to supervise its day-to-day operations it can be concluded that the KIC has set up a governance structure which is in line with the requirements set in the GA.

5.2.2. KIC Funding, Financial Sustainability

The KIC has set out to attract funding from sources other than the EIT in 2021. Apart from partner fees, which are supported by all activities, the main revenue contributions in 2021 and 2022 will come from four sources: Alternative funding sources – Innovation Hubs (7.2), Academy – Competence Hub (1.3), Factory –scaling solutions (6.1), Business Creation – Access 2 Finance (3.4).

In 2021 the KIC has launched a new programme of Action and Impact Groups (AIG, s. Factory) which will systematically create external funding opportunities, targeting primarily Pillar II of Horizon Europe and in particular cascade funding projects. This is leveraging the core competence, as well as the infrastructure and processes that EIT Urban Mobility already have in place. Besides Horizon Europe Innovation grants, EIT Urban Mobility is also looking at finding the right funds to scale solutions from its portfolio (e.g. EIB, EISIF, Interreg, Recovery and resilience funds, national initiatives). EIT Urban Mobility has been awarded three non-EIT funded projects (ERASMUS+, ENTRANCE, NetZeroCities) already that will amount to EUR 354k in external funding, 92k and 262k in 2021 and 2022 respectively. The systematic acquisition and delivery approach of AIG and allocation of dedicated resources is crucial to support this strategically important revenue stream. They strive to hauling in up to 400k EUR of EU (non-EIT) funding annually for EIT Urban Mobility (KIC LE and CLCs) and 35m EUR for the EIT UM Community by 2027.

The KIC has started the Factory programme to mobilise external funds. As part of the strategy for financial sustainability of the KIC LE and to support partners in acquiring additional non-KAVA funds to implement and scale-up more smart mobility solutions, the Factory is actively acquiring external funds. Urban regeneration incl. mobility projects use a blend of different funding sources from the EU, national funds and local budgets leveraged by private investment vehicles. The aim of the additional funding is to develop a financing portfolio around the activities of the City Club and Innovation projects as well as leveraging the EIT investments to upscale and replicate proven solutions into cities around the world. The financing mechanisms will provide the Factory and EIT Urban Mobility in general with the direct and unique capability to upscale successful pilots.

According to the DUNA portal the following data can be observed in relation to funding:

Table 3 KIC Funding and Financial Sustainability

| KIC Revenue (EUR) | 2020 | 2021 | 2021-2022* |
|--|-------------------|-------------------|-------------------|
| ROI and equity* | - | EUR 10 462.00 | EUR 54 582.59 |
| Education* | - | EUR 18 456.38 | EUR 286 654.66 |
| Services and consulting* | EUR 690 021.86 | EUR 60 661.02 | EUR 706 544.30 |
| Membership fees* | EUR 2 093 000.00 | EUR 3 256 442.70 | EUR 4 477 736.88 |
| Alternative funding sources^{24*} | - | EUR 67 730.37 | EUR 267 056.73 |
| Total revenue* | EUR 2 783 021.86 | EUR 3 413 752.47 | EUR 5 792 575.16 |
| Academy** | EUR 16 600 295.25 | EUR 5 042 259.77 | EUR 6 658 339.42 |
| Innovation** | EUR 86 607 585.68 | EUR 11 235 415.16 | EUR 16 000 366.22 |
| Business Creation** | EUR 8 014 177.21 | EUR 3 894 913.35 | EUR 9 124 044.81 |
| Dissemination and Outreach** | EUR 1 304 574.42 | EUR 1 964 303.93 | EUR 4 444 778.22 |
| City Club and Living Labs** | EUR 105 912.36 | EUR 239 297.23 | EUR 887 222.90 |
| Factory** | EUR 1 052 208.91 | EUR 697 922.49 | EUR 1 127 701.57 |
| Management** | EUR 5 109 139.14 | EUR 5 173 164.38 | EUR 7 055 419.54 |
| EIT Regional Innovation Scheme** | EUR 1 352 201.77 | EUR 2 649 705.26 | EUR 5 595 211.91 |
| Cross-KIC Scheme** | EUR 291 125.26 | EUR 493 775.39 | EUR 1 149 389.30 |

* Based on Annex V of the Grant Reporting page of DUNA portal

** Based on KAVA+KCA Cost on Annex III-A of the Grant Reporting page of DUNA portal

Further details on the KIC's funding and financial sustainability measures can be found under Chapter 13.

5.2.3. Knowledge Triangle Integration, Innovation Ecosystem and Co-location Centres

²⁴ Participation in other projects e.g. in the H2020 programme

The KIC has managed to build up a diverse partnership including partners from all areas of the value chain, while maintaining a somewhat balanced ratio between the key KT players. As a sector specific aspect, cities play a crucial part in the partnership, as they serve as living labs, where pilot projects are tested. The EIT operates through its innovation hubs, which were established throughout Europe, building upon already existing networks and ecosystems, and thus are able to leverage the competences of already existing ecosystems. With this approach, the Innovation Hubs provide wide geographical coverage and have strong potential in further enhancing innovation ecosystems. Through its 12 RIS Hubs, Urban Mobility also managed to play a key part in local ecosystem development in the RIS regions. Overall, the progress of the KIC in knowledge triangle integration and ecosystem development was steady in the past years, and the KIC shall continue leveraging its network and the competences of its players to generate more innovation and therefore more impact throughout Europe. Further details on the KIC's activities related to ecosystem development can be found in Chapters 5, 7, 8 and 10.

5.2.4. Education & Alumni

Education is another cornerstone of the KIC's activities. EIT Urban Mobility is determined to contribute to the competitiveness of cities and the European mobility sector for job creation due to which engaging in education activities is a core target of the KIC. During the interviews conducted with the KIC, it was confirmed that due to the COVID-19 pandemic EIT Urban Mobility is behind its KPI targets with regards to education.

Despite this, it is evident that EIT Urban Mobility has in its activities focused on education and fostering a new generation of urban mobility experts. Projects such as WUM – Women in Urban Mobility (workshops to raise awareness of gender equality in urban mobility), Urban Mobility Digital Talent (up-skilling/re-skilling student and professionals to develop their careers in the urban mobility sector) or Remaking the street (summer school to design and implement street experiments) are a few examples whereby which the KIC focuses on this cornerstone in its Strategic Agenda and Business Plans. The education activities are in most cases aligned with other focus activities of the KIC such as innovation or business creation which provides a successful framework in achieving targets in other focus areas. Further information about education activities can be found under Chapter 6.1.

Table 4: KIC's education activities

| KPI | 2020 | 2021 | 2021-2022 reported | 2020 targeted | 2021 targeted | 2022 targeted |
|--|------|--------|--------------------|---------------|---------------|---------------|
| Start-ups created of EIT labelled MSc/PhD programmes | n/a | n/a | 4 | 1 | 2 | 4 |
| Students and Graduates from EIT labelled MSc/PhD programmes | n/a | 94 | 116 | n/a | n/a | n/a |
| Graduates from EIT labelled MSc and PhD programmes | n/a | 0 | 22 | 0 | 0 | 50 |
| Students from EIT labelled MSc and PhD programmes | n/a | 94 | 94 | n/a | n/a | n/a |
| Participants in (non-degree) education and training | n/a | 4 767* | 16 295 | 3 341 | 2 700 | 2 700 |
| Number of courses delivered | n/a | 23* | 57 | n/a | n/a | n/a |

*Shows only reported values

5.2.5. Innovation

Innovation is another cornerstone of the KIC's activities. EIT Urban Mobility has supported innovative start-ups and scale-ups with the aim of fostering innovation and entrepreneurship. Programmes to support these initiatives have been created in the form of the Innovation Programme or RAPTOR, but the Business Creation objective of the KIC has further strived to foster the creation of innovations. The KIC has supported the creation of altogether 29 start-ups as a result of innovation projects during 2020-2022 which just falls slightly short of the targeted rate of 30. Furthermore, the KIC facilitates a living lab approach for the testing and creation of innovative mobility solutions with the involvement of all players of the Knowledge Triangle. EIT Urban Mobility has further set out to create and market 39 innovations during 2021 and 2022 but this target was exceeded by placing 54 innovations on the market (of which 51 were validated). Within its innovation calls the KIC observes principles regarding to TRL, further ensuring that innovation standards are met.

According to the 2021 data of the Multiannual Dashboard EIT Urban Mobility twinned activities in RIS Innovation with the main Innovation KAVAs. This allows for the direct integration of innovation activities and a faster spillover of innovation outcomes to moderate and modest innovator countries. This bottom-up approach also ensures that the KIC pays attention to strengthening the innovation capacity of RIS and non-RIS regions.

Further information about the KIC's innovation activities can be found under Chapter 5.

Table 5: KIC's Innovation activities

| KPI | 2020 | 2021 | 2021-2022 reported | 2020 targeted | 2021 targeted | 2022 targeted |
|--|------|------|--------------------|---------------|-------------------|---------------|
| Designed/Tested Innovations | 7* | 46 | 90 | n/a | 17 | 30 |
| Innovation pilot scaling | n/a | 6* | 16 | n/a | 7 | 10 |
| Marketed Innovations | 21 | 12 | 54 | 8 | 15 | 17 |
| Start-ups created of/for innovation | 1 | 14 | 29 | 1 | 19 | 10 |
| EIT RIS Designed/Tested Innovations | n/a | n/a | 29 | n/a | 15% - (~7) | |
| EIT RIS Countries – Marketed Innovations | n/a | 6 | 10 | n/a | 5 countries /year | |
| EIT RIS Start-ups created of/for innovation | n/a | 12 | 23 | n/a | 30% - (~9) | |
| EIT RIS Countries - start-ups created of/for innovation | n/a | 7 | 11 | n/a | 4 countries/year | |

Values displayed with *Italic* are retrieved from the Excel table provided by EIT.²⁵

*Shows only reported values, validated values were unavailable.

5.2.6. Entrepreneurship & Business Creation

Business Creation is - besides Innovation and Education one of the three key pillars of the KIC. The KIC has enhanced their involvement in the start-ups/scale-ups by creating programmes and trainings which foster entrepreneurs to create new solutions. This goal is also visible within the KIC's Strategic Agenda, through which the Business Creation objective specifically aimed at providing a start-up-friendly environment, including access to partners, infrastructure and finance, accelerating the process of bringing innovative ideas to market and helping to boost the competitiveness of the

²⁵ Excel table was received on 8 August 2023. Values retrieved are indicated with *Italic* font within the KPI tables.

European mobility industry. With its focus on boosting the economy, during the period 2021-2022 the KIC supported 472 start-ups and scale-ups which substantially exceeded the original expectations.²⁶ In addition, the investment attracted by KIC supported start-ups/scale-ups reached EUR 34 904 077 between 2020-2022 in total.²⁷

The key pillars of the KIC in business creation activities are the Accelerator programme, Finance2move and ScaleTHENGlobal. The Accelerator programme provides support for start-ups in achieving innovative solutions by providing them with mentoring opportunities, a co-working space and help in investor matching among other things. Finance2Move provides access for start-ups in public and private opportunities and supports them in fundraising activities specific to the mobility sector. ScaleTHENGlobal similarly focuses on supporting start-ups and scale-ups by providing education opportunities, access to workshops and to the EU ecosystem.

The activities of the KIC with regards to entrepreneurship and business creation have been highly successful, which is also proven by the KPI indicators related to this area:

Table 6: KIC's entrepreneurship and business creation activities

| KPI | 2020 | 2021 | 2021-2022 reported | 2020 targeted | 2021 targeted | 2022 targeted |
|--|----------------------|---------------|--------------------|---------------|---------------|---------------|
| Supported Start-ups/Scale-ups | 81 | 197 | 472 | 30 | 118 | 100 |
| Investment attracted by KIC supported start-ups/scale-ups | <i>EUR 5 410 000</i> | EUR 4 318 551 | EUR 34 904 077 | EUR 300 000 | EUR 3 000 000 | EUR 5 000 000 |

Values displayed with *Italic* are retrieved from the Excel table provided by EIT.²⁸

Further information about the KIC's entrepreneurship and business creation activities is visible under Chapter 5.

5.2.7. EIT Regional Innovation Scheme (EIT RIS)

EIT Urban Mobility has set out the following priorities with regards to conducting its RIS activities:

- "awareness-raising, increase of the visibility of EIT Urban Mobility activities and introduction of innovative solutions in the RIS countries;
- capacity building, education of professionals and entrepreneurs, use of cooperation opportunities in education, also as a tool to remove barriers to European network building;
- changing the mindset increasing citizen engagement, strengthening local knowledge triangle integration, encouragement of the experiment with new tools and technologies;
- ensuring know-how and technology transfer as two-way interaction to share the good practice of the experienced members of the Innovation Community and young start-ups and innovators regardless of regions;

²⁶ No KPI data was available for the year of 2020 but the results for 2021 and 2022 are higher than the expected results for all three years.

²⁷ Self-reported data by the KIC, has not been validated by the EIT.

²⁸ Excel table was received on 8 August 2023. Values retrieved are indicated with *Italic* font within the KPI tables.

- providing an opportunity for local initiatives, start-ups, talents, pilots, adaptations, and products from the RIS to appear at European level;
- introducing the special needs of the RIS regions to the innovation community, to jointly find new solutions;
- European benchmarking of the local innovation ecosystems, the knowledge triangle integration, the local acceptance of innovative solutions, the regional and national support schemes and the local regulation to support the identification of local gaps and potential solutions to close the gaps;
- building the local network and connecting and interconnecting it to the KIC community.”²⁹

To be able to tackle these goals the KIC has set up six Work Plans (WP) namely, awareness raising and info events (WP1), supporting innovation (WP2), business creation (WP3), supporting education (WP4), local community building (WP5) and Cross-KIC Jumpstarter activities (WP6).³⁰

Within these work packages, despite minor shortcomings, the KIC has been able to reach impressive results whilst keeping in line with the aspects of their RIS strategy. The continuity of the RIS strategy is visible and the focus of the KIC on these regions ensures that its targets set for 2027 can be reached. More information about the concrete activities of the KIC within its six work packages and the alignment of their RIS activities with the relevant legal framework can be found under Chapters 6.3 and 7.3.

Table 7: RIS activities

| KPI | 2020 | 2021 | 2021-2022 reported | 2020 targeted | 2021 targeted | 2022 targeted |
|--|------|------|--------------------|---------------|------------------|---------------|
| EIT RIS Designed/Tested Innovations | n/a | n/a | 29 | n/a | 15% - (~7) | |
| EIT RIS – Marketed Innovations | n/a | 7 | 35 | n/a | 15% (~5) | |
| EIT RIS Start-ups/scale-ups Supported | n/a | 144 | 315 | n/a | 25% - (~55) | |
| EIT RIS Countries - KIC supported start-ups/scale-ups | n/a | 17 | 18 | n/a | 6 countries/year | |
| EIT RIS Start-ups created of/for innovation | n/a | 12 | 23 | n/a | 30% - (~9) | |
| EIT RIS Countries - start-ups | n/a | 7 | 11 | n/a | 4 countries/year | |

²⁹ EIT Urban Mobility, 2021, “21247 Headquarter management, D13 Strategic Agenda 2021-2027,” Budapest, 16-17.

³⁰ EIT Urban Mobility RIS HUB Network, 2022, “Report on the RIS HUB activities and results,” DEL01., 21262, Budapest, Hungary.

| | | | | | |
|--|-----|---------------|---------------|-----|---------------------------------------|
| created of/for innovation | | | | | |
| EIT RIS start-ups created of EIT labelled MSc/PhD programmes | n/a | n/a | 1 | n/a | 15% - (\approx 1) |
| EIT RIS Countries - Start-ups created of EIT labelled MSc/PhD programmes | n/a | n/a | 1 | n/a | 1 country per year starting from 2023 |
| Investment attracted by KIC supported EIT RIS start-ups/scale-ups | n/a | EUR 2 018 551 | EUR 4 986 182 | n/a | 15% - (1 200 000) |
| EIT RIS Country - Investment attracted by KIC supported EIT RIS start-ups/scale-ups | n/a | 2 | 4 | n/a | 3 countries/year |
| EIT RIS Graduates from EIT labelled MSc/PhD programmes | n/a | n/a | 5 | n/a | 15%- (\approx 8) |
| EIT RIS Participants with (non-degree) education and training | n/a | 2 773* | 10 001 | n/a | 15%- (405) |
| EIT RIS EIT labelled MSc/PhD students and graduates who joined start-ups | n/a | 0* | 1 | n/a | 15%- (\approx 1) |
| # Active RIS EIT KIC Partners | n/a | n/a | n/a | n/a | 15%- (\approx 58) |
| # EIT RIS Countries - Active KIC Partners | n/a | n/a | n/a | n/a | 10 countries/year |
| EIT RIS Success stories | n/a | 13 | 18 | n/a | 3/year |

| | | | | | |
|---|-----|------|-----|-----|------------------|
| EIT RIS Countries - Success Stories | n/a | 6 | 8 | n/a | 2 countries/year |
| Outreach events in EIT RIS countries | 30* | 156* | 355 | 5 | n/a |
| Sub-grants to EIT RIS country partners | 26* | 63* | 114 | 10 | n/a |
| Education activities at EIT RIS hubs | 2* | 41* | 103 | n/a | n/a |

*Shows only reported values

5.2.8. Synergies, Complementarities & Cross-KIC collaboration

The KIC has in its Strategic Agenda and original proposal set out to achieve and foster synergies with other KICs, European organisations (DG MOVE, DG RTD), associations with the focus of mobility and transport (CIVITAS initiative), initiatives and networks dedicated to local authorities (e.g., EUROCITIES, Polis network etc.), European Regional Development Funds (ESIF), public banks (European Investment Bank) and the Interregional Innovation Investments.

Throughout the evaluated period the KIC has engaged in multiple Cross-KIC initiatives and calls, specifically with regard to the initiatives of New Bauhaus and Circular Economy. Furthermore, the KIC is an integral part of the Cross-KIC Strategic Regional Innovation Cluster, it participates in the EIT Jumpstarter and is also driving the Hub Cooperation Work Package. As a result of its regular engagement with DG MOVE, the KIC has received invitation in the plenary session of the CIVITAS forum. The ground was set for synergies with the Mission on Cities through participation in the Mission Platform and engagement with the EU Commission. Relationships were maintained and reinforced with some key networks, notably Eurocities and ICLEI. Moreover, the KIC has progressed with its goal to engage more with DG RTD in 2022 and has started to create plans in involving the organisation in Academy activities, such as cooperation with Start for Future and the creation of the first innovation valley, opened by the Commissioner in Varna in October 2022.

For further information about synergies, complementarities and the Cross-KIC collaboration see Chapter 8.

5.2.9. Communications, Dissemination & Outreach

The communication activities of EIT Urban Mobility serve in general the following purposes:

- Communicate and acknowledge the EIT/EU support by including the key messages of EIT and the branded elements in its communications.
- Raising awareness to the societal challenges and the impact of the KIC in the Urban Mobility sector.
- Promoting the activities carried out and the opportunities provided by the KIC to attract more partners and graduates.

The KIC has strong mechanisms in place to ensure that the necessary branding elements are present and promoted. There is constant communication between the KIC and the EIT regarding press

releases, campaigns, and the KIC is proactive in ensuring that the key messages of the EIT are included in all communication³¹.

The media presence of the KIC helps both to raise awareness to the challenges of the urban mobility sector, and to promote the activities of the KIC. EIT Urban Mobility is mostly present in the online media and has made strong efforts to reach a wider audience through press releases, articles, interviews, communication campaigns, and online and in-person events.

Since 2019 the number of articles published about EIT Urban Mobility has significantly increased, as can be seen in the table below. This is a result of EIT Urban Mobility's increased efforts in media relations.

Table 8: Published articles 2019-2022

| | 2019 | 2020 | 2021 | 2022 |
|-------------------------------|------|------|------|------|
| #of articles published | 293 | 853 | 2140 | 2630 |

Besides articles, the KIC also launched several online campaigns, communication channels to gain additional visitors to its websites, through promoting success stories, news and opportunities. The KIC also organises several online and in-person events, focusing on the topic of urban mobility, to attract further interest. Among other things, EIT Urban Mobility has:

- A webinar series called Mobility Talks.³²
- A video blog.³³
- A YouTube channel of educational videos (UMX).³⁴
- A designated 'marketplace' website promoting products and services for experts in the field;³⁵ and
- a flagship event called 'Tomorrow.Mobility World Congress'.³⁶

The KIC also increased its visibility with its Thought Leadership Studies, which have been referenced by different media outlets (e.g. the KIC has been interviewed in the topic, the study was referenced in other publications).

The main target groups of the communication activities are potential stakeholder and future partners, such as start-ups, cities and potential students to the Academy programmes. As one of the objectives is to attract more partners and students, many of the communication activities aim at providing clear and attractive information on the opportunities offered by EIT Urban Mobility in the form of brochures, presentations, success stories etc. The Master School's marketing and communication strategy was specifically designed to increase the visibility of such programmes and thus attract more and more students. According to EIT Urban Mobility representatives, as a result of the strategy the number of enrolled students has quadrupled in the last 3 years, and the Master School's social media platform experienced steady growth in a couple months (+88% active followers on LinkedIn and +10% on Instagram).

³¹ Multi-annual dashboard 2022

³² [Mobility Talks - EIT Urban mobility](#)

³³ [I have a question for you: Special Edition Istanbul - EIT Urban mobility](#)

³⁴ [Urban Mobility Explained - YouTube](#)

³⁵ [> Discover new solutions | Mobility Innovation Marketplace \(eiturbanmobility.eu\)](#)

³⁶ [Tomorrow.Mobility World Congress 7-9 NOV 2023 | Tomorrow.Mobility World Congress 7-9 NOV 2023 \(tomorrowmobility.com\)](#)

According to the Strategic Agenda, the KIC plans to achieve the following objectives by 2027:

- Creating visibility, building brand value recognition and consistency of EIT Urban Mobility, and mobilising partners and beneficiaries as a key asset to achieve this;
- Supporting and contributing to the EIT brand;
- Strengthening collaboration among key stakeholders by: Connecting stakeholders across the Knowledge Triangle; Sharing good practices and knowledge; Engaging and training partners to use tools which will be provided to foster collaboration among the partners, such as matchmaking event applications;
- Engaging with stakeholders, with a special focus on citizens and end-users through the citizen engagement approach, to increase the ability to create, experiment, demonstrate, scale and deploy new mobility solutions;
- Positioning EIT Urban Mobility as a key player in the EU by strengthening and building relations with institutions and EU networks to create (or improve) awareness and synergies for greater impact at EU level and build long-term relations to ensure a proper basis for future cooperation keeping urban mobility high on the European agenda.”

Table 9: EIT Urban Mobility online contents 2020-2022

| KPI | 2020 | 2021 | 2021-2022 reported | 2020 targeted | 2021 targeted | 2022 targeted |
|--|------------|------------|--------------------|---------------|---------------|---------------|
| Annual reach of impressions for EIT Urban Mobility online content | 1 851 453* | 1 270 310* | 2 385 396 | n/a | n/a | n/a |

*Shows only reported values

5.2.10. Achieved economic and societal impact against impact targets in the KIC Strategic Agendas, EIT Impact Framework impact KPIs or market benchmarks

The KIC has set out to achieve five impact goals related to its strategic objectives:

- A multimodal transport system, services and infrastructure for people to access work, education, and leisure;
- Clean and efficient city logistics for goods deliveries for businesses and people;
- A mobility system that protects and fosters people's health and wellbeing;
- A green and human-friendly urban environment, and inclusive design principles;
- Europe’s urban mobility sector leading the sustainable urban mobility transformation.

The KIC aims to improve the quality of life in cities by implementing programmes focusing specifically on cities. It has created partnerships with local municipalities and cities and has implemented multiple city-based projects as part of #ChallengeMyCity and RAPTOR. In its activities, EIT Urban Mobility has also focused on the mitigation of climate change, multiple innovations and programmes have been following this focus. Some of these projects include the Zeus project which aims to implement a concept for silent and emission-free deliveries, project Ultimate which targets public transport electrification in the fight against climate change or the Inclusiv_eBike project which created a new concept in rickshaw e-bikes for safe urban transport.

Furthermore, job creation and the strengthening of the European urban mobility sector has been one of the main aims of the KIC. It has worked towards this goal by focusing on providing reskilling and upskilling programmes both within their Academy sector based on education and within their programmes supporting start-ups and scale-ups.

As part of the EIT Impact Framework 2022-2027 the following societal impact indicators have been identified which are largely part of the KIC's internal activities and are also reflected by the KIC specific KPIs.³⁷

³⁷ European Institute of Innovation and Technology, 2021, "EIT Impact Framework 2022-2027," [EIT Simplified Impact Framework | EIT \(europa.eu\)](#)

Table 10: Societal impact indicators

| KPI (Impact Framework) | KIC specific KPI | 2020 | 2021 | 2021-2022 reported | 2020 targeted | 2021 targeted | 2022 targeted |
|---|---|------|------|--------------------|---------------|---------------|---------------|
| Improved quality of public space design and public infrastructure | Public realm improvements | n/a | 20* | 31 | n/a | 50 | 75 |
| New competencies created that match future needs for the mobility sector and respond to city challenges. | New courses developed | n/a | 23* | 57 | n/a | n/a | n/a |
| Reduced GO2 emissions and liveable urban areas created through implementation and scaling of solutions | Innovation pilot scaling | n/a | 6* | 16 | n/a | 7 | 10 |
| Increased citizen involvement and level of active participation in decision making and co-creation of urban mobility solutions | Demonstration/pilots/living labs within a project that actively involve citizens and/or local associations | n/a | 51* | 114 | n/a | 44 | 51 |
| Increased share of public-private investments and incentives for sustainable urban mobility measures and services | Mobilised funding on sustainable mobility infrastructure | n/a | n/a | n/a | n/a | n/a | n/a |

*Shows only reported values, which can be considered as validated by the KIC in case of KIC specific KPIs.

Furthermore, the KIC has created three City Impact Indicators:

- Road space reallocation to public space;
- City Club city inhabitants exposed to emissions in urban areas derived from road transport;
- Modal share of sustainable mobility.

These three indicators will be monitored in 2024 against 2020 values and 2027 against 2024 values therefore, for these indicators only 2020 values are visible.³⁸

Table 11: City Impact Indicators

| KPI (Impact Framework) | KIC specific KPI | 2020 | 2020 targeted |
|---|---|--------|---------------|
| Repurposed traffic road space to public places | Road space reallocation to public space (m²) | 10 227 | 1 200 |
| Modal shift to clean and healthy mobility alternatives to motorised transport. | City Club city inhabitants exposed to emissions in urban areas derived from road transport | n/a | n/a |
| Improved travel behaviour | Modal share of sustainable mobility | n/a | n/a |

Further information about the KICs societal and economic impact goals with regards to their Strategic Agenda can be found under Chapters 6.1, 7.1 and 7.2.

5.3. Alignment with the EIT RIS Guidance

Indicator: KIC RIS activities have been fully aligned with the EIT RIS Guidance note 2018-2020 and RIS Implementation Framework (2021-2027)

Apart from the EIT’s objectives, the KIC is required to conduct its activities fully in line with the EIT RIS Guidance Note 2018-2020 and the RIS Implementation Framework 2021-2027. Since its establishment, it was a fundamental obligation for EIT Urban Mobility to abide by the RIS objectives and guidelines.

EIT Guidance note 2018-2020

Based on the EIT RIS Guidance note 2018-20, the EIT RIS objective was set out to contribute to enhancing the innovation capacity of the countries and regions that are modest and moderate innovators by transferring KIC good practice of the KTI. While a certain level of flexibility has been

³⁸ Please note that the targets for “City Club” city inhabitants exposed to emissions in urban areas derived from road transport” and „Modal share of sustainable mobility” are not available due to a mismatch between the 2020-2026 Strategic Agenda where the City Impact indicators were not yet identified and the 2021-2027 Strategic Agenda. The values for these indicators will be monitored in 2024.

allowed, each KIC was expected to work with relevant local players, incorporate them in the KIC ecosystem and provide them with mentoring to promote and implement KTI in RIS regions. The KIC-specific EIT RIS Strategy 2018-2020 should thus facilitate the delivery of such outcomes while reflecting the local needs. The two expected action lines are presented in the following table:

Table 12: Action lines of the EIT RIS Guidance note 2018-2020

| Action line | Description of activities |
|---|---|
| <p>Action line I: Engage local players in KIC activities</p> | <p>Specific activities have included:</p> <ul style="list-style-type: none"> • Education: setting up EIT RIS scholarship programmes for KIC’s educational programmes, developing internship programmes for graduates in EIT RIS countries in the accordance with the KTI model (e.g., in business) etc. • Entrepreneurship: e.g., establishing partnerships with local business and innovation hubs and supporting start-up creation etc. • Innovation and Research: involving local start-ups in technology and know-how transfer, involve researchers from the EIT RIS countries in KIC innovation projects <p>KIC and EIT RIS participants were required to seek other sources of funding and be selected in a transparent manner. All activities should have received broad publicity at local level by, e.g., raising awareness of the EIT Community brand and its KTI model.</p> |
| <p>Action line II: Mobilize, interlink and internationalize national / regional networks</p> | <p>KICs had to work with KT stakeholders at national level to raise awareness and share best practices from the KTI model to achieve fully-fledged KTI-based innovation eco-systems.</p> <p>KICs were obligated to establish collaborations with local entities functioning as EIT Hubs. These have ensured the active involvement of local KT actors and provided expertise to the relevant national, regional and local authorities. Other existing information channels, offices, platforms and key experts had to be leveraged as well to ensure efficient exchange of information and best practices, explore synergies and further promote the visibility of the EIT Community. Specific activities included stakeholder events, joint projects and pilots with all three sides of the local KT, as well as policy papers, etc.</p> |

It is important to note that KICs were expected to set up specific EIT RIS KPIs to monitor progress across both above-mentioned action lines, including:

- number of ventures from the EIT RIS countries supported by the KIC;
- number of students from the EIT RIS countries;
- new collaborations (projects, initiatives, programmes) between KT actors;³⁹
- number of entities from the EIT RIS countries joining the KICs as partners in accordance with the EIT RIS Strategies.

Additionally, the RIS Guidance note 2018-2020 envisaged increasing the visibility of the EIT RIS and raising awareness and interest among relevant stakeholders (e.g., via a dedicated EIT RIS section on the KIC’s website, dissemination of information material, organising joint awareness days,

E.g. internship programmes, innovation projects, educational programmes designed by HEI and the industry, acceleration programmes financed by other than the EIT funding replicating the elements of the KIC KTI approach etc.

workshops and events), as well as close collaboration between the KIC and EIT in the EIT RIS implementation, including a bi-annual brief activity update. A special focus had to be placed on leveraging synergies and efficiency gains for RIS countries and regions through their Smart Specialisation Strategies (S3), matched with the KIC's focus areas.

RIS Implementation Framework (2021-2027)

The RIS Implementation Framework (2021-2027) made the EIT RIS mandatory and an integral part of the EIT KIC's annual strategy. Its expected impact is to strengthen the national and regional innovation eco-systems of countries and regions that are moderate and modest innovators via the dissemination of the KTI approach. The specific KICs' activities should deliver on the following objectives:

- improve the innovation capacities of the local ecosystem via capacity building activities and closer interactions between the local KT innovation actors and their activities;
- attract and facilitate the integration of potential new partners in the KICs and link local innovation ecosystems to pan-European innovation ecosystems, including through the establishment of CLCs and RIS Hubs⁴⁰, as part of a "place-based"⁴¹ innovation approach;
- create a bridge towards relevant RIS3s⁴²;
- leverage additional private and public funding, with particular attention to ESIF.

The impact of the EIT KIC activities supported through the EIT RIS should be measured by, among others:

- number of organisations from EIT RIS countries and regions joining the EIT KICs' activities;
- number of universities from the EIT RIS countries and regions taking part in EIT Label programmes;
- number of start-ups and SMEs from the EIT RIS countries and regions supported in the KIC's mainstream accelerators;
- number of innovation, education and business creation projects implemented in EIT RIS countries and regions and their impact.

The EIT Impact Framework also includes four EIT RIS-specific indicators, namely:

- number of organisations from RIS countries that attracted funding from ESIF (in line with 3S) with support from KICs and the amount of funding attracted;
- number of new CLCs and RIS Hubs established in RIS countries and regions;
- number of new and established KIC Partners from RIS countries and regions;
- share of indicated innovation and business ecosystems that cover RIS countries and regions.

The RIS Implementation Framework (2021-2027) is also specific about the level of KICs' impact delivered in EIT RIS countries and regions when following the above-mentioned goals by 2027, and this should amount to a minimum total of 15% of the KICs' aggregated KPI targets. Also, each EIT KIC should aim to have on average 10 RIS Hubs established during the same period. To meet the goals, KICs are still free to design the best-fitting approach, however, they should act in accordance with the Union's recovery plan, the European Green Deal, the Union Industrial Strategy and the UN

⁴⁰ Each EIT KIC should aim to have 10 RIS Hubs established by 2027 on average, with the aim of ensuring better geographical spread.

⁴¹ EIT RIS countries and regions do not form a single unified region but rather a collection of countries and regions with different ecosystems and needs.

⁴² Research and Innovation Smart Specialisation Strategies

Sustainable Goals. Their inclusive and open approach should especially be targeted towards regions without an EIT KIC CLC. Overall, the implementation of the EIT RIS needs to be accompanied by securing gender balance, seeking and exploiting synergies (particularly with RIS3 and ESIF), increasing visibility, raising awareness, shared learning and collaboration in the EIT Community. The capacity building activities should also ensure complementarity with the new EIT initiative to support the entrepreneurial and innovation capacity in higher education – through pilot actions commencing in 2021. The stock-taking of the RIS Implementation Framework actual implementation should occur annually and be performed by the EIT RIS Advisory Group.

Since its establishment, EIT Urban Mobility has been focused on creating an expanded RIS network. The KIC had RIS Hubs in seven countries in 2020, a number which grew to 12 in 2021, not including the five CLCs (Innovation Hubs) also established. The RIS hub network includes 30 entities in 12 countries.⁴³ These Hubs offer plenty of opportunities for networking and innovations both at local and transnational level. During the period of 2021-2022 the KIC has set out to diversify its RIS operations aiming to cover at least 15 out of the 20 eligible RIS countries.⁴⁴ This goal has so far not been reached and according to the KIC's indications as part of interviews, expansion is not the goal of the further RIS strategies.⁴⁵ This change in strategy has been justified due to the unsustainability of upkeeping multiple local RIS hubs, a strategy of regional coverage and coverage by EIT Community Hubs rather than local presence has been adopted.⁴⁶ Furthermore, while the activities of the RIS Hubs cover almost all 22 RIS countries, 10 Member States remain without RIS Hubs.⁴⁷ Despite this, it is visible that the KIC is aiming to strengthen its regional coverage and has already established a successful connection with North Macedonia, a RIS-eligible non-EU Member State, which is currently under contracting.⁴⁸

With regards to the KIC's planned RIS activities under the RIS scheme, the general action plan of the KIC is built up in line with the EIT RIS Guidance note 2018-2020 and takes into account the aspects specified in the RIS Implementation Framework (2021-2027). The KIC's plan is built up in two Action Lines incorporating the key elements of Business Creation, Innovation and Education (Action Line 1). The KIC aims to guide its activities in line with these three areas whilst also paying attention to Action Line 2 which focuses specifically on RIS Hub network establishment.⁴⁹ The KIC has also set up six Work Plans in the areas of awareness raising and info events (WP1), supporting innovation (WP2), business creation (WP3), supporting education (WP4), local community building (WP5) and Cross-KIC Jumpstarter activities (WP6).⁵⁰

The activities carried out by the Hubs are similar to the general EIT Urban Mobility activities but are adjusted to local needs. The implementation of RIS activities is hindered by specific local barriers, such as limited financial resources in some regions, high number of other available EU funded programmes, and difficulties in connecting the entities to larger scale EU programmes. The KIC has been active in all aspects specified by the EIT RIS Guidance note 2018-2020 and the RIS Implementation Framework 2021-2027. It has been specifically successful with regards to its goals to deliver on business creation, having supported 315 start-ups and scale-ups in the period between 2021-2022 compared to the targeted rate of 57. Furthermore, the KIC has focused on innovation activities which is visible from their programmes including MeHUB (project which helps to organise public space within the urban environment), INNOMOTION (initiative aiming to create an Urban Mobility Scale-up Program in Istanbul) or UrbanMovators (RIS entrepreneurship programme aiming to scale the process of mobilising the innovation and entrepreneurial potential of the urban mobility eco-system in Bulgaria) among others.⁵¹ The KIC is matching their KPIs in this area with 35 EIT RIS

⁴³ EIT Urban Mobility, 2022, "Report on the RIS HUB activities and results: January – December 2021," Activity Deliverable 21262, EIT Urban Mobility RIS HUB Network

⁴⁴ EIT Urban Mobility, 2022, "Business Plan 2021-2022: EIT Urban Mobility - Mobility for more liveable urban spaces," GA 2021-2022 ANNEX 1 & ANNEX 2.

⁴⁵ Based on the interview questionnaire with EIT Urban Mobility received on 4 April 2023.

⁴⁶ Ibid.

⁴⁷ "Regional Innovation Scheme," EIT Urban Mobility, May 26, 2023, accessed June 13, 2023, <https://www.eiturbanmobility.eu/ris/>

⁴⁸ EIT Urban Mobility Interviews

⁴⁹ EIT Urban Mobility, 2022, "Business Plan 2021-2022: EIT Urban Mobility - Mobility for more liveable urban spaces," GA 2021-2022 ANNEX 1 & ANNEX 2.

⁵⁰ EIT Urban Mobility RIS HUB Network, 2022, "Report on the RIS HUB activities and results," DEL01., 21262, Budapest, Hungary.

⁵¹ "Our Activities," EIT Urban Mobility, accessed on 13 June 2023, <https://www.eiturbanmobility.eu/ris/>

Marketed innovations compared to the six targeted. With regards to the aspect of education, between 2021-2022, the KIC initiated two calls specifically addressing RIS education activities and has also reported 103 education activities at EIT RIS hubs, however mixed results are visible with regards to its KPIs. The KIC has not reached the targeted rate for EIT RIS Graduates from EIT labelled MSc/PhD programmes (reached: 5, targeted: 8) and there is no indication as to the number of EIT RIS Students enrolled in EIT labelled MSc/PhD programmes.⁵² With regard to EIT RIS Participants in non-degree education, the KIC has achieved outstanding scores, over performing the target set (reached: 10 001, targeted: 405) in the period between 2021-2022.

While KPI targets seem to be mostly on track, it must be pointed out that compared to the rates of the KIC's EIT Core KPIs, the EIT RIS KPIs seem to fall slightly behind. For example, the indicator for 'Investment attracted by KIC supported start-ups/scale-ups' has reached a rate of EUR 34 904 077 for the period between 2021-2022 whilst its RIS counterpart has reached EUR 4 986 182 which constitutes 14% of the EIT Core indicator.⁵³ Another example of this is EIT Designed/Tested Innovations where the RIS indicator (EIT RIS Designed/Tested Innovations) has reached 29 while the KIC was able to achieve 90 designed/tested innovations. Similarly, the indicator for EIT RIS Graduates from EIT labelled MSc/PhD programmes has reached five, whilst the EIT Core KPI achieved 116 graduates. These differences indicate that whilst the KIC tries to mirror its general Urban Mobility activities in RIS regions, it faces difficulties in achieving targets as vigorously as in its general activities. It must be pointed out however, that the KIC has faced challenges in RIS regions due to the difficulty of integration with financially weak regions, the openness of the KIC's activities which allows for participation in activities without membership or the missing interconnection with other EU programmes.⁵⁴

Overall, it can be concluded that the KIC managed to conduct its activities fully in line with the EIT RIS Guidance Note 2018-2020 and the RIS Implementation Framework 2021-2027 and continuity in the RIS action plan is visible.

Table 13: KIC's RIS activities

| KPI | 2020 | 2021 | 2021-2022 reported | 2020 targeted | 2021 targeted | 2022 targeted |
|--|------|------|--------------------|---------------|------------------|---------------|
| EIT RIS Designed/Tested Innovations | n/a | n/a | 29 | n/a | 15% - (~7) | |
| EIT RIS-Marketed Innovations | n/a | 7 | 35 | n/a | 15% (~5) | |
| EIT RIS Start-ups/scale-ups Supported | n/a | 144 | 315 | n/a | 25% - (~55) | |
| EIT RIS Countries - KIC supported start-ups/scale-ups | n/a | 17 | 18 | n/a | 6 countries/year | |

⁵²Whilst the EIT Core indicator for this measure is available, the RIS equivalent for this indicator was not found.

Whilst the EIT Core indicator for this measure is available, the RIS equivalent for this indicator was not found.

⁵³ The RIS target for this indicator has been 15% of the targeted rate. Whilst the target has been overperformed by the KIC, a difference in RIS activities is visible in the way the KPIs were not matched.

⁵⁴ According to interviews conducted with the KIC, there is no door opener role of the KIC with regards to other EU programmes (e.g., ESIF) which makes it a challenge for them to compete in these regions.

| | | | | | |
|--|-----|---------------|---------------|-----|---------------------------------------|
| EIT RIS Start-ups created of/for innovation | n/a | 12 | 23 | n/a | 30% - (\approx 9) |
| EIT RIS Countries - start-ups created of/for innovation | n/a | 7 | 11 | n/a | 4 countries/year |
| EIT RIS start-ups created of EIT labelled MSc/PhD programmes | n/a | n/a | 1 | n/a | 15% - (\approx 1) |
| EIT RIS Countries - Start-ups created of EIT labelled MSc/PhD programmes | n/a | n/a | 1 | n/a | 1 country per year starting from 2023 |
| Investment attracted by KIC supported EIT RIS start-ups/scale-ups | n/a | EUR 2 018 551 | EUR 4 986 182 | n/a | 15% - (EUR 1 200 000) |
| EIT RIS Country - Investment attracted by KIC supported EIT RIS start-ups/scale-ups | n/a | 2 | 4 | n/a | 3 countries/year |
| EIT RIS Graduates from EIT labelled MSc/PhD programmes | n/a | n/a | 5 | n/a | 15%- (\approx 8) |
| EIT RIS Participants with (non-degree) education and training | n/a | 2 773* | 10 001 | n/a | 15%- (405) |
| EIT RIS EIT labelled MSc/PhD students and graduates who joined start-ups | n/a | 0* | 1 | n/a | 15%- (\approx 1) |
| # Active RIS EIT KIC Partners | n/a | n/a | n/a | n/a | 15%- (\approx 58) |

| | | | | | |
|--|-----|------|-----|-----|-------------------|
| # EIT RIS Countries - Active KIC Partners | n/a | n/a | n/a | n/a | 10 countries/year |
| EIT RIS Success stories | n/a | 13 | 18 | n/a | 3/year |
| EIT RIS Countries - Success Stories | n/a | 6 | 8 | n/a | 2 countries/year |
| Outreach events in EIT RIS countries | 30* | 156* | 355 | n/a | n/a |
| Sub-grants to EIT RIS country partners | 26* | 63* | 114 | n/a | n/a |
| Education activities at EIT RIS hubs | 2* | 41* | 103 | n/a | n/a |

*Shows only reported values

5.4. Strengths, weaknesses and recommendations

The following table indicates some of the most significant strengths of the KIC's activities related EU added value and their relevance with regards to the EIT objectives:

| Strengths |
|---|
| Openness for cross-KIC cooperation in the EIT RIS activities. |
| Clear plans for future EIT RIS activities and continuation of the initiative. |
| The KIC has made important steps towards contributing to the societal challenge it was designated for; KPI data from the first three years of its existence already show a successful contribution to the improved quality of life in cities by improving the critical urban mobility issues. |
| KTI is used to foster synergies that result in innovative collaborations and the creation of an environment that supports entrepreneurship. This is specifically visible with regards to the KIC's diverse group of initiatives. |
| Strong performance with regards to reaching targets set out by EIT, specifically with regards to boosting economic growth and creating an environment for innovation. |

The following table indicates the most significant weaknesses and recommendations:

| Weaknesses | Recommendations |
|--|---|
| <p>KPIs dedicated to RIS activities are less successful when compared to the KIC's entire portfolio</p> | <p>By 2026 the KIC should revise its RIS activities to be better suited to reach the targeted KPIs. We understand that RIS regions have specific challenges which might hinder reaching the KPIs, therefore, if possible, the targeted KPIs and the methods to achieve them shall be considered against these challenges.</p> <p>EIT UM should ensure coherence between the RIS KPIs' and expected impact in the RIS countries and regions.</p> <p>The KIC should also design a back-up plan if the fulfilment of the RIS KPIs progress is slower over time. EIT UM should list and work effectively with possible risks that might hinder the achievement of the RIS KPIs.</p> |

6. Achievement of EIT Urban Mobility's own objectives

The assessment criterion specifically addresses the achievement of the KIC's own objectives as set out in the 2020-2026 Strategic Agenda, 2021-2027 Strategic Agenda, Business Plans and original proposal. Within the KIC's Strategic agenda EIT Urban Mobility has set out to achieve the following:

- Create liveable urban spaces;
- Close the knowledge gap;
- Deploy user-centric, integrated mobility solutions;
- Accelerate market opportunities;
- Promote effective policies and behavioural change.

Within the first objective the KIC has set out to be the driver of public space transformation for Europe's cities. Within this target it has achieved altogether 31 successful single interventions directly implemented by the activity focused on public realm improvements which falls short of the targeted rate for 2021 and 2022 therefore, the number of public realm improvements should increase rapidly to achieve the goal of more than 1.800 single interventions improving public realm by 2027 set out in the KIC's Strategic Agenda.

A part of the second strategic objective, the KIC set out to become the leading and by far the largest provider of sustainable urban mobility related education and training in Europe. So far, a reported number of 16,295 participants have taken part in non-degree education and training. The KIC also supports EIT labelled MSc/PhD programmes in which 116 students have been enrolled during the period of 2020-2022. As mentioned before, the KIC has during the years of 2021-2022 supported 472 start-ups and scale-ups which substantially exceeded the original expectations. Within this indicator, attention needs to be paid to the number of start-ups created from EIT labelled programmes to reach the targeted amount of 79 by 2027 (four start-ups have been created as a result of EIT labelled programmes in 2020-2022).

A part of the third objective EIT Urban Mobility aims to become Europe's engine for innovation of integrated Urban Mobility solutions to reduce economic losses due to congestion, number of fatalities, pollution and CO2 emissions induced by urban transport. The KIC has already designed and tested 97 innovations and is making good progress in achieving the testing and design of 215 innovations by 2027.

The fourth objective of the KIC focuses on building an enabling environment in Europe to become the world leader in innovative urban mobility solutions. The KIC has achieved outstanding results in the acceleration of market opportunities with, 472 start-ups and scale-ups supported between 2021-2022 and a total of EUR 34 904 077 investment attracted between 2020-2022. Apart from this, the KIC has also set out to act as the European change agent for urban mobility policies and behaviours as part of its fifth strategic objective. So far there have been 114 demonstrations/pilots/living labs within a project that actively involve citizens and/or local associations which shows that the KIC is making progress in this aspect, but closer attention needs to be paid to this objective to reach the 470 targets set out for 2027. Furthermore, as part of its programmes focused on cities (living labs, City Club, ChallengeMyCity) the KIC has made important steps towards achieving this target.

Alignment with KPI targets

With regards to the KPIs reached by the KIC, during the assessment we have discovered differing targeted numbers in different sources. Overall, EIT Urban Mobility seems to be on target with nearly all of its KPIs including both EIT and KIC focused KPIs. Certain KPI targets are overachieved by the KIC showing strong progress for achieving the targets set out in their Strategic Agenda by 2027. Minor shortcomings could be observed with regards to the KIC's FS coefficient which reached 12% compared to the targeted 15% for 2021 and 18% for 2022. Furthermore, the KIC has only been

able to achieve 31 public realm improvements in the period between 2021-2022 compared to the 75 targeted.

Alignment of KIC RIS Activities

The KIC had RIS Hubs in seven different countries in 2020, a number which grew to 12 in 2021, not including the five Innovation Hubs also established. The suggested first wave candidate countries (Poland, Hungary, Serbia, Greece, Malta, Portugal, Slovenia) have all been included in the RIS scheme in 2020 (as planned in the 2020 BP) and further RIS Hubs have also been established in 2021. In 2020 the RIS Hub network and the RIS activities have been coordinated centrally by a small team. In 2021 the KIC had introduced several changes in the RIS working structure which have been closely monitored and, based on the positive experiences, being continued and developed in 2022. The most important change is putting the highest priority on the full integration of the RIS stakeholders: by balancing mixed projects and integrating core members and new RIS stakeholders. In this way the KIC is also contributing to knowledge sharing and innovation practices. In 2020 the KIC participated in all planned Cross-KIC activities (EIT Jumpstarter, Joint Innovation Incubator, EIT Regional Executive Academy, Coordination and management). According to data from 2021, the KIC is an integral part of the Cross-KIC Strategic Regional Innovation Cluster and participates in the EIT Jumpstarter and is also driving the Hub Cooperation Work Package. The Cross-KIC activities were visible in the KIC's participation in Cross-KIC calls. According to 2021 data of the Multiannual Dashboard EIT Urban Mobility twinned activities in RIS Innovation with the main Innovation KAVAs. This allows for a direct integration of innovation activities and hopefully a faster spillover of innovation outcomes to moderate and modest innovator countries. This statement is further validated by the KPIs achieved by the KIC, whereby the number of Marketed Innovations surpasses the target set-out for 2021 and 2022. Overall, the KIC has managed to stay in line with their original RIS objectives, only implementing slight adaptations for better efficiency of the financial programme and internal working of the RIS programme.⁵⁵

6.1. 7-year Strategic Agenda objectives and expected results

Indicator: A KIC is on track to achieve its 7-year Strategic Agenda objectives and expected results in line with its initial strategic objectives. Any deviation from the Strategic Agenda has been justified, approved by the EIT and has led to maximizing impact.

As mentioned in the introduction, the KIC's Strategic Agenda defines five strategic objectives which it plans to achieve (Creative liveable urban spaces; Close the knowledge gap; Deploy user-centric, integrated mobility solutions; Accelerate market opportunities; Promote effective policies and behavioural change). Furthermore, EIT Urban Mobility has also set out to achieve five impact goals related to its strategic objectives (see: Section 1.5).

The KIC's progress with regards to its seven-year Strategic Agenda objectives is expanded upon in the following section.

SO1 - Create liveable urban spaces

Within the first objective the KIC has set out to be the driver of public space transformation for Europe's cities. The KIC has been aiming to achieve this goal by encouraging the development of more efficient mobility systems which take up less public space as well as encouraging sustainable developments for the achieving of greener public space. The KIC has worked towards this goal by implementing Work Packages with this specific objective in mind. Within the KIC's Innovation Area focus the Implementation of Liveable Urban Place Segment aims to "create pedestrian corridors enhancing accessibility, safety, attractiveness, greenery, and flow (SO1) as well as valorise micro-

⁵⁵ Based on the interview questionnaire with EIT Urban Mobility received on 4 April 2023.

and active mobility, and demand response logistics considering the impact of future autonomous mobility”.⁵⁶

Within this target the KIC has set out to achieve one KPI including three City Impact Indicators in 2021-2022. Please note that City Impact Indicators will only be measured in 2024 (compared to 2020 data) therefore, for most of these indicators’ data is currently unavailable. Based on the KPI table, the KIC has achieved altogether 31 successful single interventions directly implemented by the activity focused on public realm improvements which falls short of the targeted rate for 2021 and 2022 therefore, the number of public realm improvements should increase rapidly to achieve the goal of more than 1.800 single interventions improving public realm by 2027 set out in the KIC’s Strategic Agenda.

Table 14: KIC’s KPI objectives from 2020 to 2021-2022

| KPI | 2020 | 2021 | 2021-2022 reported | 2020 targeted | 2021 targeted | 2022 targeted |
|---|--------|------|--------------------|---------------|---------------|---------------|
| Public realm improvements | n/a | 20* | 31 | n/a | 50 | 75 |
| Road space reallocation to public space | 10 227 | | | 1 200 | | |
| City Club city inhabitants exposed to emissions in urban areas | n/a | | | | | |
| Modal share of sustainable mobility | n/a | | | | | |

Due to the change in the KIC’s KPI objectives from 2020 to 2021-2022 we have only observed those KPIs relevant for 2021-2022.

S02 - Close the knowledge gap

As part of the second strategic objective, the KIC set out to become the leading and by far largest provider of sustainable urban mobility related education and training in Europe. So far, a reported number of 16 295 participants have taken part in non-degree education and training. The KIC also supports EIT labelled MSc/PhD programmes in which 94 students have been enrolled during the period of 2020-2022, however of these 94 only 22 have graduated. As confirmed during our assessment and as part of the interviews conducted with EIT Urban Mobility, the education KPIs have been falling slightly behind the planned rate due to the COVID-19 pandemic and its limitations. Even so, the KIC has implemented multiple education programmes (e.g. EIT Label Master’s degrees, Doctoral Training Network (DTN), Competence Hub, and Education Capacity Building). The KIC has set out to achieve four KPIs. Within this indicator, attention needs to be paid to the number of start-ups created from EIT labelled programmes to reach the targeted amount of 79 by 2027 (four start-ups have been created as a result of EIT labelled programmes in 2020-2022).

⁵⁶ EIT Business Planning 2021-2022

Table 15: KIC's KPI education and training support from 2020 to 2021-2022

| KPI | 2020 | 2021 | 2021-2022 reported | 2020 targeted | 2021 targeted | 2022 targeted |
|---|------|--------|--------------------|---------------|---------------|---------------|
| Start-ups created of EIT labelled MSc/PhD programmes | n/a | n/a | 4 | 1 | 2 | 4 |
| Graduates from EIT labelled MSc/PhD programmes | n/a | 94 | 116 | 0 | 0 | 50 |
| Participants in (non-degree) education and training | n/a | 4 767* | 16 295 | 3 341 | 2 700 | 2 700 |
| Number of courses delivered | n/a | 23* | 57 | n/a | n/a | n/a |

Due to the change in the KIC's KPI objectives from 2020 to 2021-2022 we have only observed those KPIs relevant for 2021-2022.

*Shows only reported values, validated values were unavailable.

S03 - Deploy user-centric, integrated mobility solutions

As part of the third objective EIT Urban Mobility aims to become Europe's engine for innovation of integrated urban mobility solutions to reduce economic losses due to congestion, number of fatalities, pollution and CO2 emissions induced by urban transport. The KIC aims to reach this goal by engaging in innovative practices to test and roll out solutions in innovation projects contributing to make transport more accessible. Its programmes such as the Factory programme contributes directly to this, while further KAVAs have also been set out to achieve this goal. Within the KIC's Innovation Work Plan specific focus is placed on achieving green urban mobility solutions. Innovations that have resulted from this goal all take into account the goal of sustainability and contribute to the fight against climate change. Such innovations include Zeus project which aims to implement a concept for silent and emission-free deliveries, project Ultimate which targets public transport electrification in the fight against climate change or the Inclusiv_eBike project which created a new concept in rickshaw e-bikes for safe urban transport.

The KIC has already designed and tested 97 innovations and is making good progress in achieving the testing and design of 215 innovations by 2027, however, the KIC falls slightly short of reaching its targets set for innovation pilot scaling. The KPI of Order for Factory consultancy and the indicator for Modal share of sustainable mobility cannot be monitored due to lack of data. Overall, the KIC's activities seem aligned with this strategic objective.

Table 16: The KIC's KPI Innovation support from 2020 to 2021-2022

| KPI | 2020 | 2021 | 2021-2022 reported | 2020 targeted | 2021 targeted | 2022 targeted |
|--|------|------|--------------------|---------------|---------------|---------------|
| Designed/Tested Innovations | 7* | 46 | 90 | n/a | 17 | 30 |
| Innovation pilot scaling | n/a | 6* | 16 | n/a | 7 | 10 |
| Order for Factory consultancy | 1* | 6* | 36 | 3 | n/a | n/a |
| Modal share of sustainable mobility | n/a | n/a | n/a | n/a | n/a | n/a |

Due to the change in the KIC's KPI objectives from 2020 to 2021-2022 we have only observed those KPIs relevant for 2021-2022.

*Shows only reported values, validated values were unavailable.

S04 - Accelerate market opportunities

The fourth objective of the KIC focuses on building an enabling environment in Europe to become the world leader in innovative urban mobility solutions. The KIC has achieved outstanding results in the acceleration of market opportunities by 472 start-ups and scale-ups being supported between 2021-2022 and a total of EUR 34 904 077 investment attracted between 2020-2022. The KIC has attempted to support market acceleration by supporting the entrepreneurial ecosystem to accelerate new business ideas, models and players. The KIC focuses on providing training opportunities for start-ups and scale-ups in boosting entrepreneurship which allows them to realize innovative solutions. The KIC's portfolio of companies is currently made up of 40 members from the fields of mobility, transport, logistics and energy.⁵⁷ The KIC has visibly contributed to this goal by fostering programmes such as the Accelerator programme Scale-up Club, GoGlobal and Finance2Move. Based on the KIC's activities and their KPIs it is visible that EIT Urban Mobility is highly successful in achieving this objective.

⁵⁷ EIT Urban Mobility, 2022, "Highlights report 2022, Mobility for more liveable urban spaces," [EIT-UM - Highlights-Report_2022.pdf \(eiturbanmobility.eu\)](https://www.eiturbanmobility.eu/Highlights-Report_2022.pdf)

Table 17: KIC's KPI acceleration of market opportunities from 2020 to 2022

| KPI | 2020 | 2021 | 2021-2022 reported | 2020 targeted | 2021 targeted | 2022 targeted |
|--|-----------|-----------|--------------------|---------------|---------------|---------------|
| Marketed Innovations | <i>21</i> | 12 | 54 | 8 | 15 | 17 |
| Supported Start-ups/Scale-ups | <i>81</i> | 197 | 472 | 30 | 118 | 100 |
| Start-ups created of/for innovation | <i>1</i> | 14 | 29 | 1 | 19 | 10 |
| Order for Factory consultancy | <i>1*</i> | <i>6*</i> | 36 | 3 | n/a | n/a |

Due to the change in the KIC's KPI objectives from 2020 to 2021-2022 we have only observed those KPIs relevant for 2021-2022.

Values displayed with *Italic* are retrieved from the Excel table provided by EIT.⁵⁸

*Shows only reported values, validated values were unavailable.

S05 - Promote effective policies and behavioural change

As its fifth objective, the KIC has set out to act as the European change agent for urban mobility policies and behaviours. The KIC engages in bottom-up activities, engaging citizens through multiple programmes and calls. It tries to encourage positive behavioural change by its outreach and dissemination activities. The KIC has several dissemination platforms through which it tries to encourage the positive move towards sustainable mobility. Such channels include the webinar series Mobility Talks, EIT Urban Mobility's video blog 'I have a question for you', and the channel UMX (Urban Mobility Explained).⁵⁹ While these dissemination methods provide important platforms for promoting effective policies and behavioural change, they largely serve the purpose of increasing EIT Urban Mobility's reputation, the concrete effects on citizens are not yet visible. So far there have been 114 demonstrations/pilots/living labs within a project that actively involve citizens and/or local associations which shows that the KIC is making progress in this aspect, but closer attention needs to be paid to this objective to reach the 470 targets set out for 2027. Furthermore, as part of its programmes focused on cities (living labs, City Club, ChallengeMyCity) the KIC has made important steps towards achieving this target. It is important to point out that while the promotion of behavioural change has been visible in the KIC's activities through dissemination, outreach, education and city-based activities, our assessment has concluded that the promotion of effective policies have not been a focal point of the KIC's activities.

⁵⁸ Excel table was received on 8 August 2023. Values retrieved are indicated with Italic font within the KPI tables.

⁵⁹ Based on the interview questionnaire with EIT Urban Mobility received on 4 April 2023.

Table 18: KIC’s activities through dissemination, outreach, education and city-based activities

| KPI | 2020 | 2021 | 2021-2022 reported | 2020 targeted | 2021 targeted | 2022 targeted |
|---|------|--------|--------------------|---------------|---------------|---------------|
| Participants in (non-degree) education and training | n/a | 4 767* | 16 295 | n/a | 2700 | 2700 |
| Demonstration/pilots/living labs within a project that actively involve citizens and/or local associations | n/a | 51* | 114 | n/a | 44 | 51 |
| Disseminated results, good practices and lessons learnt** | n/a | 14 | 32 | n/a | n/a | n/a |
| City engagements in projects | n/a | 58* | 146 | n/a | n/a | n/a |

Due to the change in the KIC’s KPI objectives from 2020 to 2021-2022 we have only observed those KPIs relevant for 2021-2022.

*Shows only reported values, validated values were unavailable.

** KPI EITHE 14.1 and EITHE 15.1 are both marked with the same name ‘Disseminated results, good practices and lessons learnt’ and are represented with different data. For the purpose of this assessment, we have taken into account KPI EITHE 14.1 which is the only indicator present in the 2021-2027 Strategic Agenda and the Business Plans.

Based on the above description it can be concluded that despite the minor shortcomings in its activities, the KIC is on track to achieve its 7-year Strategic Agenda.

6.2. Likelihood of KPI Targets Achievement

Indicator: KPI targets defined in the KIC original proposal, Strategic Agenda and Business Plans likely to be achieved.

The KIC's Strategic Agenda 2021-2027 and 2020-2026 define a set of internal and external KPIs with their target values across the whole period (defined on an annual basis). In our understanding, the KIC changed its KPI objectives in 2021 and adopted differing goals for its activities moving forward. As part of this assessment, we have taken into account the newly adopted KPIs and their equivalent from 2020. Targeted values have been retrieved from the Strategic Agendas whilst validated and reported values derive from the DUNA portal. There was a lack of KPI data on the DUNA portal for 2020 indicators due to which for the filling of missing values the assessment utilised a separate Excel table provided by EIT.⁶⁰ It must be pointed out that validated data for 2022 could not be used during the assessment due to compliance with Horizon Europe practices. Furthermore, many indicators lacked data and certain KIC-specific KPIs were not included in the 2021-2027 Strategic Agenda which in the case of operational KPIs is justified.

Table 19: EIT Core KPIs

| KPI | 2020 | 2021 | 2021-2022 reported | 2020 targeted | 2021 targeted | 2022 targeted |
|--|-----------|------|--------------------|---------------|------------------|------------------|
| Designed/Tested Innovations | 7* | 46 | 90 | n/a | 17 | 30 |
| EIT RIS Designed/Tested Innovations | n/a | n/a | 29 | n/a | 15% | 15% |
| EIT RIS Countries – Designed/Tested Innovations | n/a | n/a | 6 | n/a | 5 countries/year | 5 countries/year |
| Marketed Innovations** | <i>21</i> | 12 | 54 | 8 | 15 | 17 |
| EIT RIS Marketed Innovations | n/a | 7 | 35 | n/a | 15% | 15% |
| EIT RIS Countries – Marketed Innovations | n/a | 6 | 10 | n/a | 5 countries/year | 5 countries/year |
| Supported Start-ups/Scale-ups | <i>81</i> | 197 | 472 | 30 | 118 | 100 |
| EIT RIS Start-ups/scale-ups Supported | n/a | 144 | 315 | n/a | 25% | 25% |

⁶⁰ Excel table was received on 8 August 2023. Values retrieved are indicated with Italic font within the KPI tables.

| | | | | | | |
|--|----------------------|---------------|----------------|-------------|---------------------------------------|------------------|
| EIT RIS Countries - KIC supported start-ups/scale-ups | n/a | 17 | 18 | n/a | 6 countries/year | 6 countries/year |
| Start-ups created of/for innovation** | 1 | 14 | 29 | 1 | 19 | 10 |
| EIT RIS Start-ups created of/for innovation | n/a | 12 | 23 | n/a | 30% | 30% |
| EIT RIS Countries - start-ups created of/for innovation | n/a | 7 | 11 | n/a | 4 countries/year | 4 countries/year |
| Start-ups created of EIT labelled MSc/PhD programmes | n/a | n/a | 4 | 1 | 2 | 4 |
| EIT RIS start-ups created of EIT labelled MSc/PhD programmes | n/a | n/a | 1 | n/a | 15% | 15% |
| EIT RIS Countries - Start-ups created of EIT labelled MSc/PhD programmes | n/a | n/a | 1 | n/a | 1 country per year starting from 2023 | |
| Investment attracted by KIC supported start-ups/scale-ups | <i>EUR 5 410 000</i> | EUR 4 318 551 | EUR 34 904 077 | EUR 300 000 | EUR 3 000 000 | EUR 5 000 000 |
| Investment attracted by KIC supported EIT RIS start-ups/scale-ups | n/a | EUR 2 018 551 | EUR 4 986 182 | n/a | 15% | 15% |
| EIT RIS Country - Investment attracted by KIC supported EIT RIS start-ups/scale-ups | n/a | 2 | 4 | n/a | 3 countries/year | 3 countries/year |
| Students and Graduates from EIT labelled MSc/PhD programmes**** | n/a | 94 | 116 | n/a | n/a | n/a |
| EIT RIS Graduates from EIT labelled MSc/PhD programmes | n/a | n/a | 5 | n/a | 15% | 15% |
| Graduates from EIT labelled MSc and PhD programmes | n/a | 0 | 22 | 0 | 0 | 50 |
| Students from EIT labelled MSc and PhD programmes | n/a | 94 | 94 | n/a | n/a | n/a |

| | | | | | | |
|---|------------------|---------------|---------------|---------------|-------------------|-------------------|
| % of Graduates in same disciplines from partner HEIs*** | n/a | n/a | n/a | n/a | 0 | 0 |
| Participants in (non-degree) education and training | n/a | 4 767* | 16 295 | 3341 | 2700 | 2700 |
| EIT RIS Participants with (non-degree) education and training | n/a | 2 773* | 10 001 | n/a | 15% | 15% |
| EIT labelled MSc/PhD students and graduates who joined start-ups | n/a | 0* | 4 | n/a | 0 | 2 |
| EIT RIS EIT labelled MSc/PhD students and graduates who joined start-ups | n/a | 0* | 1 | n/a | 15% | 15% |
| # Active KIC Partners*** | n/a | n/a | n/a | n/a | 182 | 202 |
| # Active RIS EIT KIC Partners*** | n/a | n/a | n/a | n/a | 15% | 15% |
| # EIT RIS Countries - Active KIC Partners*** | n/a | n/a | n/a | n/a | 10 countries/year | 10 countries/year |
| FS revenues | EUR 2 783 021.86 | EUR 3 413 752 | EUR 5 792 574 | EUR 3 000 000 | EUR 5 000 000 | EUR 6 600 000 |
| FS coefficient | 10.09% | 12% | 12.22% | 10% | 15% | 18% |
| Co-funding rate | n/a | n/a | n/a | n/a | n/a | n/a |
| KIC success stories | 21 | 16 | 29 | 7 | 20 | 20 |
| EIT RIS Success stories | n/a | 13 | 18 | n/a | 3/year | 3/year |
| EIT RIS Countries - Success Stories | n/a | 6 | 8 | n/a | 2 countries/year | 2 countries/year |
| Disseminated results, good practices and lessons learnt** | n/a | 14 | 32 | n/a | n/a | n/a |

| | | | | | | |
|---|------|-----|-----|-----|--|--|
| # HEIs involved in EIT and KIC activities*** | n/a | n/a | n/a | n/a | 25% of Active KIC partners | 25% of Active KIC partners |
| #RIS HEIs*** | n/a | n/a | n/a | n/a | 15% of HEIs involved in EIT and KIC activities | 15% of HEIs involved in EIT and KIC activities |
| #HEIs involved in the new HEI Action*** | n/a | n/a | n/a | n/a | 6 | 12 |
| # RIS HEIs*** | n/a | n/a | n/a | n/a | 20% | 20% |
| EIT Grant for health activities | n/a | n/a | n/a | n/a | n/a | n/a |
| EIT Grant for sustainability development-related activities (SDGs) | n/a | n/a | n/a | n/a | n/a | n/a |
| Budget consumption of KICs | 100% | n/a | n/a | n/a | n/a | n/a |
| Error rate of KICs | 0 | n/a | n/a | n/a | n/a | n/a |
| Number of new and/or improved support structures and mechanisms (e.g., testbeds, units, programmes, spaces, infrastructures, etc.) established within or mobilised by the HEIs participating in the HEI Capacity Building Initiative | n/a | n/a | 2 | n/a | n/a | n/a |
| Number of new partnerships established by participating HEIs and businesses, research organisations, other actors. | n/a | 2 | 4 | n/a | n/a | n/a |
| Number of organisations from RIS countries that attracted funding from ESIF (in line with Smart Specialisation Strategies) with support from KICs, and the amount of funding attracted | n/a | n/a | 0 | n/a | n/a | n/a |
| Innovation testbeds established | n/a | 28 | 91 | n/a | n/a | n/a |

Values displayed with *Italic* are retrieved from the Excel table provided by EIT.

*Shows only reported values, validated values were unavailable.

** A duplication on DUNA portal was observed with regards to these KPIs:

- KPI EITHE 02.1 and EITHE 02.4 are both marked with the same name 'Marketed Innovations' and are represented with different data. For the purpose of this assessment we have taken into account KPI EITHE 02.1 which is the only indicator present in the 2021-2027 Strategic Agenda and the Business Plans.;
- KPI EITHE 04.1 and EITHE 04.4 are both marked with the same name 'Start-ups created of/for innovation' and are represented with different data. For the purpose of this assessment we have taken into account KPI EITHE 04.1 which is the only indicator present in the 2021-2027 Strategic Agenda and the Business Plans.
- KPI EITHE 14.1 and EITHE 15.1 are both marked with the same name 'Disseminated results, good practices and lessons learnt' and are represented with different data. For the purpose of this assessment we have taken into account KPI EITHE 14.1 which is the only indicator present in the 2021-2027 Strategic Agenda and the Business Plans.

*** KPI indicator not available on DUNA portal but present in Strategic Agenda.

**** New indicator including both enrolled and graduated students. Targeted values are not present in Strategic Agenda.

Table 20: KIC specific KPIs

| KPI | 2020 | 2021 | 2021-2022 reported | 2020 targeted | 2021 targeted | 2022 targeted |
|--|--------|------|--------------------|---------------|---------------|---------------|
| Companies involved in EIT labelled programmes | 28* | 53* | 90 | 10 | 20 | 31 |
| Participants in all Academy activities | 4 184* | 776* | 9 469 | 3 341 | 5 450 | 10 670 |
| Members of City Club | 16* | 23* | 51 | 20 | 27 | 35 |
| City engagements in projects | n/a | 58* | 146 | n/a | n/a | n/a |
| City Club events and meetings | n/a | 7* | 12 | n/a | n/a | n/a |
| Order for Factory consultancy | 1* | 6* | 36 | 3 | 7 | 12 |
| Outreach events in EIT RIS countries | 30* | 156* | 355 | 5 | 6 | 10 |
| Sub-grants to EIT RIS country partners | 26* | 63* | 114 | 10 | 13 | 15 |
| Education activities at EIT RIS hubs | 2* | 41* | 103 | 8 | 15 | 26 |

| | | | | | | |
|--|--------------|----------------|----------------|---------|-----------|-----------|
| Entries in idea and business competitions | 194* | 333* | 394 | 24 | 36 | 98 |
| Investments secured via Finance2Move (EUR value in 2020 but number of investments secured in 2021-2022 period and in case of targeted values) | EUR 760 000* | 65* | 193 | 10 | 25 | 35 |
| Number of community events, external events and third-party events | 156* | 313* | 691 | 25 | 34 | 43 |
| Annual reach of impressions for EIT Urban Mobility online content | 1 851 453* | 1 270 310* | 2 385 396 | 728 000 | 1 312 000 | 2 016 000 |
| Partner satisfaction rate (%) | 603* | 73%* | 76.5%* | n/a | n/a | n/a |
| Employee satisfaction (%) | 511* | 76%* | 76% | n/a | n/a | n/a |
| Startups where EIT UM owns equity | n/a | 31* | 111 | n/a | n/a | n/a |
| Designed/Tested Innovations | 7* | 19* | 58 | n/a | n/a | n/a |
| Number of new courses developed | n/a | 67* | 101 | n/a | n/a | n/a |
| Number of courses delivered | n/a | 23* | 57 | n/a | n/a | n/a |
| Value of Equity Assets | n/a | EUR 2 671 200* | EUR 10 457 312 | n/a | n/a | n/a |
| Number of new and/or improved support structures and mechanisms established within or mobilised by the HEIs participating in the HEI Capacity Building Initiative | n/a | n/a | 13 | n/a | n/a | n/a |
| Number of new partnerships established as a result of the HEI Capacity Building Initiative | n/a | 2* | 16 | n/a | n/a | n/a |

| | | | | | | |
|---|-----|------|-----|-----|-----|-----|
| Staff retention | n/a | 93* | 93 | n/a | n/a | n/a |
| Training days | n/a | 2* | 5 | n/a | n/a | n/a |
| Efficiency of calls | n/a | 5* | 5 | n/a | n/a | n/a |
| Efficiency of granting from calls | n/a | 100* | 99 | n/a | n/a | n/a |
| Innovation pilot scaling | n/a | 6* | 16 | n/a | 7 | 10 |
| Demonstration/pilots/living labs within a project that actively involve citizens and/or local associations | n/a | 51* | 114 | n/a | 44 | 51 |
| Public realm improvements | n/a | 20* | 31 | n/a | 50 | 75 |

In case of KIC specific targeted values the 2020-2026 Strategic Agenda was used as a source.

*Shows only reported values, validated values were unavailable.

In general, the KIC has defined clear KPI objectives which point to its priorities with regards to innovation, economic growth, education, upkeeping of RIS activities and city-based improvements. Most of the KPIs are achieved by the KIC and those related to innovation and economic growth such as the number of Supported Start-ups/Scale-ups and Designed/Tested Innovations are outperformed. Some KPIs such as 'Public realm improvements' and those related to financial sustainability are falling short of target as of now and the KIC needs to improve rapidly with regards to these indicators to reach its target set out by 2027.

According to interviews completed with EIT Urban Mobility, the KIC is slightly behind their KPIs related to education.⁶¹ Whilst this is not visible in the KPI data available, this indication during the interview process points to the fact that the KIC should work towards improving their education related KPIs.⁶²

Overall, the KIC is likely to achieve its seven-year goals in terms of KPIs as specified in their 2020-2026 and 2021-2027 Strategic Agendas, however multiple KPIs could not be assessed due to lack of data.

⁶¹ Based on the interview questionnaire with EIT Urban Mobility received on 4 April 2023.

⁶² It should be pointed out that COVID-19 has hindered the KIC's education activities.

6.3. EIT RIS Activities and Results

Indicator: The KICs have delivered EIT RIS activities and achieved results within the scope of their EIT RIS Strategies. Any deviations are duly justified and having led to maximized results.

As mentioned previously, EIT Urban Mobility has set out the following priorities with regards to conducting its activities:

- “awareness-raising, increase of the visibility of EIT Urban Mobility activities and introduction of innovative solutions in the RIS countries;
- capacity building, education of professionals and entrepreneurs, use of cooperation opportunities in education, also as a tool to remove barriers to European network building;
- changing the mindset increasing citizen engagement, strengthening local knowledge triangle integration, encouragement of the experiment with new tools and technologies;
- ensuring know-how and technology transfer as two-way interaction to share the good practice of the experienced members of the Innovation Community and young start-ups and innovators regardless of regions;
- providing an opportunity for local initiatives, start-ups, talents, pilots, adaptations, and products from the RIS to appear at European level;
- introducing the special needs of the RIS regions to the innovation community, to jointly find new solutions;
- European benchmarking of the local innovation ecosystems, the knowledge triangle integration, the local acceptance of innovative solutions, the regional and national support schemes and the local regulation to support the identification of local gaps and potential solutions to close the gaps;
- building the local network and connecting and interconnecting it to the KIC community.”⁶³

To be able to tackle these goals the KIC has set up six Work Plans (WPs) namely, awareness raising and info events (WP1), supporting innovation (WP2), business creation (WP3), supporting education (WP4), local community building (WP5) and Cross-KIC Jumpstarter activities (WP6).⁶⁴

With regards to the first Work Plan, the KIC has visibly been working towards awareness raising in RIS regions. Almost all RIS Hubs have executed awareness raising events (which is a mandatory WP of the RIS Hubs) which according to the reporting of the KIC has resulted in 71 awareness raising events and information events in 2021.⁶⁵ The KIC has also reached a reported number of 385 outreach events in RIS countries in the period between 2020-2022.⁶⁶ Business creation has been one of the most successful areas of the KIC having attracted EUR 4 986 182 which outperforms its target. Furthermore, a total of 315 EIT RIS Start-ups/scale-ups have been supported by the KIC in 2021-2022. The KIC has further focused on increasing its innovation activities having reached their targeted KPIs in this area with 35 EIT RIS Marketed innovations compared to the five targeted. Furthermore, the KIC has designed/tested 29 innovations in 2022, however no data was available with regards to the EIT RIS designed/tested innovations in 2020-2021. This signifies a move towards innovation from the KIC’s side which has further been underscored by their innovation programmes which are also a part of the KIC’s RIS strategy.

As mentioned previously, education activities of the KIC have produced mixed results, with varied success of KPI indicators however, this can largely be attributed to the COVID-19 pandemic which has limited the KIC’s ability in conducting these activities in RIS regions. Despite this, the KIC has reportedly managed to conduct 105 education activities in RIS countries. The local community building work package is an optional work package for RIS Hubs however, despite this, all RIS Hubs have implemented programmes relating to

⁶³ EIT Urban Mobility, 2021, “21247 Headquarter management, D13 Strategic Agenda 2021-2027,” Budapest, 16-17.

⁶⁴ EIT Urban Mobility RIS HUB Network, 2022, “Report on the RIS HUB activities and results,” DEL01., 21262, Budapest, Hungary.

⁶⁵ Ibid.

⁶⁶ According to KPIs reported by the KIC (not validated).

community building. In 2021, 11 ecosystem analysis, 1 satisfaction survey, 2 citizen engagement activities, 27 stakeholder meetings and 1 community building plan were organised.⁶⁷ In 2022 the KIC has also launched a call aiming to increase international cooperation to achieve new and strong local RIS communities.⁶⁸ Apart from this, EIT Urban Mobility is aiming to strengthen Cross-KIC cooperation, having launched nine calls with Cross-KIC initiatives in 2021-2022.⁶⁹ Through the Cross-KIC RIS Working Group, which involves sharing best practices in EIT RIS and coordinating their EIT RIS operations to minimize fragmentation, the KICs have developed a good working relationship with one another. All KICs are involved in the project, and value has been produced for each KIC by effectively implementing joint projects in EIT RIS (EIT Jumpstarter, Joint Innovation Incubator, and Regional Executive Academy).⁷⁰

Throughout the observed period, the KIC has implemented slight modifications in its RIS strategy regarding the financial system and the internal structuring of the RIS programme.⁷¹ All of these modifications were implemented with the purpose of increasing efficiency and therefore are duly justified by the KIC.

Overall, the KIC has managed to conduct its activities fully in line with its RIS strategy, implementing only slight modifications to increase the efficiency of the RIS programme.

Table 21: KIC’s RIS activities

| KPI | 2020 | 2021 | 2021-2022 reported | 2020 targeted | 2021 targeted | 2022 targeted |
|--|------|------|--------------------|---------------|------------------------|---------------|
| EIT RIS Designed/Tested Innovations | n/a | n/a | 29 | n/a | 15% - (≈ 7) | |
| EIT RIS Countries – Marketed Innovations | n/a | 6 | 35 | n/a | 5 countries /year | |
| EIT RIS Start-ups/scale-ups Supported | n/a | 144 | 315 | n/a | 25% - (≈ 55) | |
| EIT RIS Countries - KIC supported start-ups/scale-ups | n/a | 17 | 18 | n/a | 6 countries/year | |
| EIT RIS Start-ups created of/for innovation | n/a | 12 | 23 | n/a | 30% - (≈ 9) | |
| EIT RIS Countries - start-ups | n/a | 7 | 11 | n/a | 4 countries/year | |

⁶⁷ EIT Urban Mobility RIS HUB Network, 2022, “ Report on the RIS HUB activities and results,” DEL01., 21262, Budapest, Hungary.

⁶⁸ Business Plan 2021-2022, 34.

⁶⁹ EIT Urban Mobility Calls

⁷⁰ Business Plan 2021-2022

⁷¹ Based on the interview questionnaire with EIT Urban Mobility received on 4 April 2023.; Business Plan 2021-2022, 34.

| | | | | | |
|--|-----|---------------|---------------|-----|---------------------------------------|
| created of/for innovation | | | | | |
| EIT RIS start-ups created of EIT labelled MSc/PhD programmes | n/a | n/a | 1 | n/a | 15% - (\approx 1) |
| EIT RIS Countries - Start-ups created of EIT labelled MSc/PhD programmes | n/a | n/a | 1 | n/a | 1 country per year starting from 2023 |
| Investment attracted by KIC supported EIT RIS start-ups/scale-ups | n/a | EUR 2 018 551 | EUR 4 986 182 | n/a | 15% - (1,200,000) |
| EIT RIS Country - Investment attracted by KIC supported EIT RIS start-ups/scale-ups | n/a | 2 | 4 | n/a | 3 countries/year |
| EIT RIS Graduates from EIT labelled MSc/PhD programmes | n/a | n/a | 5 | n/a | 15%- (\approx 8) |
| EIT RIS Participants with (non-degree) education and training | n/a | 2 773* | 10 001 | n/a | 15%- (405) |
| EIT RIS EIT labelled MSc/PhD students and graduates who joined start-ups | n/a | 0* | 1 | n/a | 15%- (\approx 1) |
| # Active RIS EIT KIC Partners | n/a | n/a | n/a | n/a | 15%- (\approx 58) |
| # EIT RIS Countries - Active KIC Partners | n/a | n/a | n/a | n/a | 10 countries/year |
| EIT RIS Success stories | n/a | 13 | 18 | n/a | 3/year |

| | | | | | |
|---|-----|------|-----|-----|------------------|
| EIT RIS Countries - Success Stories | n/a | 6 | 8 | n/a | 2 countries/year |
| Outreach events in EIT RIS countries | 30* | 156* | 355 | n/a | n/a |
| Sub-grants to EIT RIS country partners | 26* | 63* | 114 | n/a | n/a |
| Education activities at EIT RIS hubs | 2* | 41* | 103 | n/a | n/a |

*Shows only reported values, validated values were unavailable.

6.4. Strengths, weaknesses and recommendations

The following table indicates some of the most significant strengths of the KIC with relation to achieving their own objectives:

| Strengths |
|---|
| KPIs have been met almost in all cases and certain KPIs (e.g., ones related to economic growth and innovation) are overachieved which shows great progress in the KIC achieving their targets set out for 2027 in the Strategic Agenda. |
| The KIC has managed to stay in line with its original RIS objectives. |
| The city-based programmes of the KIC (City Club, RAPTOR, #ChallengeMyCity) have been highly successful in fostering innovation and entrepreneurship including the achievement of its strategic objectives. |
| EIT Urban Mobility pays attention to KTI as part of its activities which has led to maximising impact in reaching their objectives. |

The following table indicates the most significant weaknesses and recommendations:

| Weaknesses | Recommendations |
|--|---|
| Promotion of effective policies by the KIC has not been observed which is part of the fifth strategic objective | While the KIC has through its programmes promoted behavioural change, policies have not been a part of its agenda. Through its existing initiatives and synergies EIT Urban Mobility should place more attention onto promoting effective policies which lead to solving urban mobility challenges. The KIC should make sure that the promotion of policies increases by 2027, thus ensuring that the fifth strategic objective is met. |

| Weaknesses | Recommendations |
|---|--|
| | <p>The KIC should ensure that the results of these activities including their impact is measurable and monitored.</p> |
| <p>Inconsistent KPI targets in Business Plans and Strategic Agenda</p> | <p>KPI targets have been inconsistent in Business Plans and Strategic Agendas.</p> <p>We recommend that the KIC develops a consistent plan whereby all KPI targets and indicators can match. We further recommend cross-checking targets and results to achieve consistency and allow for an effective assessment of their achievements.</p> |

7. Efforts to coordinate KICs activities with other relevant research and innovation initiatives

Since its creation, EIT Urban Mobility have built and have strengthened cooperation with key networks and associations that support and share the same objectives and act as multipliers. EIT Urban Mobility has cooperated with several other initiatives, e.g., MoUs, EEN, UITP and Polis. The KIC has also have established MoUs with institutions such as the Spanish Ministry of Transport and the French Innovation Agency. In addition, partnerships have been built with key leading EU city initiatives like CIVITAS (funded by DG MOVE and CINEA), Smart Cities Marketplace (funded by DG ENER) and Net Zero Cities supporting the Mission on Smart and Climate Neutral Cities.

The KIC has increased cooperation with other initiatives and with other KICs throughout the years, acting also upon recommendations from the EIT. In 2023 EIT Urban Mobility participates in seven Cross-KIC initiatives: Education, HEI, Shared Services, Strategic Synergies, A2Finance, Regional Innovation and Thematic Innovation. In some cases, EIT Urban Mobility also is a leader of specific work packages and coordinated an innovation project called H2Cities. EIT Urban Mobility also supports different clusters, e.g. Strategic Synergies cluster, Shared Services cluster.

As set out in the Business Plan of 2021, the KIC decided to cooperate more closely with DG RTD. For this purpose, since 2022 there has been a continuous cooperation and discussion between EIT Urban Mobility and DG RTD, among others regarding the launch of an EIT Campus initiative.

Urban mobility has subsequently made progress in achieving various synergies **with education, research and innovation initiatives such as** European Platform on Sustainable Urban Mobility Plans, ENoLL (the European Network of Living Labs), EIT Jumpstarter, EIT Regional Executive Academy, ETP ALICE (the European Technology Platform dedicated to Logistics), Joint Innovation Incubator, DG MOVE, Mission on Cities, Eurocities, ICLEI, Mobility of the Enterprise Europe Network and the European Investment Bank.

7.1. The KIC Synergies and Complementarities

Indicator: The KIC has achieved the concrete synergies and complementarities described in the original proposal and Strategic Agenda

The building of synergies has been highlighted in the Business Plans and Strategic Agenda of the KIC. The original proposal commitments of the KIC include linking to other relevant KICs to ensure synergy and co-funding opportunities, participating in Cross-KIC activities, engaging with other urban mobility and transport focused associations and EU organisations such as DG MOVE.

The Strategic Agenda restates the necessity of Cross-KIC cooperation (specifically with regards to EIT InnoEnergy, EIT Climate-KIC and EIT Digital), cooperation with initiatives and networks dedicated to local authorities (e.g. EUROCITIES, Polis network etc.), European Regional Development Funds (ESIF), public banks (European Investment Bank) and the Interregional Innovation Investments.

Since its establishment, EIT Urban Mobility has been working to build relationships with key stakeholders and initiatives, paving the way for future synergies to accelerate their objectives and achieve greater impact. The KIC has been involved in Cross-KIC calls and has engaged with Smart City Communities and associations in the field of transport and urban mobility. Within the EIT Circular Economy Community, EIT Urban Mobility has joined forces with EIT RawMaterials, EIT Climate-KIC, EIT Food, EIT Manufacturing to create an enabling environment for creative thinking and innovation on the circular economy to flourish which further points to the KIC achieving its goals regarding Cross-KIC collaboration.

EIT Urban Mobility plays an active role in various collaborative initiatives and effectively utilises its knowledge to enhance cooperation among different KICs. This includes EIT House, Cross-KIC EIT RIS, Cross-KIC Human Capital, Cross-KIC CLC Consolidation, Cross-KIC Resource Efficient Societies, Cross-KIC Sustainable Cities, and the more recent addition of Cross-KIC Global Outreach starting from 2020. The latter initiative focuses on fostering stronger connections with innovation ecosystems in Silicon Valley, Israel, and

China. In 2023 EIT Urban Mobility participates in seven Cross-KIC initiatives: Education, HEI, Shared Services, Strategic Synergies, A2Finance, Regional Innovation and Thematic Innovation. In some cases, EIT Urban Mobility also is a leader of specific Work Packages and coordinated an innovation project called H2Cities.

The KIC has interacted and collaborated with DG MOVE and has been building relationships with DG RTD and other EU associations like EIT NCPs, and thematic NCPs on transport. A specific goal of the KIC's 2021 Business Plan has been the establishment of closer cooperation with DG RTD in 2022, a goal which has been achieved, particularly with the unit of Future Urban & Mobility Systems (RTD.C.2).

The KIC has established relationships with Eurocities, ICLEI, and the sector group Mobility of the Enterprise Europe Network. However, specific achievements under the RIS scheme and the European Urban Initiative are unclear, and no data was found regarding the Interregional Innovation Investments Instrument.

Internal synergies within EIT Urban Mobility have seen significant advancements in recent years. In 2021, the KIC focused on enhancing these synergies by improving internal and external communication channels, thereby involving partners more actively in contributing to brand visibility and growth. One noteworthy effort in this regard was the implementation of the Accelerator Pitch Awards, which aimed to proactively communicate and ensure the growth, competitive positioning, and continuity of Business Creation programmes both within the EU and beyond. Another notable initiative involved the establishment of a video blog to engage citizens and partners, allowing them to learn about project outcomes and promote the supported startups. This was further complemented by the launch of a digital marketplace and the development of physical market connections, facilitating portfolio scaling and global exposure through a Memorandum of Understanding signed with EEN.

The KIC has started a strategic partnership with Fira de Barcelona for co-organising Tomorrow.Mobility and their Summit, which enables them to reach more stakeholders and improve their visibility - the flagship event, attracted over 20 000 participants onsite. The organisation has built a strong relationship with EC services and relevant EU networks. These synergies have seemingly managed to position EIT Urban Mobility as an important player in the EU ecosystem.

Apart from the missing synergies with European Urban Initiative and the Interregional Innovation Investments Instrument, the KIC is on track to achieve its objectives with regards to concrete synergies and complementarities as specified in their original proposal and Strategic Agenda.

7.2. Synergies with other Relevant Initiatives

Indicator: Number of synergies with other relevant education, research and innovation initiatives in the same area of the societal challenge at national, EU and global level

The KIC has been successful in creating strong partnerships and has developed even more throughout the years whilst observing the knowledge triangle. With its activities the KIC contributes to the Horizon Europe programme as well as regional programmes through city engagement. EIT Urban Mobility leverages alliances with networks such as UITP (The International Association of Public Transport) or the Polis Network to attract new partners and share knowledge and information. Since 2020, EIT Urban Mobility has used stakeholder engagement resources to build relationships that ultimately led to the direct involvement in strategic European Union funded initiatives (Pillar II of Horizon Europe – Cluster 5). By leveraging such alliances, EIT Urban Mobility is able to create meaningful synergies between its programmes.

EIT Urban Mobility has joined the expert groups on Urban and Mobility (EGUM) and the Expert Group on multimodality. The KIC has also participated in a number of open public consultations and there is an ongoing consultation with DG GROW on the mobility ecosystem transition pathway.

As mentioned above, in 2022 real progress has been made in terms of EU linkages, links have been established with DG RTD and will be built upon, in particular for the Future Urban and Mobility Systems (RTD.C.2) unit. This has included several interviews, inputs for the Academy videos and the Academy team

have worked closely with Commissioner Gabriel and her cabinet, particularly on the launch of the EIT Campus.⁷²

EIT Urban Mobility has made significant strides in establishing fruitful collaborations with education, research, and innovation endeavours. These include prominent initiatives such as the European Platform on Sustainable Urban Mobility Plans, ENoLL (the European Network of Living Labs), EIT Regional Executive Academy, ETP ALICE (the European Technology Platform dedicated to Logistics), Joint Innovation Incubator, Mission on Cities, Eurocities, and ICLEI.

EIT UM have fulfilled their commitments regarding Cross-KIC interactions and engaged with key stakeholders and initiatives such as other KICs, Horizon Europe programmes, local authorities' networks, Enterprise Europe Network, and public banks like the European Investment Bank.

EIT Urban Mobility plays a crucial role in developing the local innovation ecosystem in RIS countries. Joint efforts with other KICs help overcome barriers to innovation in these countries. Cross-KIC projects enable the integration of the knowledge triangle, scouting for talents and ideas, and informing local decision-makers more effectively.

7.3. Strengths, weaknesses and recommendations

The following table indicates some of the most significant strengths of the KIC with the relation to coordinate activities:

| Strengths |
|---|
| The KIC has participated in numerous Cross-KIC activities (EIT Jumpstarter, Joint Innovation Incubator, EIT Regional Executive Academy, Coordination and management). |
| Urban Mobility has built strong cooperation with other research initiatives and relevant associations. |

The following table indicates the most significant weaknesses and recommendations:

| Weaknesses | Recommendations |
|--|---|
| Synergies are present between the KIC LE and other initiatives, while the KIC's partnership's involvement remains limited | Until 2027 the KIC should take steps to involve its partner network in the projects and synergies created with other initiatives to multiply the impact and strengthen the innovation ecosystems. |
| The synergies undertaken in the Strategic Agenda have only been partially implemented | The KIC shall implement the remaining commitments in the strategic agenda such as, the European Urban Initiative, and the Interregional Innovation Investments (I3) Instrument by 2027 and make visible steps towards making these synergies by 2025. |

⁷² Based on interview with KIC

8. Capacity to ensure openness to new members

The assessment criterion focuses on the KIC's capacity to ensure openness to its new members including the transparency of their calls, partner acceptance and their adherence to EIT Good Governance Principles. In terms of partnership size and composition, the KIC partnership in 2020-2021 followed the general model, namely core partners and project partners which was changed in 2022 following EIT recommendations.

In this partnership model, partners can choose a partner category, based on the services they would require from the KIC. EIT Urban Mobility partnership reflects the extended knowledge triangle, where cities are also involved along with education, research, and business organisations. Representation of the three sides of the knowledge triangle is good. The lower number of research institutions is justified given the specific aspects of the urban mobility sector.⁷³

With regards to the KIC's calls, the content of each call is descriptive, the selection criteria are well defined and relevant. The call processes are open and well promoted and available on the KIC's website. The KIC has continued to abide by the Good Governance principles of the EIT for openness and transparency. In terms of **openness**, the KIC's calls have been accessible, the descriptions were detailed and in line with the topic addressed. In terms of **transparency**, the KIC's calls are available on their website as of 2021. The evaluation process is clearly outlined, and external experts are involved in scoring of the proposals. The process of project selection seems to be solid and transparent.⁷⁴

The balance of business and education partners is good with a naturally lower ratio of research institutions which can be observed both from the 2019 data provided by the EIT within the SUGA note or from the 2022 data collected in the Urban Mobility Partnership fiche. As the KIC's innovation programmes have prioritized higher Technology Readiness Levels (TRL) and inclusivity Key Performance Indicators (KPI), research organisations have found these programmes less appealing due to their focus on marketed innovations.

8.1. Partnership Characteristics and Performance

Indicator: Partnership size, growth, composition and performance are adequate for achieving the long-term objectives of the KIC Strategic Agenda.

The KIC partnership in 2020-2021 followed the general model, namely: core partners and project partners:

- **Core partners:** part of the association and of the decision-making. Core partners were divided into Tier 1 and Tier 2. Tier 1 paid a fee of EUR 50 000/year and had a certain number of benefits (e.g., they could include up to five affiliated entities as beneficiaries of the projects, they could request an illimited amount of financial support for projects, etc.). Tier 2 paid a fee of EUR 30 000/year and had limited benefits (e.g., they could include up to three affiliated entities as beneficiaries of the projects, they could request up to EUR 300 000/year of financial support from the projects, etc.).
- **Project partners:** beneficiaries of projects funded by EIT Urban Mobility, which could not be or did not wish to become core partners. These partners paid a fee equal to 20% of the requested budget and could request up to EUR 150 000/year of financial support from the projects.

Project partners were only involved in the partnership for the specific project durations, while core partners had to submit a formal request to withdraw from partnership.

⁷³ Based on EIT URBAN MOBILITY - ANNEX 2 of Grant Agreement 2021-2022 Amendment No. 3, Ref. Ares(2022)4583202 – 22/06/2022 and Annex 2_EIT Urban Mobility - Partner analysis.xlsx

⁷⁴ Based on EIT Urban Mobility website, [Calls for Proposals Archives - EIT Urban mobility](#)

The KIC's partnership shows slow but steady growth throughout the years, while keeping the Knowledge Triangle players relatively well balanced within the partnership.

Table 22: KIC's partnership growth

| Year | Tot no of partners | Gold/Core | Silver/Project partner | Leading cities |
|------|--------------------|-----------|------------------------|----------------|
| 2020 | 103 | 55 | 48 | |
| 2021 | 108 | 58 | 50 | |
| 2022 | 147 | 22 | 92 | 33 |

Source: Self-reported by EIT Urban Mobility

In 2022 there was a drop in the number of Core partners as these partners were placed into the project partner group. This was due to a new partnership model which was established in 2022, following the EIT recommendation of not linking the fee to the EIT financial support. All partners, both core and project partners, were asked to select the category they wished to be included in, based on their preference for services:

- **Gold:** any partner could access with a fee of EUR 30 000. This category includes full benefits (e.g., free entrance for Tomorrow.Mobility event, inclusion of up to three affiliated entities without fee, support on project writing for HE, etc.)
- **Silver:** any partner could access with a fee of EUR 10 000. This category includes limited benefits (e.g., discount fee for Tomorrow.Mobility event, affiliated entities with separate fee, etc.)
- **Leading cities:** this category is applicable only to cities which receive the full benefits of a gold partner with a EUR 10 000 fee.

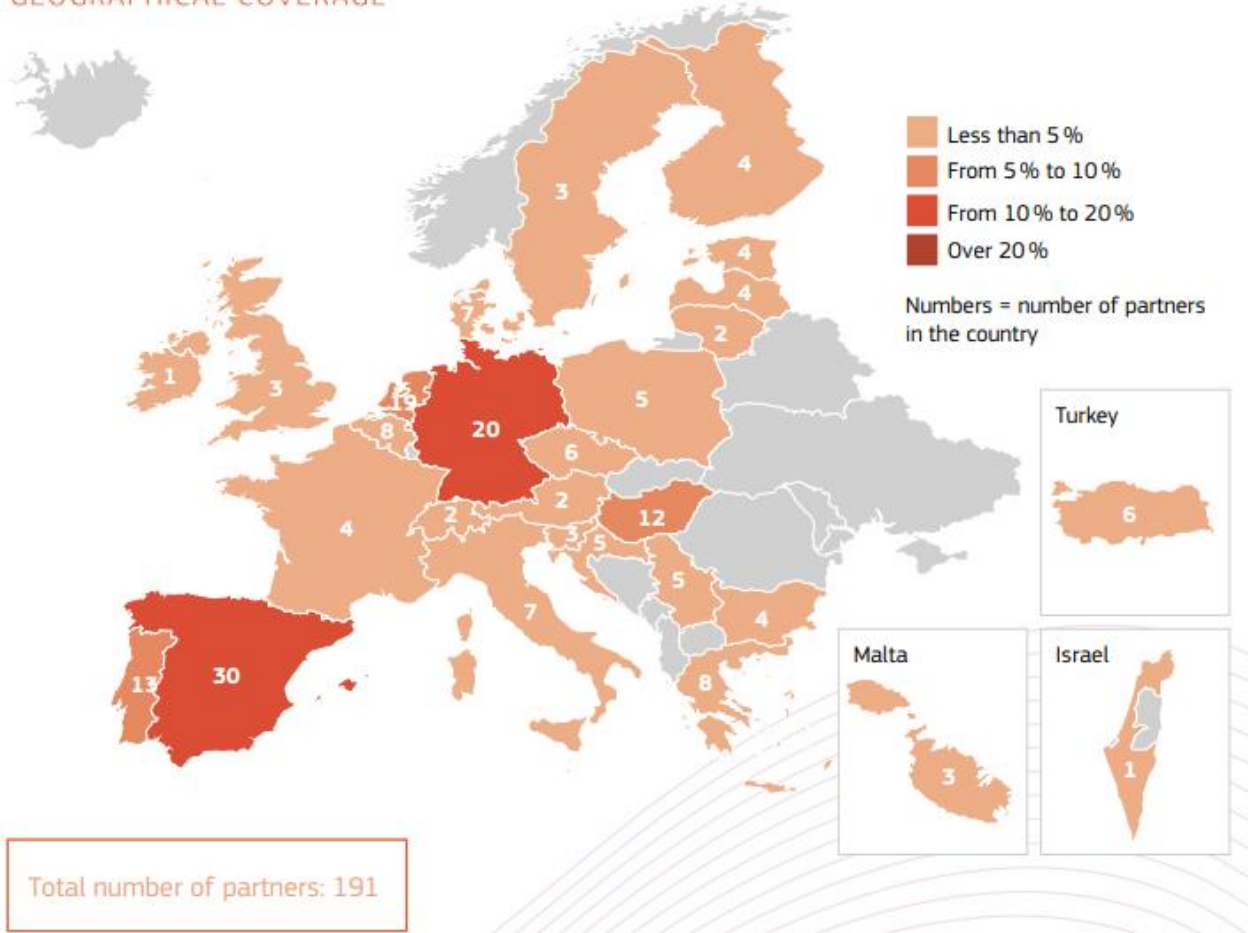
The annual membership fee is automatically renewed. In case of partners joining from the second half of the year, a pro-rata fee is applied.

According to the 2021-2027 Strategic Agenda, the KIC was aiming to reach 257 partners (78 core partners, 100 project partners and 79 network partners) whilst the target for 2027 has been 327 partners. Whilst the KIC has not reached its goal, the newly applied partnership model seems to be successful in attracting new partners, however, this should be monitored in the upcoming years to reach maximum results and achieve the KIC's target of 327 partners by 2027.

There is a rather widespread geographical coverage of partners however, most partners originate from Spain and Germany respectively. This uneven distribution of partners is due to the initial allocation of EIT funding in 2019-2020 during which Germany and Spain were the recipients of largest amount of funds. The heightened engagement levels in these two countries are therefore a consequence of this initial establishment and the countries' stronger interactions with EIT and EIT Urban Mobility respectively. Whilst these countries are generally active with regards to attracting EU funding, the KIC should pay attention to keeping the geographical division of partners balanced.

Figure 2: Geographical distribution of RIS Hubs

GEOGRAPHICAL COVERAGE



Source: Partnership fiche – EIT Urban Mobility, [ec_rtd_bmr-2022-eit-mobility-fiche.pdf](https://ec.rtd.bmr-2022-eit-mobility-fiche.pdf) (europa.eu)

Overall, the KIC has made steps to ensure a strategy of growth in partnership size and is on track to reach its 2021-2027 Strategic Agenda objectives.

8.2. Openness of Calls

Indicator: KIC Calls for activities have been fully open to new members.

The KIC’s calls are mostly open, and their selection criteria proves to be transparent. Based on the calls reviewed, the content of each call is descriptive, the selection criteria are well defined and relevant. The call processes are open, well promoted and available on the KIC’s website. While calls are not available on the Funding and Tenders website, this does not constitute a KIC failing, but is an issue of the portal which is difficult to navigate. This issue has already been addressed by the EIT and the Commission. The topic of the calls is in line with the 2021-2027 Strategic Agenda and the criteria related matches its objectives. Moreover, it is positive that the KIC has made steps to improve the communication of new opportunities and has published the criteria for becoming a Partner on its website.

Based on data received, a pattern can be observed of more favoured partners who are chosen in many consortia (e.g., UPC (Higher Education), CARNET-CIT UPC (Research) in all years; Technion (Higher Education) in 2020; Factual (Business) in 2022). UPC and CARNET-CIT UPC were especially favoured in all years. This might be a result of the KIC trying to involve research organisations into its heavily innovation-based calls (even though research organisations are mostly unrepresented). The KIC should open up to more research-based partners and institutions to ensure its openness to new members.

Overall, despite minor shortcomings, namely, the pattern of more favoured partners present in the selected consortia, and the KIC not reaching their goals set in their Strategic Agenda, it can be concluded that the KIC's calls for activities remain fully open to new members.

8.3. Good Governance Principles and openness

Indicator: KIC has fully addressed the EIT Good Governance Principles (GGP) – based on relevant GGP assessments related to openness to new members.

The KIC has continued to abide by the Good Governance principles of the EIT for openness and transparency. In terms of **openness**, the KIC's calls have been accessible, the descriptions were detailed and in line with the topic addressed. Some of the calls related to the KIC's core activities specify that only core Partners can be Lead, however this is justified as per Annex 5 of the Horizon MGA. On a positive note, calls such as City Engagement or RIS activities have been open for non-members to apply.

In terms of **transparency**, the KIC's calls are available on their website as of 2021. The evaluation process is clearly outlined, and external experts are involved in scoring of the proposals. The process of project selection seems to be solid and transparent. An independent expert observer participates in the selection panel meetings.

Overall, the KIC has addressed the EIT GGP principles in the period observed.

8.4. Balanced Representation

Indicator: Balanced representation of all key knowledge triangle players in the partnership.

EIT Urban Mobility partnership reflects the extended knowledge triangle, where cities are also involved along with education, research, and business organisations. The partnership includes businesses from various areas of the mobility industry including some high-profile actors (e.g. Volkswagen, Siemens). Furthermore, cities are also represented within the partnership including multiple city municipalities. As the KIC's innovation programmes have prioritised higher Technology Readiness Levels (TRL) and inclusivity Key Performance Indicators (KPIs), research organisations have found these programmes less appealing due to their focus on marketed innovations.⁷⁵

⁷⁵ Based on the interview questionnaire with EIT Urban Mobility received on 4 April 2023.

Figure 3: Membership overview

MEMBERS PER TYPE



Source: Partnership fiche – EIT Urban Mobility, [ec_rtd_bmr-2022-eit-mobility-fiche.pdf](https://ec.rtd.bmr-2022-eit-mobility-fiche.pdf) (europa.eu).

The below graphs show the balance of applicants for EIT Urban Mobility’s calls. It is visible that the KIC’s calls have become more favourable for businesses throughout the years however, the rate of research institutes seems to be stagnating which is justified in the case of EIT Urban Mobility as published calls require higher TRL levels.

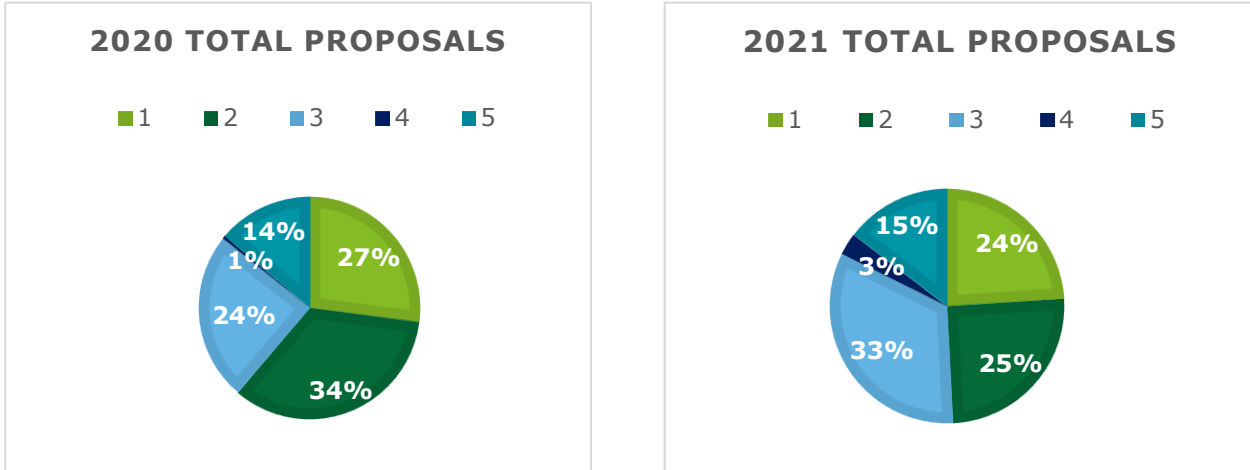
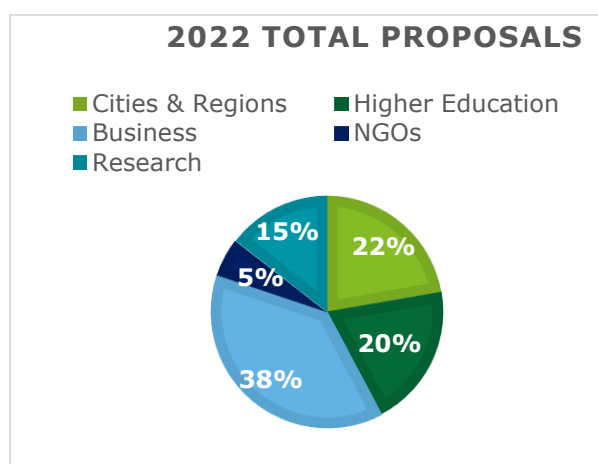


Figure 4: Balance of applicants for EIT Urban Mobility’s 2020-2022 calls



Overall, there is a balanced representation of the KIC’s partnership from all sides of the Knowledge Triangle with Businesses assuming a larger share each year. The relative balance of the types of applicants indicates the success of the KIC’s calls.

8.5. Strengths, weaknesses and recommendations

The following table indicates some of the most significant strengths of the KIC with relation ensuring openness to new members:

| Strengths |
|---|
| The KIC has succeeded in building a very strong network of partners despite the change in partnership structure in 2022. |
| The KIC has maintained openness and transparency within their calls and has remained accessible for new partners. |
| The new partnership model further strengthens the openness of the KIC, as it is enhancing the participation opportunities of non-partner institutions. |
| The growth in partnership size has been steady throughout 2020-2022 which points to the fact that the actions of the KIC are on track for maintaining their goals set within their Strategic Agenda and Business Plans. |
| EIT Good Governance Principles have been maintained by the KIC. |

The following table indicates the most significant weaknesses and recommendations:

| Weaknesses | Recommendations |
|---|--|
| Certain partners are more favoured as part of the successful consortia chosen for the KIC’s calls. | UPC and CARNET-CIT UPC were especially favoured in the successful consortia of the KIC’s calls. Whilst this might be due to the ability of UPC and CARNET-CIT UPC to successfully execute complex calls, |

| Weaknesses | Recommendations |
|---|---|
| | <p>including the TRL requirement of innovation calls, the KIC should pay attention to creating calls which attract other Research institutes capable of executing their calls. The KIC should make sure that the calls published from 2024 onwards include measures attracting Research institutes.</p> |
| <p>The KIC has not managed to reach its target relating to partnership growth set in its Strategic Agenda.</p> | <p>Compared to the targeted 257 partners the KIC has reached 191 as of 2022. To reach its target set by 2027, the KIC needs to monitor its newly adopted partnership structure and adopt measures (e.g., campaigns) to ensure that partners find the services and benefits offered by the KIC attractive. Measures should start to be implemented from 2024 onwards and their concrete results should be monitored on a yearly basis.</p> |

9. EIT Urban Mobility's achievements in attracting new members

The KIC has started its operation in 2019 with an extensive network of 85 organisations from 16 EU Member States. The number of partners were growing steadily between 2020-2022, while maintaining a rather balanced partnership across the KT. It shall be mentioned however, that due to sector specific aspects, research institutions are somewhat underrepresented, while cities – unlike to other KICs – play a crucial role in the partnership. The KIC has managed to establish a wide network of organisations covering 21 Member States. EIT Urban Mobility has five Innovation Hubs (CLCs), formed along geographical corridors, therefore ensuring balanced representation across the EU. Besides the CLCs, Urban Mobility also focused on widespread presence in the RIS countries through its twelve RIS hubs. The KIC has introduced several measures to increase its openness and inclusivity and thus drawing in more partners (e.g. a one-year fee waiver for entities from RIS countries; increased number of partners from Higher Education Institutions (HEI) and Cross KIC projects who do not have to contribute financially).

In 2022 the partnership model of Urban Mobility was revised, and a new, service-based, more open approach was introduced. The reform also resulted in decreased partnership fees and offered opportunities for organisations to take part in activities with lower or no financial contribution. The KIC shall closely monitor how the new partnership model will affect the KIC's financial sustainability in the coming years, due to the decreased revenue from partner contributions. So far, the new partnership model was successful, EIT Urban Mobility managed to retain its partnership and maintain a growing trend.

9.1. EU Member States Coverage

Indicator: Number of the EU Member States covered by the KIC partnership and representation of all the knowledge triangle players.

The partnership has shown a steady growth between 2020 and 2021, as the number of partners increased from 102 to 154, while the number of affiliated entities increase from 30 to 51, covering 21 EU Member States and 4 non-EU countries. The member states not covered by the partnership are the Republic of Cyprus, Luxembourg, Malta, Romania, Slovakia, and Slovenia. The partnership is balanced across the knowledge triangle, however due to sector specific aspects (i.e. higher Technology Readiness Levels (TRL) are required which cannot be achieved by certain research institutions), the number of research institutions are somewhat lower. A key role is given to cities in the partnership e.g., in defining challenges and acting as testbeds for proposed innovative solutions.

Based on the aggregated Grant Report of the KIC for 2021-2022, the KT distribution can be seen in the table below:

Table 23: Number of partners and their distribution within the KT

| | Business | Cities, regions, NGOs | Higher Education | Research | Other* | Total |
|--------------------------|----------|-----------------------|------------------|----------|--------|-------|
| Partner | 97 | 74 | 59 | 18 | 0 | 248 |
| Affiliated entity | 35 | 11 | 6 | 2 | 9 | 63 |

*Including the KIC LE and CLCs, and other type of partners (e.g. development agency, smart city district)

The partnership is rather balanced across the KT, however, research organisations take up less than 7% of the partnership. According to the KIC representatives, the low number of research organisations are due to KIC specific aspects (EIT Urban Mobility's innovation programmes focused on higher Technology Readiness Levels (TRL) which research organisations did not find so attractive, as they rather focus on marketed innovations). However, despite the lower number of research organisations, they are very active in the partnership, executing a high number of KAVAs.

The new partnership model is aiming at promoting accessibility and impact has resulted in a growing number of partners. Further details on the partnership changes are included in Chapter 9.

9.2. Coverage of RIS Countries and Regions

Indicator: Number of the RIS countries and regions covered by the KIC partnership and representation of all the knowledge triangle players in its activities.

The RIS initiative was given a stronger role in 2017, when a so called EIT RIS working group was established with the objective of designing the EIT RIS implementation guidance note for the years 2018- 2020. Newly established KICs, such as Urban Mobility therefore needed to include RIS activities, and RIS hubs into its activities from the beginning. EIT Urban Mobility has established 12 RIS Hubs between 2020-2021, which offer Hubs offer plenty opportunities for networking and innovations both on local and transnational level. The activities of the RIS hubs are covering almost all 22 RIS countries. The activities carried out by the Hubs are similar to the general Urban Mobility activities but are adjusted to the local needs. The implementation of RIS activities is hindered by specific local barriers, such as limited financial resources in some regions, high number of other available EU funded programmes, and difficulties connecting the entities to larger scale EU programmes (e.g. ESIF).

9.3. New Active Partners

Indicator: Trend of new active partners over the 3- year period

EIT Urban Mobility started its operation with a rather extensive partnership network, which has been growing steadily. In 2019, in its start-up year Urban Mobility already had 85 member organisations, including city councils, companies, universities and research centres from 16 European countries⁷⁶.

In general, EIT Urban Mobility divides its network to partners and affiliated entities. Between 2020 and 2021, the number of partners has increased from 144 to 210 partners, while in 2022 the partnership showed continuous growth and has reached 311 partners. The partnership is rather balanced across the knowledge triangle, the lower percentage of research institutions is a natural consequence of the sectoral needs. As Urban Mobility focuses on transport related innovations within cities, cities play a crucial role in the partnership (e.g. they serve as testbeds for innovation). The fluctuation within the partnership was rather low, as only 7 partners have withdrawn since 2021, which also shows that the partnership reform carried out in 2022 was rather successful in retaining partners.

Table 24: Number of partners leaving

| Year | Number of partners leaving |
|------|----------------------------|
| 2021 | 3 |
| 2022 | 4 |

In the strategic agenda 2021-2027, EIT Urban Mobility set the target of 257 partners by 2022 and 327 partners by 2027. Based on the partnership growth witnessed between 2020-2022, the KIC has overachieved its set targets for 2022.

⁷⁶ Strategic Agenda 2021-2027

Table 25: Planned number of partners based on the Strategic Agenda 2021-2027

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 |
|--|------|------|------|------|------|------|------|
| # Number of partners⁷⁷ | 229 | 257 | 287 | 297 | 307 | 317 | 327 |
| # Number of project partners⁷⁸ | 92 | 100 | 110 | 120 | 130 | 140 | 150 |

9.4. Balanced geographical presence of CLCs and EIT RIS Hubs

Indicator: Balanced geographical presence of CLCs and EIT RIS Hubs in line with the strategic objectives and societal challenges.

EIT Urban Mobility structures itself around Innovation Hubs (CLCs) and RIS Hubs, which act as focal points for the KIC's activity in a given area. CLCs and RIS Hubs shall be integrated in the local innovation ecosystems to provide opportunity for local interactions and facilitate cooperation across the KT. EIT Urban Mobility has five Innovation Hubs, formed along geographical corridors, covering all European countries. The CLCs were built upon already existing networks within the industry, to leverage the already existing ecosystems. As all CLCs are subsidiaries of the KIC LE, they have continuous communication (e.g. through reports and monitoring) and have to follow the same principles (e.g. good governance principles, code of conduct). As a general KIC rule, all innovation projects must include partners of at least two Innovation Hubs, strengthening the collaboration between Innovation Hubs. Currently, EIT Urban Mobility has the following Innovation Hubs:

- Innovation Hub North (Copenhagen, Denmark) covering Denmark, Sweden, Finland, Estonia, Latvia, Lithuania, Norway, Iceland
- Innovation Hub Central (Munich, Germany) covering Germany, Italy, Switzerland, Turkey, Austria
- Innovation Hub East (Prague, Czech Republic) covering Czech Republic, Hungary, Israel, Poland, Romania, Serbia, Slovakia
- Innovation Hub South (Barcelona, Spain) covering France (South), Greece, Spain, Portugal
- Innovation Hub West (Helmond, the Netherlands) covering Belgium, France (North), The Netherlands, United Kingdom

⁷⁷ Partners, which have an influence on a KIC's operations. This includes Core, Project and Networks partner

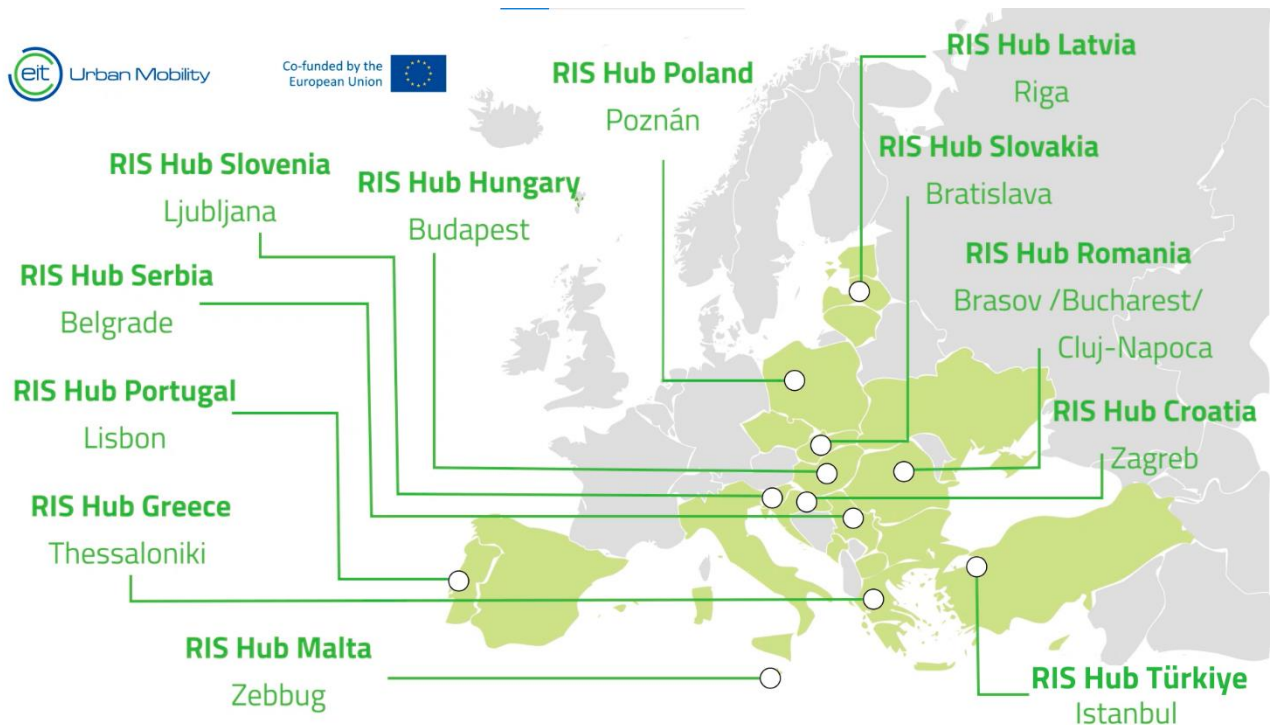
⁷⁸ Activity partners, which are involved only in implementation of KICs activities

Figure 5: Distribution of Innovation Hubs



Besides the Innovation Hubs, EIT Urban Mobility has also established several RIS hubs to increase its EU wide coverage and presence. In 2020 seven RIS Hubs were established, while in 2021 five new hubs were created.

Figure 6: EIT Urban Mobility CLCs



According to the EIT Regulation, RIS Hubs serve as focal points for the KIC's activities and for the mobilisation and involvement of local KT actors in the activities of the KIC. According to EIT Urban Mobility, no further RIS hubs will be created in the coming years, therefore further countries can be involved in one of the following ways:

- Regional coverage (e.g. smaller countries of the Baltics and Balkans)

- Representation through the local national Secretaries of the EIT Community RIS Hubs

According to the new principles introduced by EIT, KICs should focus on maximizing the impact in RIS regions by enhancing cooperation between established RIS Hubs. EIT Urban Mobility started new pilots in several countries (North Macedonia, Latvia, Cyprus, Malta, Montenegro, Ukraine) which are in different stages. Moreover, EIT Urban Mobility leads the cross-KIC project, which has the goal to have joint/coordinated representation in all 22 RIS countries +the EU Outermost regions until the end of 2025.

9.5. Strengths, weaknesses and recommendations

| Strengths |
|--|
| EIT Urban Mobility was able to build a strong network of partners, with geographical balance across the EU. |
| EIT Urban Mobility managed to establish 12 RIS Hubs ensuring widespread coverage across relevant regions, and offers tailor made opportunities for the RIS regions. |
| The partnership shown a steady growth while remaining rather balanced. Based on the available data, the KIC has overachieved its target related to the number of partners in 2022. |

The following table indicates the most significant weaknesses and recommendations:

| Weaknesses | Recommendations |
|--|---|
| It is unclear, how the lower membership fees as a result of the new partnership model will affect the Financial Sustainability goals. | The KIC should closely monitor its revenue from partner contributions to ensure that an adequate level of revenue is generated from membership fees. Furthermore, as the KIC relies on membership fees as its main source of non-EIT revenue (membership fees continue to take up more than 90% of the total non-EIT Revenues), the KIC should aim at promoting measures boosting membership growth. From 2024 onwards the KIC should aim to understand which services partners find most attractive and implement campaigns and programmes enhancing their effectiveness. These measures should be taken with the goal of ensuring the KIC's self-sustainability beyond year 15. |
| The new partnership model might lead to differing expectations toward the KIC from new joiners and core partners. | The KIC should put in place mitigation measures to ensure that both the expectations of "old" partners and newly joined partners are met within the current partnership structure. Mitigation measures should already be implemented before 2025. |
| It is unclear, how the new principles introduced by EIT regarding RIS Hubs will impact the future cooperation in the RIS regions, and whether it will | From 2024 onwards, EIT UM shall monitor closely the impact and outreach of the RIS Hubs and the newly proposed cooperation to assess whether the new approach have any negative impact on achieving the goals. |

| Weaknesses | Recommendations |
|---|-----------------|
| be sufficient in the long-term to achieve the envisaged goals. | |

10. Compliance with good governance principles

The KIC is addressing the good governance principles well. It is our understanding that the implementation of the EIT Good Governance Principles is being prioritised, and to reach that goal there is a continuous communication with EIT. Based on the interviews and the information available, all recommendations and findings have been implemented. With the recent changes, the KIC ensures a separation of ownership and supervision from operations and provides a basis for a chairperson of the Board to be independent and have additional independent members. Entry and exit rules are specified in the AoA. The SB is well balanced in terms of thematic background and KTI representation.

The KIC has also made good progress in some Governing Board recommendations throughout the years. Since the 2019 Rapporteurs visit, the KIC has introduced strategic goals spanning until 2027 and has extended its partnership. Since the 2021 hearings the KIC has made visible steps towards diversifying their business portfolio and focusing specifically on innovation within their calls and programmes.

The KIC has also made visible progress in cross-KIC alliances and the dissemination of success stories. The rate of progress in recent years has been effective, however the gender balance requires attention based on the 2022 Multi annual dashboard data. According to that the overall gender balance with reference to both the Management Team (MT) and Supervisory Board (SB) is not adequate (25% women). Among nine MT members, there are three women, including the CEO (33%). Only one out of eight SB members is a woman (13%), which is below the proposed minimum of 1/3 of members of less dominant sex in the SB. However, EIT Urban Mobility confirmed during the interviews that the gender balance at the level of the Board of Supervisors was achieved in the fourth quarter of 2022.⁷⁹ Finally, it is important to underline that there were no external expert assessments available related to gender sensitive measures, therefore our assessment for this period is limited.

10.1. CLC Level Good Governance Principles

Indicator: KIC fully addresses the EIT Good Governance Principles (GGP) – based on the relevant GGP assessment.

Based on the data available for 2021 openness is one of the strengths of the KIC. The criteria and procedure to become a member is clear, there are adequate provisions in the KIC's statutory documents ensuring the number of independent members exceeds 33% - as a result, the number of independent members was 40% based on the 2021 data.⁸⁰ The calls launched by the KIC both within the RIS programme and KAVAs are open to non-members.

The operational transparency is ensured, e.g. there is a vacancy and procurement page, call for proposals are published online, communication between the KIC and partners are adequate, the entry and exit criteria are clear. In the coming years, more detailed information on the staff and Supervisory Board will be expected from the KIC.

⁷⁹ Based on the interview questionnaire with EIT Urban Mobility received on 4 April 2023.

⁸⁰ Based on the 2021 Assessment of the KICs' adherence to the EIT Good Governance Principles

The KIC publishes calls for independent members of its SB. There are clear criteria for selecting the SB members both published in the calls and presented in the KIC's statutory documents. The KIC reported that its recruitment processes are well documented, and records of selections are kept in accordance with the GDPR requirements.

In the KIC's SB the professional and geographical diversity are ensured and the RIS countries are properly represented in the SB. However, the number of female members in the Board is 20% so gender diversity in the SB is not ensured. The same can be stated about the KIC's Management. The geographical diversity is good, but proper gender diversity was not ensured in 2021, however, gender balance at the SB level was met in Q4 2022. In the Association's Managing Board one out of three members is female. Progress has been visible in this regard in 2022, whereby, 2 out of 5 CLCs have had a female managing director, notably CLC South and Central.

The Managing Board of the Association is composed of three members representing three different entities from the knowledge triangle, namely, Universities, Industry and Cities. The SB of the KIC LE is composed of seven members also presenting a good balance of the KTI and equally balanced geographical coverage. Ensuring a better separation of supervisory functions and operations and clarifying reporting lines for the KIC management reports has also been achieved, this was verified as part of the approval of the final revised BP 2021-2022.

In 2022, EIT Urban Mobility implemented an anti-fraud strategy and contracted an expert to define a compliance programme, including best practices and new guidelines. Also in 2023, the KIC amended the AoA to secure the approval of the BP to the SB and the separate of membership and operations, and the transition to a full cascading model. It should be highlighted that for 2022, data was mainly based on interviews.

Based on the above, and according to the Multi-annual Dashboard it can be concluded that the KIC is addressing the good governance principles well. It ensures a separation of ownership and supervision from operations and provides a basis for a chairperson of the Board to be independent and have additional independent members. Entry and exit rules are specified in the AoA. The SB is well balanced in terms of thematic background and KTI representation.

10.2. Implementation of EIT GB Strategic recommendations

Indicator: EIT GB Strategic recommendations have been effectively addressed and fully implemented by the KIC.

The EIT GB issues an annual Strategic Recommendation document that covers the areas to be further developed in the KIC. The progress made on the strategic recommendations is followed by a monitoring visit, which results in the production of a Rapporteur Monitoring Report. Strategic recommendations cover all aspects of the KIC (e.g., governance, activities, finances, collaboration). For the three-year interim assessment a Rapporteur Report from 2019 and 2021 were available, along with other information related to GB recommendations in different documents. The initial recommendations already indicated that the KIC should have strong governance measures from the outset, consider lessons learned from previous waves of KICs and increase ambition in terms of targets to achieve faster progress.

Since the 2019 Rapporteurs visit, EIT Urban Mobility has made strategic goals spanning until 2027 and has extended its partners. Four former MOBiLus members submitted their accession forms, and their accession was formally approved as core partners tier 1 by the GA on 3 March 2020. Additionally, nine new core partners (seven tier 1, two tier 2 core partners) were approved in the GA on 3 March 2020 in line with the numbers set out in the EIT Urban Mobility growth strategy. Over 2020, EoIs to become core partner were submitted to the Innovation Hubs. It is important to mention that there have been exceptional improvements in the Executive Coordination. The core skills in the KIC are solid.

The KIC has also made visible progress in cross-KIC alliances from 2023, EIT UM participates in seven Cross-KIC initiatives. Cross-KIC projects foster collaboration across different actors of the EIT Community in key thematic areas identified in the EIT SIA 2021-2027 and EU policy priorities.

In 2022, the Urban Mobility implemented an anti-fraud strategy and contracted an expert to define a compliance programme, including best practices and new guidelines. Therefore, it can be concluded that the KIC has implemented the EIT GB Strategic recommendations effectively.

10.3. Strengths, weaknesses and recommendations

The following table indicates some of the most significant strengths of the KIC with the relation to compliance with good governance principles:

| Strengths |
|---|
| The KIC is addressing the good governance principles well and made good progress in GGP recommendations throughout the years. |

The following table indicates the most significant weaknesses and recommendations:

| Weaknesses | Recommendations |
|---|---|
| The depth of available information regarding the progress made in addressing the good governance principles are limited. | The KIC should monitor the implementation of GGP recommendations more closely and have more detailed information available on the concrete steps taken to address the recommendations. The monitoring of these steps should take place on a yearly basis. |

11. Efforts and results in designing and implementing gender-sensitive measures and activities

The EIT worked out a gender-mainstreaming policy, which shall be integrated into each KIC's operation. Equality between men and women is a core value at EU level (it is integrated into numerous legislative acts and specific strategic documents on gender balance are also in force). The EIT as an integral part of the EU, as well as Horizon2020 (which also identified gender equality as a cross-cutting issue across its sub-programmes) is therefore also committed to contribute to the gender balance.

The KIC has made visible changes in enforcing gender sensitive measures by implementing a Gender Mainstreaming Policy and Action Plan which was put into place in 2022. There is a commitment for further development on this matter, as the management team has identified several gender sensitive measures as priorities for 2023, including changes and improvements on the corresponding data collection and improving the gender dimension of their communication. Also, the KIC specially designed the recruitment process to ensure a more gender-equitable pipeline and organised thematic trainings for its employees. In 2020 and 2021 the KIC's numbers regarding gender equality have been less than satisfactory. At the 2020 EIT Urban Mobility Summit, the organisation's annual flagship event, 36% of the speakers were female and 64% were male. In 2021 the overall gender balance with reference to both the MT and SB was not adequate (25% women). Among nine MT members, there were three women, including the CEO (33%). Only one out of eight SB members was a woman (13%), which is below the proposed minimum of 1/3 of members of less dominant sex in the SB. In comparison in 2022 the permanent and temporary staff as of 1 August 2022, comprised 58% women and 42% men. There is a visible improvement in gender ratios between 2020 and 2022. The KIC also introduced specific policies, i.e. -Bullying & Harassment policy and a Disciplinary and Grievance policy.

Since the founding of EIT Urban Mobility, there has been no significant external expert assessment which has addressed the issue of gender equality, so the evaluation in this chapter relies primarily on the interviews and information shared by Urban Mobility on the achievements, and results on gender sensitive measures in the last three years.

11.1. Gender Sensitive Measures and Activities

Indicator: KICs have designed and implemented gender sensitive measures and activities

EIT Urban Mobility has developed a Gender Mainstreaming Policy in line with the relevant EU, Horizon and EIT policies, with the aim of enhancing gender equality and promoting the participation of women in the KIC's activities. To carry out the initiatives described in the Policy, the KIC also created an Action Plan detailing activities to be carried out within the management of the KIC, and all its main field of activities (i.e. Academy, Business Creation and Innovation). The Action Plan spans a period of three years (2022-2024), and its main aim is to bring institutional change in EIT Urban Mobility's operational and management activities.

In addition to the gender equality policy two further new policies were adopted, the Bullying & Harassment policy and a Disciplinary and Grievance policy.

The KIC has carried out several initiatives aimed at strengthening gender balance, such as:

- A new course was launched in 2021 regarding gender differences in urban transport
- Funded a project on women entrepreneurship in mobility
- In its Academy Programme, the KIC targets female applicants and engages gender balanced student ambassadors for recruitment and marketing efforts
- Urban Mobility is involved in a Cross-KIC project aiming at tackling the gender GAP in STEM fields called "Girls Go Circular"
- Had a month-long campaign focused on women empowerment

In 2022 the KIC planned on launching new initiatives, such as:

- Publishing Bullying, harassment & Disciplinary policies;
- Drafting a Diversity policy;
- Launching several trainings focused on gender imbalances.

During 2021, the Business Creation team organised several trainings related to gender equality in entrepreneurship, which will continue in the coming years. EIT Urban Mobility also takes part in cross-KIC Projects with EIT Food and EIT Manufacturing, on Women Entrepreneurship and Leadership to enhance the presence of women in the entrepreneurial ecosystem.

In 2021 the KIC took part in a joint project called “Women in Urban Mobility” with the participation of three cities: Barcelona, Sofia and Munich. The aim of the project was to empower women in becoming entrepreneurs, encourage sectoral actors to promote gender equality and to channel in female perspective into the innovation process in the field of urban mobility. In 2022, EIT Urban Mobility also financed a project on women empowerment for inclusive mobility (KAVA 22148).

Taking into account the above, it is visible that the KIC has taken important steps in ensuring gender balance not only as part of their organisation but also within the urban mobility sector. This has been proven by the cross-KIC collaborations as well as trainings initiated by EIT Urban Mobility. The Action Plan represents a detailed document with concrete plans on how to achieve gender balance which proves that the KIC is working towards this important goal. Overall, it can be concluded that whilst there is room for improvement in this area, EIT Urban Mobility is taking important steps to implement effective gender sensitive measures which will allow the KIC and the urban mobility sector to move towards a gender balance.

11.2. Positive Expert’s Assessment Gender Sensitive Activities

Indicator: Positive expert’s assessment of the outputs and results delivered by these activities

As mentioned in the previous chapter there are no available expert’s assessment about gender mainstreaming measures and activities, however, during the interviews we asked several questions about this topic and explored the issue in detail. Based on the available information the KIC has developed several new policies i.e. Gender Mainstreaming policy, Gender Equality Policy, Bullying & Harassment policy and a Disciplinary and Grievance policy. Moreover, the KIC has implemented and taken part in several initiatives aimed at empowering women and increasing gender equality both in its operations and in KAVA activities, such as designing specific trainings for the staff, providing flexible work arrangements and reforming the recruitment process to be more inclusive. The KIC also tracks the progress of its Gender Mainstreaming Policy, and has agreed on a set of priorities for 2023, namely:

- Proposing a KPI change to EIT, so that instead of collecting data about gender of the CEO of startups, collect data on gender of co-founders of start-ups;
- Improving data collection: in the new CRM/ERP system, data on the gender balance of investment committees, on the actual evaluator panels (not only pool).
- Improving the gender dimension of the KIC’s communication (text, images, programme names)
- Expanding the policy to all areas within the organisation (Market Dev., Stakeholder & Ecosystem and Operations).

Based on the information detailed above in Chapter 11.1 and 11.2, we understand that gender sensitivity and inclusivity is a priority of the KIC, and the progress made so far in this regard is very good.

11.3. Strengths, weaknesses and recommendations

The following table indicates some of the most significant strengths of the KIC with the relation to implement gender sensitive measures:

| Strengths |
|---|
| EIT Urban Mobility have introduced a range of initiatives to ensure gender balance in the organisation, such as policies, trainings, and work arrangements. |

The following table indicates the most significant weaknesses and recommendations:

| Weaknesses | Recommendations |
|---|--|
| The KIC has introduced several gender-sensitive initiatives, but the impact of these activities is difficult to assess in the absence of proper internal monitoring. | A designated monitoring process / KPIs shall be elaborated to frequently monitor the progress and results of each gender-sensitive measures introduced by the KIC. The monitoring should be implemented from 2024 onwards and should include yearly results. |

12. Capacity to develop sustainable innovation ecosystems and the achieved level of financial sustainability

Since the start of its operations, EIT Urban Mobility focused on connecting to already established networks and ecosystems to leverage the experiences and skills present in these ecosystems. The KIC focuses on local innovation ecosystems through its CLCs and RIS Hubs. The KIC has launched more initiatives to facilitate the development and expansion of such innovation ecosystems by implementing a Challenge Area management method, meaning that instead of geographical categorisation, ecosystems shall be categorised based on their focus area (e.g., Logistics, Micro mobility), and by establishing a Special Interest Group focusing on Urban Air Mobility.

One of the key goals of each KIC is to become financial sustainable by the end of the fifteen-year funding agreement. Since EIT Urban Mobility is in its start-up phase, up to 100% of its annual funding can come from EIT sources, however EIT encourages the KICs to start generating own revenue, and to gradually reduce their dependency from EIT funding. All KICs shall have a strong Financial Sustainability plan and corresponding mechanisms in its KAVAs in place to facilitate financial independency.

EIT Urban Mobility has already started to diversify its revenue portfolio, and even started generating revenue from ROI and equity, however the amount of such revenues is marginal and the KIC still heavily relies on the membership fees. The KIC should focus on implementing financial sustainability measures for each of its KAVAs, to meet the corresponding requirements.

Based on the above aspects, financial sustainability is rather a weakness of Urban Mobility, however it shall be highlighted that the KIC has only started its activities in 2020, and already introduced important mechanisms and is actively focusing on addressing the financial sustainability issues. In the coming years the main goal of EIT Urban Mobility shall be to increase its revenues from alternative sources and put more emphasis on enforcing financial sustainability mechanisms to meet the related criteria in the mid- to long-term.

12.1. Sustainable Innovation Ecosystem

Indicator: The KIC has created a sustainable innovation ecosystem effectively addressing the societal challenges and skill gaps it was established for.

One of the KIC's main aim is to have long-term impact on its societal goals via fostering the creation and development of innovation ecosystems. EIT Urban Mobility puts special emphasis on fostering local innovation ecosystems through its activities, and by facilitating the Extended KTI with cities involved in the partnership. The Innovation Hubs created by the KIC were built on already existing structures and ecosystems within the relevant industry, and as such could benefit from already present local ecosystems.⁸¹ EIT Urban Mobility is also able to connect to other established networks and key players across Europe, such as EU Mission, NetZeroCities, Clean Hydrogen Partnership, Europe Data Spaces Centre⁸². The KIC also plays a key role in fostering innovation ecosystems in the RIS regions through its 12 RIS Hubs, connecting key partners across the value chain.

EIT Urban Mobility also established a Special Interest Group to connect partners across the knowledge triangle focused on Urban Air Mobility. According to EIT representatives, the initiative has 20 partners, and they actively organise events, workshops in 2022 the group also published a leadership study⁸³.

⁸¹ Strategic Agenda 2021-2027

⁸² Based on the interviews conducted with Urban Mobility representatives

⁸³ EIT Urban Mobility, "Expectations and Success Factors for Urban Air Mobility in Europe," accessed 12 June 2023, [Expectations and Success Factors for Urban Air Mobility in Europe - EIT Urban mobility](#)

The KIC also launched several initiatives to increase its impact on societal challenges and skill gaps. The exact results and thus impact is hard to measure yet, however, actions taken are expected to have a positive contribution to the European challenges (e.g., skills gaps are addressed through the Academy Programme including online courses, citizen actions are in place, the accelerator programme is focusing on providing agile programmes to enhance impact).

12.2. Effective Financial Sustainability Strategy

Indicator: Effective Financial Sustainability Strategy, including Financial Sustainability mechanisms in place including diversified revenue sources and aligned with the original proposal and subsequent business plans/reports.

The Financial Sustainability (FS) Strategy elaborated by the KIC shall follow the criteria set out in Decision 4/2015 and Decision 13/2021 of the GB of the EIT. This includes annual reporting on the progress of the strategy, diversification of revenue sources, incorporating the strategy within all KAVA's, and developing a commercialisation strategy for each innovation activity.

Overall, the EIT assessed the FS of the KIC as a weakness regarding its revenue generation and FS mechanisms on KAVA level. Progress has been made on developing the FS mechanism on KAVA level, however according to the Multiannual dashboard 2022, the KIC was lacking FS mechanisms regarding its innovation KAVAs (only 28% of these KAVAs were in line with the FS requirements). By the end of 2022 the KIC further improved its FS mechanisms, according to the EIT review of the FR2022, 28 KAVAs out of 33 have FS agreements in place. Nevertheless, FS mechanisms and contributions related to projects shall be strengthened and the KIC should focus on ensuring that projects and partners meet such requirements. The requirements indicated in the 2021 calls for proposals incorporated Financial Sustainability requirements and were also considered in the project selection process.

The KIC also has shortcomings related to revenue generation. In 2020, the KIC did not meet its revenue targets. According to KIC representatives, EIT Urban Mobility is reviewing its FS strategy, and plans to focus on Equity pathway rather than a revenue share. The Market Development Team of the KIC is testing potential models of revenue generation, and the KIC is trying to offer more services to businesses and SMEs, and through its Academy programme to generate additional service-based revenue.

The KIC also carried out two reforms in 2021-2022, namely:

- (1) Revision of the partnership model from a "grant for fee" model to a "services for fee" model, focused on delivering value offerings to partners in return for their annual service subscription;
- (2) Shift from "Funder" to "Impact Investor", aligning Innovation, Academy and Business Creation programmes to ensure more stable creation of and investment in start-ups and paving the way towards this model. (2022 Grant Report)

12.3. Adequate Revenues and Leveraging of Assets

Indicator: An adequate level of revenues from its activities is demonstrated and a plan for the management and exploitation of intellectual property and financial assets supporting the KIC's business model is in place.

EIT Urban Mobility generates most of its revenue from membership fees aside from EIT funding, however the KIC has already started diversifying and introducing new streams of income (the proportion of alternative income remains marginal). Between 2020-2022 the revenue generated was the following, according to the annual grant reports:

Table 26: Revenue generated between 2020-2022

| KIC Revenue (EUR) | 2020 | 2021 | 2021-2022* |
|---|------------------|------------------|------------------|
| ROI and equity | - | EUR 10 462.00 | EUR 54 582.59 |
| Education | - | EUR 18 456.38 | EUR 286 654.66 |
| Services and consulting | EUR 690 021.86 | EUR 60 661.02 | EUR 706 544.30 |
| Membership fees | EUR 2 093 000.00 | EUR 3 256 442.70 | EUR 4 477 736.88 |
| Alternative funding sources⁸⁴ | - | EUR 67,730.37 | EUR 267 056.73 |
| Total revenue | EUR 2 783 021.86 | EUR 3 413 752.47 | EUR 5 792 575.16 |

*aggregated data for 2021-2022 according to the DUNA portal. The amount is reported by the KIC however it was not validated by EIT.

In 2021 the KIC had revenue from Equity investment (EUR 10 462.00), from online and personal educational courses (EUR 18 456.38), strategic and technical consulting (EUR 60 661.02) and from participating in Erasmus+ and H2020 projects (EUR 67 730.37). In 2022 there was a general underperformance in revenues, which was explained by the partnership model change, which decreased the revenue from membership fees. However, the services and consulting fees have been much higher than expected which partly compensates the underperformance.

It shall be noted, that the KIC already started diversifying and generating revenues from different sources in its Start-Up phase, however the proportion of such revenues are very low. The KIC should further strengthen its asset diversification and increase its innovation project portfolio which can generate further revenue. The KIC shall focus also on meeting all the FS requirements as detailed in Chapter 13.2 to ensure that FS targets are met in the future.

As a result of the new membership structure, the revenue from membership fees have decreased. The KIC plans to fill in the revenue gap with increasing its revenue from ROI and Equity, and alternative sources leveraging a reputation in the mobility world, as well as the internal capabilities and structure to acquire and deliver non-EIT funded projects.

According to the FS strategy adopted by the KIC in its Strategic Agenda for 2021-2027, the KIC is following a multi-annual business model, and expects that from 2026 EIT funding will start to decrease. The long-term strategy to become financially sustainable is based on scalable service fees and passive revenues from investments. According to the strategic agenda membership fees are expected to play an important role in revenue generation in the coming years, while alternative income sources are also expected to generate revenue (e.g., by being involved in projects outside of EIT funding, and by securing financing from regional and national governments). EIT Urban Mobility also established an IP policy to generate further revenues.

⁸⁴ Participation in other projects e.g. in the H2020 programme

12.4. Financial Sustainability

Indicator: Financial Sustainability (FS): revenues of KIC LE, FS coefficient

The FS coefficient is calculated by dividing the total revenue generation of the KIC LE by the total EIT grant for year N. It captures the ability of the KIC LE and its CLCs to attract revenues and other financing sources.

Table 27: Annual FS coefficient

| 2020 | 2021 | 2021-2022 reported |
|----------------|----------------|--------------------|
| 10.088% | 12.005% | 12.224% |

In 2021, the reported FS coefficient was slightly higher than the targeted percentage, which shows that the KIC already started incorporating additional revenue sources from the market through services commercialized, equity investments etc. However membership fees continue to take up more than 90% of the total non-EIT Revenues, despite them having a decreasing trend. In the coming years, the KIC should focus on further increasing the FS coefficient by generating additional revenues to make up for the decreasing trend of membership fees.

12.5. Co-funding rates

Indicator: Co-funding Rates

The co-funding rate is the percentage of the EIT funding that makes up the entire KAVA budget. The target co-funding rate for KIC's over time is outlined in the table below:

Table 28: EIT co-funding rate

| Phase | Start-Up | Ramp-Up | Maturity | Exit from EIT Grant |
|----------------------------|------------|-----------|-----------|--|
| Years | 1-4 | 5-7 | 8-11 | 12-15 |
| EIT Co-funding rate | Up to 100% | Up to 80% | Up to 70% | 50% at year 12, decreasing by 10 percentage points per annum |

The EIT co-funding rates were adjusted in the 2021-2017 Strategic Agenda according to the Decision 13/2021 of the GB of the EIT On the Principles on the FS of the KICs. The EIT GB sets the FS targets to monitor KIC's progress towards achieving financial independence from EIT. The above detailed target co-funding rates shall be applicable from 2021 onwards.

EIT Urban Mobility's co-funding rate projections are the following according to its Strategic Agenda 2021-2027:

Table 29: EIT Urban Mobility's co-funding rates projections 2021-2027

| 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------|------------|------------|------------|------------|------------|------------|
| 85% | 87% | 85% | 80% | 79% | 79% | 70% |

According to the data available on the Duna Portal, EIT Urban Mobility is slightly above its set target for 2021 and 2022.

Table 30: EIT Urban Mobility annual co-funding rates

| 2020 | 2021 reported | 2022 reported |
|---------------|---------------|---------------|
| 85.12% | 88.09% | 88.09% |

As EIT Urban Mobility is in its Start-Up Phase, the KIC does not need to meet a target co-funding rate. However, to ensure financial sustainability in the long-term, the co-funding rate in general will follow a decreasing trend.

12.6. Financial Asset Valuation

Indicator: Financial asset valuation.

According to the relevant EIT legislation (Decision 13/2021 of the Governing Board of the European Institute of Innovation and Technology (EIT)), KICs should focus on achieving financial sustainability by acquiring funds from both public and private sources. One of the main goals shall be the mobilisation of funds from the private sources and from income generated by the KIC's activities, to ensure financial sustainability at the latest by the end of the 15th year of the KIC. The KIC has already started generating revenue from private sources, and diversifying its revenue portfolio, however the revenue generated from ROI and equity (which can be considered as financial asset) takes up a marginal percentage of the whole revenue portfolio.

Table 31: KIC Revenue

| KIC Revenue (EUR) | 2020 | 2021 | 2021-2022 |
|------------------------------------|------------------|---|--|
| ROI and equity | - | EUR 10 462.00 from equity investment in start-ups | EUR 37 347.50 from commercialized products/services EUR 17 235.09 from interest in convertible loans and start-up investments |
| Total revenue | EUR 2 783 021.86 | EUR 3 413 752.47 | EUR 5 792 575.16 |
| % of ROI and equity revenue | - | 0.3% | 0.9% |

The KIC should aim at further increasing the ROI and equity revenues to secure a steady income flow in mid-term. The current level of ROI and Equity revenue does not contribute significantly to the KIC budget and is unclear whether the current investments will generate significant further cash flow in coming years.

12.7. Strengths, weaknesses and recommendations

| Strengths |
|--|
| The KIC was already able to generate revenues from alternative sources and has started to broaden its revenue portfolio. |
| The main financial KPIs are in line with the relevant legislations and requirements (FS coefficient and co-funding rates). |
| The KIC has managed to leverage existing ecosystems and partnership and has contributed significantly to the development of innovation ecosystems. |
| The CLCs and RIS Hubs established by the KIC are well placed to foster and facilitate the establishment and development of innovation ecosystems. |

The following table indicates the most significant weaknesses and recommendations:

| Weaknesses | Recommendations |
|---|---|
| The KIC has put its focus mainly on creating local innovation ecosystems around cities which have limited potential. | From 2024 onwards the KIC should explore the opportunities of connecting the local innovation ecosystems together or with EU-wide ecosystems and initiatives for increased impact, and within a year, the results of these measures should be evaluated by the KIC. |
| The KIC has been underperforming in revenue generation in 2022. | While the underperformance of revenue generation in 2022 has been explained by the partnership model change, which decreased the revenue from membership fees, the KIC should focus on achieving a trend of growth in the upcoming years. The KIC should focus on diversifying its source of external revenues. |
| The long-term FS of the KIC is not ensured. The KIC is highly dependent on partner contributions, while the revenue generated from the market remains low. | Further diversification of the revenue portfolio is needed to ensure the FS of the KIC in the mid-to long-term. Steps to ensure diversification need to be taken immediately whilst the results of the steps taken should be monitored by the KIC. |

| Weaknesses | Recommendations |
|---|---|
| The FS mechanisms are not in place for all KAVA, which hinders financial sustainability. | From 2024 onwards, the KIC shall put more emphasis on implementing financial sustainability measures for those KAVAs that can generate further income (e.g. by investments or services) and by 2025 the results of these measures should be evaluated by the KIC. We understand that for certain KAVAs e.g. focusing on dissemination, such FS mechanisms might not be realistic. |

13. ANNEXES

13.1. ANNEX I. Reference list

REGULATION (EC) No 294/2008 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 March 2008 establishing the European Institute of Innovation and Technology, received from EIT on 05.12.2022

REGULATION (EU) No 1292/2013 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 December 2013 amending Regulation (EC) No 294/2008 establishing the European Institute of Innovation and Technology, received from EIT on 05.12.2022

REGULATION (EU) 2021/819 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 20 May 2021 on the European Institute of Innovation and Technology, received from EIT on 05.12.2022

DECISION 34/2017 OF THE GOVERNING BOARD OF THE EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY (EIT) on the adoption of the final single programming document (2018-2020) of the EIT, received from EIT on 05.12.2022

DECISION 06/2019 OF THE GOVERNING BOARD OF THE EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY (EIT) on the amendment of decision 42/2018 of the EIT governing board on the adoption of the final single programming document (2019-2021) of the EIT, received from EIT on 05.12.2022

DECISION 27/2019 OF THE GOVERNING BOARD OF THE EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY (EIT) on the adoption of the final single programming document (2020-2022) of the EIT, received from EIT on 05.12.2022

DECISION 17/2015 OF THE GOVERNING BOARD OF THE EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY (EIT) on adopting the triennial work programme (TWP) 2016-2018, received from EIT on 05.12.2022

DECISION 4/2015 of the Governing Board of the European Institute of Innovation and Technology (EIT) on principles on KIC's financial sustainability, <https://eit.europa.eu/sites/default/files/EIT%20GB%20Decision%20on%20principles%20on%20KIC%20Financial%20Sustainability.pdf>, accessed on 06.05.2023.

DECISION 13/2021 of the Governing Board of the European Institute of Innovation and Technology (EIT) on the principles of financial sustainability of knowledge and innovation communities (KICs), https://eit.europa.eu/sites/default/files/2021-13_20210317-gb66-13_new_eit_fs_principles.pdf, accessed on 08.02.2023.

GENERAL MODEL GRANT AGREEMENT/CONTRACT FOR THE HORIZON EUROPE PROGRAMME (HORIZON) 1 EURATOM RESEARCH AND TRAINING PROGRAMME (EURATOM) 2 (HE MGA — MULTI & MONO), Annex 5, general-mga_horizon-euratom_en.pdf (europa.eu), accessed on 26.01.2023

DUNA Portal Grant Reporting and Business Planning modules (access granted by EIT)

Materials received from EIT Urban Mobility (KIC specific documents, Gender Mainstreaming Plan, Highlights Reports, RIS activity reports)

EIT and KICs websites (deliverables included on websites, as well as those submitted alongside KIC reports)

Documents provided by EIT:

- Key EIT documents (e.g., old EIT Regulation (2008), EIT Regulation Amendment (2013), new EIT Regulation (2021), EIT Financial Regulation, EIT SIA 2014-2020 and EIT SIA 2021-2027, Triennial Work Programmes, Single Programming Documents)

- Calls for KIC Proposals documentation; KIC Proposals
- Framework Partnership Agreements, new Partnership Agreements and KICs' Strategic Agendas (originals and any later updates)
- KICs Business Plans and Reports for relevant years and experts' assessments
- KIC Assessments: Business Creation, Education, Knowledge Triangle integration, and subsequent RIS evaluations
- RIS Evaluation 2020
- EIT consolidated reports on the KIC Monitoring/GB Rapporteur visits and reports
- Specific EIT guidance to KICs (e.g. governance, code of conduct, etc.)
- EIT Principles on KICs' Financial Sustainability (old and new)
- EIT Guidance on the EIT Regional Innovation Scheme (EIT RIS) 2018-2020 and EIT RIS Implementation Framework 2021-2027
- EIT Good Governance Principles and respective assessments
- EIT and KICs websites (deliverables included in websites as well as those submitted with KIC reports)
- KICs' action plans for tackling specific issues (i.e. EIT and EU co-branding; communications strategy; Project Partners, gender balance etc.)
- Annual Grant KIC Performance Assessment Reports
- Multi-annual Dashboard
- Annual Grant KIC Performance Assessment Reports
- EIT GB Strategic Recommendations issued during the assessed period
- EIT GB Rapporteur Reports
- Communications Activities Assessments
- Publicly available relevant EU documents

13.2. ANNEX II. List of interviewees

| Name | Title |
|---------------------------|---|
| Bernadette Bergsma | Director of Communications and EU Affairs |
| Daniel Serra | Director of Ecosystem and Stakeholders |
| Gareth Macnaughton | Director of Innovation |
| Jaume Campmany | Head of Legal and Governance |
| Julia Gschwendner | Head of Executive and Strategy Office |