



Guidelines for EIT Culture & Creativity 2024-2025 KIC Business Plan and estimated budget

Version: 1.0
Date: 28 April 2023

These Guidelines form an integral part of EIT's Invitation to submit a KIC Business Plan.

Introduction

The purpose of this document is to facilitate the preparation of the KIC Business Plan and estimated budget, allowing the analysis of the KIC's integrated portfolio of activities, governance and management structures and financial sustainability plans, which are essential elements to assess, monitor and incentivise long-term business-like partnerships.

IMPORTANT NOTE: In accordance with the EIT legal framework, the terms set out in the EIT KIC Partnership Agreement (PA) and in the 2024-2025 Grant Agreement (GA) shall take precedence over these Guidelines.

When preparing the Business Plan, the KIC shall also keep in mind the strategic recommendations and conditions given by the EIT Governing Board, the EIT Requirements.

Business Plan Submission

The Business Plan must be submitted electronically using the Funding and Tenders Portal. The submission shall comply with the templates and standards available in the portal.

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/programmes/horizon>

Completeness and Compliance check

After the submission deadline, the EIT carries out a completeness and consistency check on the Business Plan's alignment with the Guidelines. The EIT will inform the KICs about the completeness check outcome and request corrections, if relevant.

PART I: KIC Business Plan – Structure and content

The KIC Business Plan (BP) consists of the Application Forms (Part A) and the Technical Description (Part B) that, in the context of the KIC multiannual strategy taking into account the results achieved to date, shall provide a strategic overlook of the proposed plan, targets and budget for 2024 and 2025; it shall describe the design and selection process for the proposed portfolio of activities and their management, following the Horizon Europe proposal template.

The KIC must ensure consistency of the information provided in the Business Plan per se and the KIC Strategic Agenda ¹(i.e. KPI values).

The KIC may choose to submit supplementary information in form of separate supporting document(s). These documents will be available for relevant actors (evaluators or EIT) as documentation additional to the Business Plan, thus not constituting the mandatory parts of Business Plan for the evaluation purposes nor the Grant Agreement (GA). As supplementary information, the KIC may provide, for instance:

- presentation with key highlights about the Business Plan (PowerPoint or similar),
- portfolio brief factsheets or similar, including visuals which are not supported by IT platform template,
- data on budget trends for the multi-annual portfolio, brief presentation of the Business Plan,
- contribution of each work package (WP) to KIC' Strategic Objectives
- documentation on the portfolio selection process.

The KIC is also welcomed to provide a short video presenting the KIC Business Plan positioning it into the strategic perspective. This material will be made available to the experts as part of their briefing or continuous support from EIT side.

At the Funding and Tenders portal area dedicated to the KIC Business Plan submission, template(s) are available for the information to be provided by the KIC.

What should be provided...	...and how
Part A	EU Funding and Tenders portal
Part B <ul style="list-style-type: none"> • Business Plan <i>per se</i> • Tables 3.1 	PDF document to be categorised as 'Business Plan' EU Funding and Tenders portal

In the following chapters, the document presents mandatory parts of the Business Plan, as well as recommendations and guidance on the content.

After approval by the EIT, the Business Plan *Part A and Part B* will compose GA Annex 1 (Description of the specific action). Part A, chapter 3 will be the Budget for the proposal GA Annex 2 (Estimated budget).

Publication of the Business Plan – confidentiality

In accordance with Article 7.2 (e) of the EIT-KIC Partnership Agreement, the KICs must publish their final Business Plans on their websites. Therefore, Part B of the Business Plan shall be published. Part A is considered confidential.

¹ The KIC Strategic Agenda is being developed under the Start-up Grant Agreement. At the time of submitting a proposal to this invitation, only a draft version will be ready. The proposal should be developed in line with the draft Strategic Agenda, however in the light of the finalized agenda (that is due in November 2023), the EIT Governing Board can set requirements to update the content of the proposal to adjust it to the final Strategic Agenda during the Grant Agreement Preparation process.



Horizon Europe Programme

Application Form Proposal Template (EIT)

Annotated - Application forms (Part A)

Version 2.0
21 January 2022

Disclaimer

This document is aimed at informing potential applicants for Horizon Europe funding. It serves only as an example. The actual Web forms and templates, provided in the online submission system under the Funding and Tenders Portal, might differ from this example.

Structure of the Proposal

The proposal contains two parts:

- **Part A** of the proposal is generated by the IT system. It is based on the information entered by the participants through the submission system in the Funding & Tenders Portal. The participants can update the information in the submission system at any time before final submission.
- **Part B** of the proposal is the narrative part that includes three sections that each correspond to an evaluation criterion. Part B needs to be uploaded as a PDF document following the templates downloaded by the applicants in the submission system for the specific call or topic. The templates for a specific call may slightly differ from the example provided in this document.

The electronic submission system is an online wizard that guides you step-by-step through the preparation of your proposal. The submission process consists of 6 steps:

- Step 1: Logging in the Portal
- Step 2: Select the call, topic and type of action in the Portal
- Step 3: Create a draft proposal: Title, acronym, summary, main organisation and contact details
- Step 4: Manage your parties and contact details: add your partner organisations and contact details.
- Step 5: Edit and complete web forms for proposal part A and upload proposal part B
- Step 6: Submit the proposal

- Instructions and footnotes in green will not appear in the text generated by the IT system.
- For options [in square brackets]: the option that applies will be automatically shown in the IT system (Part A) or included in the template of Part B offered by the IT system or you must select the appropriate value from a predefined list.
- For fields in [grey in square brackets] (even if they are part of an option as specified in the previous item): enter the appropriate data in the IT system.
- Data in coloured fields will be prefilled by the IT tool.

HISTORY OF CHANGES		
Version	Publication date	Changes
1.0	10.03.2021	▪ Initial version
1.1	19.04.2021	▪ Formatting and alignment
2.0	21.01.2022	▪ Added definitions for role of participants

Please check our wiki for help on navigating the form.

Horizon Europe

Application forms (Part A)

Topic: HORIZON-EIT-2024-25-KIC-EIT-CCSI

Type of action: EIT KIC

Type of Model Grant Agreement: EIT GA

Proposal number:

Proposal acronym: <KIC Name> BP 2024-2025

Table of contents

Section	Title	Action
1	General information	
2	Participants	
3	Budget	
4	Ethics and security	
5	Other questions	

The forms must be filled in for each proposal using the templates available in the Submission System. Some data fields in the forms are pre-filled based on the previous steps in the Submission wizard.

1 – General information

Section 1 provides basic data on the proposal. It can be filled in by contacts of the coordinator. Other participants may view this section only. Read-only parts are marked in blue.

Topic	Type of action
Call	Type of Model Grant Agreement
Acronym	HORIZON-EIT-2023-KIC
Proposal title	<div style="background-color: yellow; display: inline-block; padding: 2px;"><KIC Name> Business Plan 2024-2025</div>
Duration in months	24
Fixed keyword	<KIC Name>
Fixed keyword	European Institute of Innovation and Technology (EIT)
Free keywords	<div style="background-color: yellow; display: inline-block; padding: 2px;">Key words based on the KIC SA priorities</div> Enter any words you think give extra detail of the scope of your proposal (max 200 characters with spaces).

Note that for technical reasons, the following characters are not accepted in the Proposal Title and will be removed: < > " &

Abstract

The abstract should provide the reader with a clear understanding of the objectives of the proposal, how they will be achieved, and their relevance to the Work Programme. This summary will be used as the short description of the proposal in the evaluation process and in communications to the programme management committees and other interested parties. It must therefore be short and precise and should not contain confidential information. Use plain typed text, avoiding formulae and other special characters. If the proposal is written in a language other than English, please include an English version of this abstract in the Part B (technical description) of the proposal. .

Executive summary on how the KIC Business Plan 2024-2025 covers the expected outcome, objectives, scope and expected impact as described in the invitation.

Has this proposal (or a very similar one) been submitted in the past 2 years in response to a call for proposals under any EU programme, including the current call? <i>A `similar' proposal or contract is one that differs from the current one in minor ways, and in which some of the present consortium members are involved.</i>	<input type="radio"/> Yes	<input type="radio"/> No
Please give the proposal reference or contract number	XXXXX-X	

Application Forms

Proposal ID **XXXXXXXXXX**

Acronym **XXXXXXXX**

Declarations

These declarations can be filled in by any coordinator contact(s). All declarations are mandatory.

1) We declare to have the explicit consent of all applicants on their participation and on the content of this proposal.	<input type="checkbox"/>
2) We confirm that the information contained in this proposal is correct and complete and that none of the project activities have started before the proposal was submitted (unless explicitly authorised in the call conditions).	<input type="checkbox"/>
3) We declare: <ul style="list-style-type: none"> – to be fully compliant with the eligibility criteria set out in the call – not to be subject to any exclusion grounds under the EU Financial Regulation 2018/1046 – to have the financial and operational capacity to carry out the proposed project. 	<input type="checkbox"/>
4) We acknowledge that all communication will be made through the Funding & Tenders Portal electronic exchange system and that access and use of this system is subject to the Funding & Tenders Portal Terms & Conditions .	<input type="checkbox"/>
5) We have read, understood and accepted the Funding & Tenders Portal Terms & Conditions and Privacy Statement that set out the conditions of use of the Portal and the scope, purposes, retention periods, etc. for the processing of personal data of all data subjects whose data we communicate for the purpose of the application, evaluation, award and subsequent management of our grant, prizes and contracts (including financial transactions and audits).	<input type="checkbox"/>
6) We declare that the proposal complies with ethical principles (including the highest standards of research integrity as set out in the ALLEA European Code of Conduct for Research Integrity , as well as applicable international and national law, including the Charter of Fundamental Rights of the European Union and the European Convention on Human Rights and its Supplementary Protocols. Appropriate procedures, policies and structures are in place to foster responsible research practices, to prevent questionable research practices and research misconduct, and to handle allegations of breaches of the principles and standards in the Code of Conduct.	<input type="checkbox"/>
7) We declare that the proposal has an exclusive focus on civil applications (activities intended to be used in military application or aiming to serve military purposes cannot be funded). If the project involves dual-use items in the sense of Regulation 428/2009 , or other items for which authorisation is required, we confirm that we will comply with the applicable regulatory framework (e.g. obtain export/import licences before these items are used).	<input type="checkbox"/>
8) We confirm that the activities proposed do not <ul style="list-style-type: none"> – aim at human cloning for reproductive purposes; – intend to modify the genetic heritage of human beings which could make such changes heritable (with the exception of research relating to cancer treatment of the gonads, which may be financed), or – intend to create human embryos solely for the purpose of research or for the purpose of stem cell procurement, including by means of somatic cell nuclear transfer. – lead to the destruction of human embryos (for example, for obtaining stem cells) <p>These activities are excluded from funding.</p>	<input type="checkbox"/>
9) We confirm that for activities carried out outside the Union, the same activities would have been allowed in at least one EU Member State.	<input type="checkbox"/>
10) <i>[Additional option for LUMP SUM grants: For Lump Sum grants based on a detailed project budget: We understand and accept that the EU lump sum grants must be reliable proxies for the actual costs of a project and confirm that the detailed budget for the proposal has been established in accordance with our usual cost accounting practices and in compliance with the basic eligibility conditions for EU actual cost grants (see AGA — Annotated Grant Agreement, art 6) and exclude costs that are ineligible under the Programme. Purchases and subcontracting costs must be done taking into account best value for money and must be free of conflict of interest.]</i>	<input type="checkbox"/>

Application Forms

Proposal ID **XXXXXXXXXX**

Acronym **XXXXXXXX**

The coordinator is only responsible for the information relating to their own organisation. Each applicant remains responsible for the information declared for their organisation. If the proposal is retained for EU funding, they will all be required to sign a declaration of honour.

False statements or incorrect information may lead to administrative sanctions under the EU Financial Regulation.

2 – Participants

List of participating organisations

#	Participating Organisation Legal Name	Country
1	KIC Legal Entity (LE) – as coordinator	
2	KIC Co-location Centres (CLCs) – as co-beneficiary or as affiliated entity	
3	Other entities linked to KIC LE (if any) – as affiliated entity	

See the Invitation text (Entities eligible for funding)

Coordinator contacts have the rights to:

- add, delete, edit and re-order partners in the consortium
- add, delete, edit and re-order contact points for those organisations
- edit all sections of the administrative forms
- upload, delete, view and download Part B and Annexes (when required for the call)
- submit the proposal

Participant contacts may:

- view all the information in this screen, but not edit it
- edit only the section for their organisation in the administrative forms (including budget)
- view the entire administrative forms
- view/download the Part B and other Annexes

You can manage the list of organisations and access rights of persons at Step 4 of the submission process. You may identify and give access to as many contact persons of the selected organisations as you wish. The identification is based upon the e-mail address of the person. When you add a contact person, you will be prompted to supply the contact details: name, e-mail, phone.

Person in charge of the proposal (main contact person): Each organisation needs to have one main contact person identified; the main contact person will have to fill in full contact details in the administrative form. The 'Main Contact Person' for the coordinating organisation (Participant no. 1) will become the primary contact person for the Services. Other contact persons may also be identified and may receive read-only or full access rights. Contact persons with full access rights of the coordinator (Participant no. 1) will be called 'Coordinator contacts' in the Funding & Tenders Portal, while for the other participants 'Participant Contacts'; contact persons with read-only rights will be called 'Team Members'. Other contact persons are listed with basic details in the administrative form.

Access rights: The main contact person and contact persons of the coordinator with full access rights have the same level of rights: they can manage the list of participants and contacts, edit any part of the administrative part of the proposal and upload any attachments (eg. Part B - technical description), and submit the proposal. Contact persons with read-only rights can only view/download the information. Participant contacts with full access rights can only edit their section of the administrative form and view all proposal data.

Access rights can be revoked by the Coordinating Organisation contacts. The person who created the proposal cannot be deleted.

Invitation: All contacts will receive an e-mail and a notification to the Portal about the invitation to the proposal upon saving the data at Step 4 of the submission process.

Organisation data

The section shows the administrative data of the participating organisation as registered and/or validated in the central registry of organisations of the European Commission, linked to the given PIC number. Data in blue is read-only, modification is not possible in the proposal forms. For more information on how to modify this information, please visit the [online manual](#) on the participant register.

PIC	Legal name
<i>Short name</i>	
<i>Address of the organisation</i>	
Street	
Town	
Postcode	
Country	
Webpage	
<i>Specific legal statuses</i>	
Read more about legal statuses.	
Public unknown	Legal person
unknown	
Non-profit unknown	
International organisation..... unknown	
International organisation of European interest..... unknown	
Secondary or Higher education establishment..... unknown	
Research organisation unknown	
<i>SME status</i>	
The enterprise data of the organisation is taken from the Beneficiary Register. Changes to the self-declared or self-assessed SME data can be performed by the self-registrant or by the LEAR (Legal Entity Appointed Representative) in the Beneficiary Register.	
SME self declared status unknown	
SME self-assessment unknown	
SME validation sme unknown	
Based on the above details of the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.	

Departments carrying out the proposed work

The information serves mainly statistical purposes. For determining the eligibility of the proposal, the official address of the organisation is taken into account.

Department 1

Department name

 not applicable

 Same as organisation address

Street

Please enter street name and number

Town

Postcode

Country

Links with other participants

Please indicate if there are dependencies with other participants of the proposal.

Two participants (legal entities) are dependent on each other where there is a controlling relationship between them:

* A legal entity is under the same direct or indirect control as another legal entity; or

* A legal entity directly or indirectly controls another legal entity; or

* A legal entity is directly or indirectly controlled by another legal entity. Control:

Legal entity A controls legal entity B if:

* A, directly or indirectly, holds more than 50% of the nominal value of the issued share capital or a majority of the voting rights of the shareholders or associates of B, or

* A, directly or indirectly, holds in fact or in law the decision-making powers in B.

The following relationships between legal entities shall not in themselves be deemed to constitute controlling relationships:

(a) the same public investment corporation, institutional investor or venture-capital company has a direct or indirect holding of more than 50 % of the nominal value of the issued share capital or a majority of voting rights of the shareholders or associates;

(b) the legal entities concerned are owned or supervised by the same public body.

Type of link	Participant	
[Same group] [Controls] [Is controlled by]	Select one participant from the list of participants	

Main contact person

This will be the person the EU services will contact concerning this proposal (e.g. for additional information, invitation to hearings, sending of evaluation results, convocation to negotiations). The data in blue is read-only. Details (name, first name and e-mail) of Main Contact persons should be edited in Step 4 of the Submission wizard.

Title

Gender

Woman

Man

Non binary

First name

Last name

E-mail

Position in org.

Please indicate the position of the person

Department

Same as organisation

Same as organisation address

Street

Town

Post code

Country

Website

Phone 1

Phone 2

Other contact persons

First name	Last name	e-mail	Phone

Application Forms

Proposal ID **XXXXXXXXXX**

Acronym **XXXXXXXX**

Participant short name: **XXXX**

Researchers involved in the proposal **NOT APPLICABLE TO EIT/KICS**

Include only the researchers involved in the proposal, (see below definition of 'researcher'). You do not need to include in the table the identity of other persons involved in the proposal who are not researchers.

'Researchers are professionals engaged in the conception or creation of new knowledge. They conduct research and improve or develop concepts, theories, models, techniques instrumentation, software or operational methods. (Frascati Manual 2015)'

Include also the person in charge of the proposal if a researcher.

Title	First Name	Last Name	Gender	Nationality	E-mail	Career stage ²	Role of researcher (in the project)	Reference Identifier	Type of identifier
			[Woman] [Man] [Non-binary]			[Category A – Top grade researcher] [Category B – Senior researcher] [Category C – Recognised researcher] [Category D – First stage researcher]	[Leading] [Team member]		[ORCID] [Researcher Id] [Other - specify]

² Career stages as defined in Frascati 2015 manual:

Category A – Top grade researcher: the single highest grade/post at which research is normally conducted. Example: 'Full professor' or 'Director of research'.

Category B – Senior researcher: Researchers working in positions not as senior as top position but more senior than newly qualified doctoral graduates (IsCED level 8). Examples: 'associate professor' or 'senior researcher' or 'principal investigator'.

Category C – Recognised researcher: the first grade/post into which a newly qualified doctoral graduate would normally be recruited. Examples: 'assistant professor', 'investigator' or 'post-doctoral fellow'.

Category D – First stage researcher: Either doctoral students at the IsCED level 8 who are engaged as researchers, or researchers working in posts that do not normally require a doctorate degree. Examples: 'PhD students' or 'junior researchers' (without a PhD).

Version of template used

Page 9 of 21

Last saved dd/mm/yyyy HH:mm

This proposal version was submitted by [Name, FAMILY NAME] on [dd/mm/yyyy HH:mm:ss] Brussels Local Time. Issued by the Funding and Tenders Portal Submission Service.

Application Forms

Proposal ID XXXXXXXXXX

Acronym XXXXXXXX

Participant short name: XXXX

<i>Role of participating organisation in the project</i>		<i>Definitions</i>
<p><i>Applicants may select more than one option.</i></p> <p><i>For guidance on the different options, please go to the online manual on the Funding & Tenders Portal.</i></p>		
Project management	<input type="checkbox"/>	<i>Click if your organisation will do project management activities (i.e. assigning the tasks, reporting and interface with the EC). These tasks are normally carried out by the coordinator, but other participants can also contribute.</i>
Communication, dissemination and engagement	<input type="checkbox"/>	<i>Click if your organisation will be in charge of communication, dissemination and engagement. This can be centralised by one partner or split across the partners.</i>
Provision of research and technology infrastructure	<input type="checkbox"/>	<i>Click if your organisation is providing a research facility or research equipment.</i>
Co-definition of research and market needs	<input type="checkbox"/>	<i>Click if your organisation will be involved in the co-defining the research and market needs. Usually, it is a company that intends to later use the research results, or a NGO that will use the solution. This will help the project further tailor its results to respond to specific needs of the end user.</i>
Civil society representative	<input type="checkbox"/>	<i>Click if your organisation belongs to civil society (NGO, association, organisation, consumer group, community group, charity, etc.).</i>
Policy maker or regulator, incl. standardisation body	<input type="checkbox"/>	<i>Click if your organisation is a policy maker (local, regional, national, European level), regulator or a standardisation body.</i>
Research performer	<input type="checkbox"/>	<i>Click if your organisation is in charge of performing the research during the project.</i>
Technology developer	<input type="checkbox"/>	<i>Click if your organisation is in charge of developing the technology during or after the project.</i>
Testing/validation of approaches and ideas	<input type="checkbox"/>	<i>Click if your organisation is in charge of testing/validating the approach and ideas.</i>
Prototyping and demonstration	<input type="checkbox"/>	<i>Click if your organisation is in charge of developing the prototypes and performing demonstrations.</i>
IPR management incl. technology transfer	<input type="checkbox"/>	<i>Click if your organisation is in charge of IPR management including technology transfer at the end of the grant.</i>
Public procurer of results	<input type="checkbox"/>	<i>Click if your organisation (public authority, hospital, university, local government, etc) will be using the results afterwards.</i>
Private buyer of results	<input type="checkbox"/>	<i>Click if your organisation (from the private sector) will be using the results afterwards.</i>
Finance provider (public or private)	<input type="checkbox"/>	<i>Click if your organisation will be providing the financing for the exploitation during or after the end of the project.</i>
Education and training	<input type="checkbox"/>	<i>Click if your organisation is in charge of educating and training researchers.</i>
Contributions from the social sciences or/and the humanities	<input type="checkbox"/>	<i>Click if your organisation is in charge of contributing to the social sciences or/and the humanities dimension to the research project.</i>
Other Specify (50 character limit):	<input type="checkbox"/>	

*List of up to 5 publications, widely-used datasets, software, goods, services, or any other achievements relevant to the call content. **NOT APPLICABLE TO EIT/KICs***

Type of achievement	Short description
<p><i>[Publication]</i></p> <p><i>[Dataset]</i></p> <p><i>[Software]</i></p> <p><i>[Good]</i></p>	<p>Key elements of the achievement, including a short qualitative assessment of its impact and (where available) its digital object identifier (DOI) or other type of persistent identifier (PID).</p> <p>Publications, in particular journal articles, are expected to be open access. Datasets are expected to be FAIR and 'as open as possible, as closed as necessary'.</p>

[Service]		
[Other achievement]		

List of up to 5 most relevant previous projects or activities, connected to the subject of this proposal

Name of Project or Activity	Short description

Description of any significant infrastructure and/or any major items of technical equipment, relevant to the proposed work

Name of infrastructure or equipment	Short description

Gender equality plan

Aligned with PA Article 6.1. (c), the KIC must have a Gender Mainstreaming Policy in place.

<p><i>Having a gender equality plan is an eligibility criterion for Public bodies, Higher education establishments and Research organisations from Member States and Associated Countries. Be aware that if the proposal is selected, having a Gender Equality Plan will be necessary before the grant agreement signature (applicable on calls with deadlines in 2022 and beyond).</i></p> <p>Does the organisation have a Gender Equality Plan (GEP) covering the elements listed below?</p> <p>Minimum process-related requirements (building blocks) for a GEP</p> <ul style="list-style-type: none"> – Publication: formal document published on the institution’s website and signed by the top management – Dedicated resources: commitment of human resources and gender expertise to implement it. – Data collection and monitoring: sex/gender disaggregated data on personnel (and students for establishments concerned) and annual reporting based on indicators. – Training: Awareness raising/trainings on gender equality and unconscious gender biases for 	<input type="radio"/> Yes	<input type="radio"/> No
--	---------------------------	--------------------------

staff and decision-makers.

Content-wise, recommended areas to be **covered** and addressed via concrete measures and targets are:

- work-life balance and organisational culture;
- gender balance in leadership and decision-making;
- gender equality in recruitment and career progression;
- integration of the gender dimension into research and teaching content;
- measures against gender-based violence including sexual harassment.

3 – Budget for the proposal

No	Participant name	Country	Estimated expenditure							Estimated income							
			Estimated eligible costs							Requested EU contribution			Revenues	Other sources of financing		Total estimated income (s)=(n) +(o)+(p)+ (q) + (r)	
			A. Personnel costs/€ (a1)	B. Subcontracting costs/€ (b)	C. Purchase costs			D. Other cost categories D.X [specific cost category] /€ (dx)	E. Indirect costs/€ (e) = 25% * [(a1) + (c1) + (c2) + (c3) + (d6) + (d7)]	Total eligible costs (h) = (a1) + (b) + (c1) + (c2) + (c3) + (d) + (e)	Funding rate (U)	Maximum EU contribution to eligible costs (l) = (U) * (h)	Requested EU contribution to eligible costs/€ (Requested grant amount) (m) (n)	Income generated by the action (o)	Other sources of financing		
					C.1 Travel and subsistence/€ (c1)	C.2 Equipment/€ (c2)	C.3 Other goods, works and services /€ (c3)								Financial contributions (q)		Own resources (r)
1	Participant 1	NL															
2	Participant 2	LB															
	Affiliated Entity	LB															
3	Participant 3	DE															
	Associated Partner	AR															
Total																	

Possible 'Other cost categories' for Horizon Europe

Application Forms

Proposal ID **XXXXXXXXXX**

Acronym **XXXXXXXXXX**

Estimated project expenditure												
Estimated eligible costs												
D. Other cost categories												
No	Participant name	Country	D.1 Financial support to third parties (Actual costs) (d1)	D.2 Internally invoiced goods and services (Unit costs - usual accounting practices) (d2)	D.3 Transnational access to research infrastructures (Unit costs) (d3)	D.4 Virtual access to research infrastructures (Unit costs) (d4)	D.5 PCP/PPI procurement costs (Actual costs) (d5)	D.6 Euratom Cofund staff mobility costs (Unit costs) (d6)	D.7 ERC additional funding (Actual costs) (d7)	D.8 ERC additional funding (subcontracting, FSTP and internally invoiced goods and services) (Actual costs) (d8)		
1	Participant 1	NL										
2	Participant 2	LB										
	Affiliated Entity	LB										
3	Participant 3	DE										
	Associated Partner	AR										
Total												

4 – Ethics and Security

Ethics issues table

This table should be completed as an essential part of your proposal. Please go through the table and indicate which elements concern your proposal by answering 'Yes' or 'No'. If you answer 'Yes' to any of the questions,

- indicate in the adjacent box at which page in your full proposal further information relating to that ethics issue can be found, and
- provide additional information on that ethics issue in the Ethics Self-Assessment section.

For more information on each of the ethics issues and how to address them, including detailed legal references, see the guidelines '[How to Complete your Ethics Self-Assessment](#)'.

1. HUMAN EMBRYONIC STEM CELLS AND HUMAN EMBRYOS			Page
Does this activity involve Human Embryonic Stem Cells (hESCs)?		<input type="radio"/> Yes <input type="radio"/> No	
If YES:	Will they be directly derived from embryos within this project?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they previously established cells lines?	<input type="radio"/> Yes <input type="radio"/> No	
	Are the cell lines registered in the European registry for human embryonic stem cell lines?	<input type="radio"/> Yes <input type="radio"/> No	
Does this activity involve the use of human embryos?		<input type="radio"/> Yes <input type="radio"/> No	
If YES:	Will the activity lead to their destruction?	<input type="radio"/> Yes <input type="radio"/> No	
2. HUMANS			Page
Does this activity involve human participants?		<input type="radio"/> Yes <input type="radio"/> No	
If YES:	Are they volunteers for non medical studies (e.g. social or human sciences research)?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they healthy volunteers for medical studies?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they patients for medical studies?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they potentially vulnerable individuals or groups?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they children/minors?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they other persons unable to give informed consent?	<input type="radio"/> Yes <input type="radio"/> No	
Does this activity involve interventions (physical also including imaging technology, behavioural treatments, etc.) on the study participants?		<input type="radio"/> Yes <input type="radio"/> No	
Does it involve invasive techniques?		<input type="radio"/> Yes <input type="radio"/> No	
Does it involve collection of biological samples?		<input type="radio"/> Yes <input type="radio"/> No	
Does this activity involve conducting a clinical study as defined by the Clinical Trial Regulation (EU 536/2014) ? (using pharmaceuticals, biologicals, radiopharmaceuticals, or advanced therapy medicinal products)		<input type="radio"/> Yes <input type="radio"/> No	

If YES :	Is it a clinical trial?	<input type="radio"/> Yes <input type="radio"/> No	
	Is it a low-intervention clinical trial?	<input type="radio"/> Yes <input type="radio"/> No	
3. HUMAN CELLS / TISSUES (not covered by section 1)			Page
Does this activity involve the use of human cells or tissues?		<input type="radio"/> Yes <input type="radio"/> No	
If YES :	Are they human embryonic or foetal cells or tissues?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they available commercially?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they obtained within this project?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they obtained from another project, laboratory or institution?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they obtained from biobank?	<input type="radio"/> Yes <input type="radio"/> No	
4. PERSONAL DATA			Page
Does this activity involve processing of personal data?		<input type="radio"/> Yes <input type="radio"/> No	
If YES :	Does it involve the processing of special categories of personal data (e.g.: sexual lifestyle, ethnicity, genetic, biometric and health data, political opinion, religious or philosophical beliefs)?	<input type="radio"/> Yes <input type="radio"/> No	
	If YES :	Does it involve processing of genetic, biometric or health data?	<input type="radio"/> Yes <input type="radio"/> No
	Does it involve profiling, systematic monitoring of individuals, or processing of large scale of special categories of data or intrusive methods of data processing (such as, surveillance, geolocation tracking etc.)?		<input type="radio"/> Yes <input type="radio"/> No
Does this activity involve further processing of previously collected personal data (including use of preexisting data sets or sources, merging existing data sets)?		<input type="radio"/> Yes <input type="radio"/> No	
Is it planned to export personal data from the EU to non-EU countries?		<input type="radio"/> Yes <input type="radio"/> No	
If YES :	Specify the type of personal data and countries involved:		
Is it planned to import personal data from non-EU countries into the EU or from a non-EU country to another non-EU country?		<input type="radio"/> Yes <input type="radio"/> No	
If YES :	Specify the type of personal data and countries involved		
Does this activity involve the processing of personal data related to criminal convictions or offences?		<input type="radio"/> Yes <input type="radio"/> No	
5. ANIMALS			Page
Does this activity involve animals?		<input type="radio"/> Yes <input type="radio"/> No	
If YES :	Are they vertebrates?	<input type="radio"/> Yes <input type="radio"/> No	

	Are they non-human primates (NHP)?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they genetically modified?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they cloned farm animals?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they endangered species?	<input type="radio"/> Yes <input type="radio"/> No	
6. NON-EU COUNTRIES			Page
Will some of the activities be carried out in non-EU countries?		<input type="radio"/> Yes <input type="radio"/> No	
If YES:	Specify the countries:		
In case non-EU countries are involved, do the activities undertaken in these countries raise potential ethics issues?		<input type="radio"/> Yes <input type="radio"/> No	
If YES:	Specify the countries:		
Is it planned to use local resources (e.g. animal and/or human tissue samples, genetic material, live animals, human remains, materials of historical value, endangered fauna or flora samples, etc.)?		<input type="radio"/> Yes <input type="radio"/> No	
Is it planned to import any material from non-EU countries into the EU or from a non-EU country to another non-EU country? For data imports, see section 4.		<input type="radio"/> Yes <input type="radio"/> No	
If YES:	Specify material and countries involved:		
Is it planned to export any material from the EU to non-EU countries?		<input type="radio"/> Yes <input type="radio"/> No	
If YES:	Specify material and countries involved:		
Does this activity involves low and/or lower-middle income countries , (if yes, detail the benefit-sharing actions planned in the self-assessment)		<input type="radio"/> Yes <input type="radio"/> No	
Could the situation in the country put the individuals taking part in the activity at risk?		<input type="radio"/> Yes <input type="radio"/> No	
7. ENVIRONMENT & HEALTH and SAFETY			Page
Does this activity involve the use of substances or processes that may cause harm to the environment, to animals or plants (during the implementation of the activity or further to the use of the results, as a possible impact)?		<input type="radio"/> Yes <input type="radio"/> No	
Does this activity deal with endangered fauna and/or flora /protected areas?		<input type="radio"/> Yes <input type="radio"/> No	
Does this activity involve the use of substances or processes that may cause harm to humans, including those performing them (during the implementation of the activity or further to the use of the results, as a possible impact)?		<input type="radio"/> Yes <input type="radio"/> No	
8. ARTIFICIAL INTELLIGENCE			Page
Does this activity involve the development, deployment and/or use of Artificial Intelligence? (if yes, detail in the self-assessment whether that could raise ethical concerns related to human rights and values and detail how this will be addressed).		<input type="radio"/> Yes <input type="radio"/> No	

9. OTHER ETHICS ISSUES		Page
Are there any other ethics issues that should be taken into consideration?	<input type="radio"/> Yes <input type="radio"/> No	
<i>Please specify: (Maximum number of characters allowed: 1000)</i>		

I confirm that I have taken into account all ethics issues above and that, if any ethics issues apply, I will complete the ethics self-assessment as described in the guidelines '[How to Complete your Ethics Self-Assessment](#)'.

ETHICS SELF-ASSESSMENT

If you have entered any issues in the ethics issue table, you must perform an ethics self-assessment in accordance with the guidelines "[How to Complete your Ethics Self-Assessment](#)" and complete the table below.

Ethical dimension of the objectives, methodology and likely impact
<p>Explain in detail the identified issues in relation to:</p> <ul style="list-style-type: none">– objectives of the activities (e.g. study of vulnerable populations, etc.)– methodology (e.g. clinical trials, involvement of children, protection of personal data, etc.)– the potential impact of the activities (e.g. environmental damage, stigmatisation of particular social groups, political or financial adverse consequences, misuse, etc.)
Compliance with ethical principles and relevant legislations
<p>Describe how the issue(s) identified in the ethics issues table above will be addressed in order to adhere to the ethical principles and what will be done to ensure that the activities are compliant with the E U / national legal and ethical requirements of the country or countries where the tasks are to be carried out. It is reminded that for activities performed in a non-EU countries, they should also be allowed in at least one EU Member State.</p>

Security issues table

Please go through the table and indicate which elements concern your proposal by answering YES or NO.

If you answer YES to any of the questions:

- indicate in the adjacent box at which page in your full proposal further information relating to that security issue can be found, and

- provide additional information on this security issue in the Security self-assessment section below.

For more information on potential security issues and how to address them, see the guidance [How to handle security-sensitive projects and the programme-specific guidelines Classification of information in Horizon Europe projects](#).

1. EU classified information (EUCI) ³			Page
Does this activity involve information and/or materials requiring protection against unauthorised disclosure (EUCI)?		<input type="radio"/> Yes <input type="radio"/> No	
If YES:	Is the activity going to use classified information as background ⁴ information?	<input type="radio"/> Yes <input type="radio"/> No	
	Is the activity going to generate EU classified foreground ⁵ information as results?	<input type="radio"/> Yes <input type="radio"/> No	
Does this activity involve participants from non-EU countries which need to have access to EUCI?		<input type="radio"/> Yes <input type="radio"/> No	
If YES:	Do the non-EU countries concerned have a security of information agreement with the EU	<input type="radio"/> Yes <input type="radio"/> No	
2. MISUSE			Page
Does this activity have the potential for misuse of results?		<input type="radio"/> Yes <input type="radio"/> No	
If YES:	Does the activity provide knowledge, materials and technologies that could be channelled into crime and/or terrorism?	<input type="radio"/> Yes <input type="radio"/> No	
	Could the activity result in the development of chemical, biological, radiological or nuclear (CBRN) weapons and the means for their delivery?	<input type="radio"/> Yes <input type="radio"/> No	
3. OTHER SECURITY ISSUES			Page
Does this activity involve information and/or materials subject to national security restrictions?		<input type="radio"/> Yes <input type="radio"/> No	
If yes, please specify: <i>(Maximum number of characters allowed: 1000)</i>			
Are there any other security issues that should be taken into consideration?		<input type="radio"/> Yes <input type="radio"/> No	
If yes, please specify: <i>(Maximum number of characters allowed: 1000)</i>			

SECURITY SELF-ASSESSMENT

If you have answered YES for one or more of the questions indicated above, describe the measures you intend to take to solve/avoid them. For more information, see the guidelines [Classification of information in Horizon Europe projects](#), [Classification of information in Digital Europe projects](#),

³ According to the Commission Decision (EU, Euratom) 2015/444 of 13 March 2015 on the security rules for protecting EU classified information, "European Union classified information (EUCI) means any information or material designated by an EU security classification, the unauthorised disclosure of which could cause varying degrees of prejudice to the interests of the European Union or of one or more of the Member States".

⁴ Classified background information is information that is already classified by a country and/or international organisation and/or the EU and is going to be used by the project. In this case, the project must have in advance the authorisation from the originator of the classified information, which is the entity (EU institution, EU Member State, third state or international organisation) under whose authority the classified information has been generated.

⁵ EU classified foreground information is information (documents/deliverables/materials) planned to be generated by the project and that needs to be protected from unauthorised disclosure. The originator of the EUCI generated by the project is the European Commission.

Classification of information in EDF projects.

Please specify (*Maximum number of characters allowed: 5000*)

5 – Other questions

Two-stage calls **NOT APPLICABLE TO EIT/KICs**

The full stage-2 proposal must be consistent with the short outline proposal submitted to the stage 1 – in particular with respect to the proposal characteristics addressing the concepts of excellence and impact.

Are there substantial differences compared to the stage-1 proposal?	<input type="radio"/> Yes	<input type="radio"/> No
---	---------------------------	--------------------------

Questions showed only in answer is Yes:

Please list the substantial differences, and indicate the reasons

<input type="checkbox"/>	Partnership	List the substantial differences and indicate the reasons
<input type="checkbox"/>	Budget	List the substantial differences and indicate the reasons
<input type="checkbox"/>	Approach	List the substantial differences and indicate the reasons

[Additional modular extension for Calls with clinical trials: Essential information to be provided for proposals including clinical trials / studies / investigations]

A 'clinical study' is defined as any clinical research involving a substantial amount of work related to the observation of, data collection from, or diagnostic or therapeutic intervention on multiple or individual patients. It includes but is not limited to clinical studies defined by the Clinical trials regulation ([REGULATION \(EU\) No 536/2014](#)).

Are clinical studies / trials / investigations included in the work plan of this project?	<input type="radio"/> Yes	<input type="radio"/> No
---	---------------------------	--------------------------

Please upload the dedicated annex 'Essential information for clinical studies / trials / investigations' (a Word template is provided under 'download templates' in the up-load section for Part B and Annexes).

This document should include the relevant information of each clinical study / trial / investigation included in the work plan of this project.

<p>Please give a short title, an acronym or a unique identifier to each clinical study / trial / investigation, to be used as a reference / identifier in the other parts of the proposal</p>	<input type="button" value="Add"/> <input type="button" value="Remove"/>
---	---



A body of the European Union





Horizon Europe Programme

Proposal Application Form Template (EIT)

Project proposal – Technical description (Part B)

Version 3.2
14 November 2022

Disclaimer

This document is aimed at informing potential applicants for Horizon Europe funding. It serves only as an example. The actual Web forms and templates, provided in the online submission system under the Funding and Tenders Portal, might differ from this example.

Structure of the Proposal

The proposal contains two parts:

- **Part A** of the proposal is generated by the IT system. It is based on the information entered by the participants through the submission system in the Funding & Tenders Portal. The participants can update the information in the submission system at any time before final submission.
- **Part B** of the proposal is the narrative part that includes three sections that each correspond to an evaluation criterion. Part B needs to be uploaded as a PDF document following the templates downloaded by the applicants in the submission system for the specific call or topic. The templates for a specific call may slightly differ from the example provided in this document.

The electronic submission system is an online wizard that guides you step-by-step through the preparation of your proposal. The submission process consists of 6 steps:

- Step 1: Logging in the Portal
- Step 2: Select the call, topic and type of action in the Portal
- Step 3: Create a draft proposal: Title, acronym, summary, main organisation and contact details
- Step 4: Manage your parties and contact details: add your partner organisations and contact details.
- Step 5: Edit and complete web forms for proposal part A and upload proposal part B
- Step 6: Submit the proposal

- Instructions and footnotes in green will not appear in the text generated by the IT system.
- For options [in square brackets]: the option that applies will be automatically shown in the IT system (Part A) or included in the template of Part B offered by the IT system or you must select the appropriate value from a predefined list.
- For fields in [grey in square brackets] (even if they are part of an option as specified in the previous item): enter the appropriate data in the IT system.
- Data in coloured fields will be prefilled by the IT tool.

HISTORY OF CHANGES		
Version	Publication date	Changes
1.0	10.03.2021	<ul style="list-style-type: none"> ▪ Initial version
1.1	19.04.2021	<ul style="list-style-type: none"> ▪ Formatting and alignment ▪ Clarification of the indicative number of pages in section 2.2 is for sections 2.2 and 2.3 ▪ Added the name of the award criterion in section 3
1.2	25.05.2021	<ul style="list-style-type: none"> ▪ Addition of a table in section 3.1 about in-kind contributions
2.0	21.01.2022	<ul style="list-style-type: none"> ▪ Added definitions for role of participants
3.0	11.07.2022	<ul style="list-style-type: none"> ▪ Consolidation, formatting and layout changes. Tags added
3.1	08.09.2022	<ul style="list-style-type: none"> ▪ Added instructions on Artificial intelligence
3.2	14.11.2022	<ul style="list-style-type: none"> ▪ Added page limit for topics using lump sum funding – not relevant for this call

Proposal template part b: technical description

This template is to be used in a single-stage submission procedure or at the 2nd stage of a two-stage submission procedure.

The structure of this template must be followed when preparing your proposal. It has been designed in line with the Key principles and concepts of the EIT KIC model (see text with Invitation to submit a proposal for the KIC Business Plan of Culture & Creativity 2024-2025) to ensure that the important aspects of your planned work are presented in a way that will enable the independent experts to make an effective assessment against the evaluation criteria. Sections 1, 2 and 3 each correspond to an evaluation criterion.

⚠ Page limit: The title, list of participants and sections 1, 2 and 3 of Part B, together, should not be longer than 50 pages. All tables, figures, references and any other element pertaining to these sections must be included as an integral part of these sections and are thus counted against this page limit. The number of pages included in each section of this template is only **indicative**.

The page limit will be applied automatically. **In the Invitation Package, you can see the structure of the actual proposal template that you need to submit, please remove all instruction pages that are watermarked.**

If you attempt to upload a proposal longer than the specified limit before the deadline, you will receive an automatic warning and will be advised to shorten and re-upload the proposal. After the deadline, excess pages (in over-long proposals/applications) will be automatically made invisible, and will not be taken into consideration by the experts. The proposal is a self-contained document. Experts will be instructed to ignore hyperlinks to information that is specifically designed to expand the proposal, thus circumventing the page limit.

Please, do not consider the page limit as a target! It is in your interest to keep your text as concise as possible, since experts rarely view unnecessarily long proposals in a positive light.

⚠ The following formatting conditions apply.

The reference font for the body text of proposals is Times New Roman (Windows platforms), Times/Times New Roman (Apple platforms) or Nimbus Roman No. 9 L (Linux distributions).

The use of a different font for the body text is not advised and is subject to the cumulative conditions that the font is legible and that its use does not significantly shorten the representation of the proposal in number of pages compared to using the reference font (for example with a view to bypass the page limit).

The minimum font size allowed is 11 points. Standard character spacing and a minimum of single line spacing is to be used. This applies to the body text, including text in tables.

Text elements other than the body text, such as headers, foot/end notes, captions, formula's, may deviate, but must be legible.

The page size is A4, and all margins (top, bottom, left, right) should be at least 15 mm (not including any footers or headers).

This document is tagged. Do not delete the tags; they are needed for our internal processing of information, mostly for statistical gathering. In that light, please do not move, delete, re-order, alter tags in any way, as they might create problems in our internal processing tools. Tags do not affect or influence the outcome of your application.

Any hyperlinks to embedded material, and any other documents (supporting documentation, reports, audio, video, multimedia, etc.) sent electronically or by post, will be disregarded.

DEFINITIONS	
Critical risk	<p>A critical risk is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives.</p> <p>Level of likelihood to occur (Low/medium/high): The likelihood is the estimated probability that the risk will materialise even after taking account of the mitigating measures put in place.</p> <p>Level of severity (Low/medium/high): The relative seriousness of the risk and the significance of its effect.</p>
Deliverable	A report that is sent to the EIT providing information to ensure effective monitoring of the Business Plan. There are different types of deliverables (e.g. a report on specific activities or results, data management plans, ethics or security requirements).
Impacts	Wider long term effects on society (including the environment), the economy and science, enabled by the outcomes of R&I investments (long term). It refers to the specific contribution of the project to the work programme expected impacts described in the destination. Impacts generally occur some time after the end of the project.
Milestone	Control points in the project that help to chart progress. Milestones may correspond to the achievement of a key result, allowing the next phase of the work to begin. They may also be needed at intermediary points so that, if problems have arisen, corrective measures can be taken. A milestone may be a critical decision point in the project where, for example, the consortium must decide which of several technologies to adopt for further development. The achievement of a milestone should be verifiable.
Objectives	The goals of the work performed within the project, in terms of its research and innovation content. This will be translated into the project's results. These may range from tackling specific research questions, demonstrating the feasibility of an innovation, sharing knowledge among stakeholders on specific issues. The nature of the objectives will depend on the type of action, and the scope of the topic.
Outcomes	The expected effects, over the medium term, of activities supported under a given topic. The results of the Business Plan should contribute to these outcomes, fostered in particular by the dissemination and exploitation measures. This may include the uptake, diffusion, deployment, and/or use of the project's results by direct target groups. Outcomes generally occur during or shortly after the end of the project.
Pathway to impact	Logical steps towards the achievement of the expected impacts of the Business Plan over time, in particular beyond its duration. A pathway begins with the BP's results, to their dissemination, exploitation and communication, contributing to the expected outcomes in the work programme topic, and ultimately to the wider scientific, economic and societal impacts of the work programme destination.
Results	What is generated during the Business Plan implementation. This may include, for example, know-how, innovative solutions, algorithms, proof of feasibility, new business models, policy recommendations, guidelines, prototypes, demonstrators, databases and datasets, trained researchers, new infrastructures, networks, etc. Most project results (inventions, scientific works, etc.) are 'Intellectual Property', which may, if appropriate, be protected by formal 'Intellectual Property Rights'.
Technology Readiness Level	See HE Work Programme General Annexes section B

⚠️ *Fill in the title of your proposal below.*

TITLE OF THE PROPOSAL

⚠️ *The consortium members are listed in part A of the proposal (application forms). A summary list should also be provided in the table below.*

List of participants

Participant No. *	Participant organisation name	Country
1 (Coordinator)	KIC LE	
2	CLCs	
3	Other entities linked to KIC LE (if any)	

* Please use the same participant numbering and name as that used in the administrative proposal forms.

Executive summary (max. 3 pages)

The Executive Summary is an integral part of the Business Plan and will be published by the EIT on its website and in subsequent publications and press releases that describes the KIC following the signature of the Grant Agreement 2024-2025. **The KIC must ensure the Executive Summary is a compelling and engaging summary of the KIC and its activities and aimed results including an overview of key targets and indicators.** Acronyms and internal jargon should be avoided as the target audience for this part may not be familiar with the KIC, its activities and operations. The text must be proof-read and edited and may be accompanied by illustrations and photographs.

This chapter shall provide a summary of the KIC Business Plan. It shall concisely answer the following questions:

- What are the KIC's objectives/priorities for the years 2024-2025 and the expected results, including EIT RIS?
- How is the proposed KIC Business Plan relevant and appropriate for implementation of multiannual KIC strategy? How does it contribute to addressing KIC's target societal challenges, knowledge triangle integration and financial sustainability? How does it contribute to achieving the future high-level results and impacts included in the EIT Impact Framework?
- What were the drivers for the design of the Business Plan and how did it built on the results achieved to date? What are the key success factors, main lessons learnt and how these lessons were taken on board when preparing the business plan?
- What are the key risks and assumptions for this plan to be delivered?

With regard to the expected achievements in 2024-2025 and implementation of multi-annual KIC strategy, this chapter shall include a table or a graphic with values showing all the EIT core KPIs and selected KIC specific KPIs, which are part of the EIT Impact Framework and planned for 2024-2025. This chapter will also serve as the KIC input to the EIT Single Programming Document 2024-2026.

Excellence – aspects to be taken into account while writing this section.

- Clarity and pertinence of the KIC Business Plan’s objectives, and the extent to which the proposed innovation activities are ambitious and impactful on the societal challenge, and goes beyond the state of the art.
- Level of ambition and credibility of the implementation of the KIC Financial Sustainability Strategy in 2024-2025.
- Soundness of the proposed methodology to create sustainable KIC innovation ecosystems, the adequacy of the KIC Governance and management structure, the management for cooperation with other KICs & synergies.

1. Excellence in regard to the KIC’s Multiannual Strategic Agenda 2024-2027

- No text is expected under this heading, only under 1.1. and 1.2.
- *The following aspects will be taken into account only to the extent that the proposed work is within the scope of the KIC Strategic Agenda.*

1.1 Objectives and ambition [max. 5 pages]

This chapter shall provide concise answers to the following questions:

- Briefly describe the strategic alignment of the KIC Business Plan to the KIC Strategic Agenda 2024-2027. How is the proposed KIC Business Plan relevant and appropriate for implementation of the KIC’s multiannual strategy? How does it contribute to addressing KIC’s target societal challenge and Knowledge Triangle Integration (KTI)? How does it contribute to achieving the future high-level results and impacts included in the EIT Impact Framework?
- What are the KIC’s objectives/priorities in this Business Plan and the expected results? Briefly describe the objectives of the Business Plan using SMART criteria (specific, measurable, attainable, relevant and time-bound). Why are they pertinent to the KIC Strategic Agenda 2024-2027 and how has the focus with the highest innovation potential been selected?
- What are the key success factors, main lessons learnt and how these lessons were taken on board when preparing the Business Plan?
- Describe how the Business Plan will achieve a major impact and goes beyond the state-of-the-art, and the extent to which the proposed work is ambitious. Indicate the innovativeness and relevance of its key identified focus with regards to Knowledge Triangle Integration to foster innovation (i.e. indicate any ground-breaking innovations, novel concepts and approaches, new products, services or business reaching a large market and target group). Where relevant, illustrate the advance by referring to products and services already available on the market. Refer to any patent carried out.)

- Please describe for the education activities the alignment with the EIT Label objectives and strategic priorities. How does the Business Plan contribute to fostering education of educators and innovators and the development of entrepreneurial skills and competences?
- The KIC shall describe the **Financial Sustainability** approach in BP2024-2025 based on the cornerstone of the KIC's Financial Sustainability Strategy and in particular how the proposal delivers on the objective of Financial Sustainability based on the 06/2022 EIT GB Decision on the Amendment of the Principles on the Financial Sustainability of Knowledge and Innovation Communities (KICs) and repealing Decision 13/2021 of the Governing Board of the EIT.

Please explain the strategies in setting and achieving the targets for the KIC's planned revenue and financing sources, including revenues via the creation of revenue and return generating financial assets, the participation in return-generating investment funds and the attraction of public and private co-investments to co-fund EIT funded activities (EFA), or to fund non EIT funded activities (NEFA).

Please present the financial operationalisation of the KIC's business model, including the mechanisms to implement the KIC's Financial Sustainability strategies including a description of the evolution and changes in relation to the previous years and the exploitation of the financial returns / revenues (i.e. in line with the 06/2022 GB Decision on Financial Sustainability Principles) to further finance the KICs's KTI and ecosystems activities. It is recommended to include examples of concrete actions taken or to be taken in order to reach the FS plan presented by the KICs. Please also include details regarding Financial Sustainability for the proposed EIT Label programmes (i.e. long-term plans for making those programmes sustainable so that they can continue after EIT funding ends).

Any deviation in the FS numbers from the FS numbers in the KIC's Strategic Agenda 2024-2027 as agreed with EIT should be explained.

1.2 Methodology [max. 5 pages]

NOTE: This section should be presented as a narrative, including visuals. The detailed tasks and work packages are described below under the 'Implementation section'.

Where relevant, include how the project methodology complies with the 'do no significant harm' principle as per Article 17 of Regulation (EU) No 2020/852 on the establishment of a framework to facilitate sustainable investment (i.e. the so-called 'EU Taxonomy Regulation'). This means that the methodology is designed in a way it is not significantly harming any of the six environmental objectives of the EU Taxonomy Regulation.

- Describe and explain the **KIC ecosystem** in particular the expected evolution of the KIC partnership and the planned changes in the governance and management increasing

efficiency and effectiveness, including the concepts, models and assumptions that underpin your work in the Business Plan 2024-2025. Indicate how the KIC ecosystem will become financially sustainable and how performance of Co-location Centres is measured.

- With respect to **activity selection (the KIC's calls for projects)**, this section is key and shall describe how the KIC selects its activities under the KIC's calls to ensure the quality and the maximum innovation potential in line with the KIC Strategic Agenda. The calls' **openness and transparency** shall be also detailed, including how many proposals were received and selected, including statistics of geographical nature and data on KIC partners and non-partners, which participated. In addition, it shall be described the **technical and social robustness assessment** on the proposals received as result from the KIC Calls, including how independent experts are involved and the **selection process** to build the portfolio of activities. Specific descriptions and justifications should be provided for any projects that were selected via not fully open calls. What were the drivers for the design of the Business Plan, how did the KIC ensure openness and made sure that the most impactful innovative activities were selected, and how did it built on the results achieved to date?

Please note that additional to this chapter, the KIC may submit documentation related to the selection process (ref to supplementary information / supporting documents type of document).

In addition, specific information shall be provided in each Work Package description on how activities were selected to contribute to maximum Financial Sustainability, EIT core KPIs, maximum impact and how innovations are assessed in terms of their market potential.

NOTE: Regarding the implementation of Artificial Intelligence (AI) ethics in the EIT/KIC activities, the robustness assessment of Artificial Intelligence ethics should cover the whole of Horizon Europe, therefore the EIT/KIC activities. The definition of robustness should be applicable to a wide range of expected TRLs (including those financed by the EIT). The technical robustness cannot be evaluated as part of the ethics evaluation as this needs to be done by the technical evaluators in the context of the excellence criteria assessment by the EIT following the recommendation from the European Commission⁶.

- **Open science:** Describe briefly how appropriate open science practices are implemented as an integral part of the proposed methodology. If you believe that none of these practices are appropriate for your Business Plan, please provide a justification here.

NOTE: Open science is an approach based on open cooperative work and systematic sharing of knowledge and tools as early and widely as possible in the process. Open science practices include early and open sharing of research (for example through pre-

⁶ NOTE FOR THE ATTENTION of the EIT Director; Subject: Implementation of Artificial Intelligence (AI) ethics in the EIT/KIC activities - Ares(2021)710974.

registration, registered reports, pre-prints, or crowd-sourcing); research data management; measures to ensure reproducibility of results; providing open access to research results (such as publications, data, software, models, algorithms, and workflows); participation in open peer-review; and involving all relevant knowledge actors including citizens, civil society and end users in the co-creation of R&I agendas and contents (such as citizen science).

Please note that this question does not refer to outreach actions that may be planned as part of communication, dissemination and exploitation activities. These aspects should instead be described below under 'Impact'.

- **Artificial intelligence:** *If you plan to use, develop and/or deploy artificial intelligence (AI) based systems and/or techniques you must demonstrate their technical robustness. AI-based systems or techniques should be, or be developed to become:*
 - *technically robust, accurate and reproducible, and able to deal with and inform about possible failures, inaccuracies and errors, proportionate to the assessed risk they pose*
 - *socially robust, in that they duly consider the context and environment in which they operate*
 - *reliable and function as intended, minimizing unintentional and unexpected harm, preventing unacceptable harm and safeguarding the physical and mental integrity of humans*
 - *able to provide a suitable explanation of their decision-making processes, whenever they can have a significant impact on people's lives.*

- **Social science:** *for topics where the KIC Strategic Agenda foresees the need for the integration of social sciences and humanities, show the role of these disciplines at portfolio level or provide a justification if considered that these disciplines are not relevant to the proposed portfolio.*

- **Gender dimension:** *Describe how the gender dimension (i.e. sex and/or gender analysis, contribution to gender strategy and action plan) is taken into account in the KIC's portfolio content. If you do not consider such a gender dimension to be relevant in your project, please provide a justification.*

NOTE: *Remember that this question relates to the content of the planned activities, and not to gender balance in the teams in charge of carrying out the Business Plan.*

Sex and gender analysis refers to biological characteristics and social/cultural factors respectively. For guidance on methods of sex / gender analysis and the issues to be taken into account, please refer to https://ec.europa.eu/info/news/gendered-innovations-2-2020-nov-24_en

2. Impact

Impact – aspects to be taken into account while writing this section.

- Credibility of the pathways to achieve the expected outcomes and economic and societal impacts specified in the KIC Strategic Agenda and in the EIT Impact Framework, and the likely scale and significance of the contributions based on the Business Plan.
- Expected impact of the activities for 2024-2025 under the Regional Innovation Scheme.
- Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities.

- *No text is expected under this heading, only under 2.1. and 2.2.*
- *The results of the Business Plan 2024-2025 should make a contribution to the expected outcomes set out for the KIC Strategic Agenda over the medium term, and to the wider expected impacts and respective targets over the longer term.*
- *In this section you should show how your KIC could contribute to the outcomes and impacts described in the KIC Strategic Agenda and the KPIs in the EIT Impact Framework, the likely scale and significance of this contribution, and the measures to maximise these impacts.*

2.1 KIC's pathways towards impact [max. 6 pages]

- Provide a **table** indicating the areas/sections of the KIC Business Plan's and the expected results and budget per area to make a difference in terms of impact, beyond the immediate scope and duration. The tables should include the components below, tailored to your KIC.
 - (a) The unique contribution your results would make towards (1) the **outcomes** specified in this topic, and (2) the **wider impacts**, in the longer term, specified in the respective destinations in the Business Plan.
 - *Be specific, aligning to the KIC Strategic Agenda 2024-2027 and Impact pathways in the context of EIT Impact Framework and Horizon Europe.*
 - *In reference to the KIC intervention logic and KIC strategic objectives defined in the KIC Strategic Agenda 2024-2027, this section shall describe the expected outputs/outcomes, results and impact planned to be achieved through implementation of the KIC Business Plan.*
 - *Please, do not describe societal challenge(s) in this section - the KIC Strategic Agenda already includes this information. This section should be presented in a concise format including tables/figures.*
 - *Relevant KPIs targets planned to be achieved following the implementation of the Work Packages (portfolio area level) in line with EIT Impact Framework, the KIC Specific Impact Pathways and Governing Board Decision 08/2022 on the amendment of the EIT Key Performance Indicators (KPIs) and repealing Governing Board Decision 17/2021*

*KPIs Tables - The Key Performance Indicators (KPIs) at portfolio level***Table 2.1. List of EIT Core KPIs****Year 2024 and 2025**

EIT area	KPI Code	EIT KPI	Target	Indicate WP(s)
Innovation	[EITHE02.4]	Innovations launched on the market with a sales revenue of at least 10 000 EUR documented		
Business Creation	[EITHE04.4]	Start-ups created having a financial transaction of at least 10 000 EUR for services/products (result of the KIC KAVA) sold to customers		
	[EITHE05.1]	Start-ups created by students enrolled and graduates from EIT-labelled programmes		
	[EITHE06.1]	Investment attracted by KIC-supported start-ups and scale-ups		
Education	[EITHE07.1]	Graduates from EIT-labelled programmes		
Leveraging investments in R&I	[EITHE11.1]	Total non-EIT financing generated by the KIC Legal Entity		
Leveraging investments in R&I	[EITHE11.2]	Financial Sustainability coefficient		
Horizontal outputs	[EITHE18.1]	% of less represented gender in top governance and management positions combined		

Table 2.1.bis. List of EIT KPIs**Year 2024 and 2025**

The KPIs targets in the BP for 2024-2025 should be at least those set at the KIC SA for the same period. Please provide a justification in case of discrepancy between BP targets and the KPI targets specified in the KIC Strategic Agenda for the respective years.

- (b) Give an indication of the scale and significance of the Business Plan's contribution to the expected outcomes and impacts, should it be successful. Provide quantified estimates where possible and meaningful.
- *'Scale' refers to how widespread the outcomes and impacts are likely to be. For example, in terms of the size of the target group, or the proportion of that group, that should benefit over time; 'Significance' refers to the importance, or value, of those benefits. For example, number of additional healthy life years; efficiency savings in energy supply.*
 - *Explain your baselines, benchmarks and assumptions used for those estimates. Wherever possible, quantify your estimation of the effects that you expect from your business plan. Explain assumptions that you make, referring for example to any relevant studies or statistics. Where appropriate, try to use only one methodology for calculating your estimates: not different methodologies for each partner, region or country (the extrapolation should preferably be prepared by one partner).*
 - *Your estimate must relate to this Business Plan only - the effect of other initiatives should not be taken into account.*
- (c) Describe any requirements and potential barriers - arising from factors beyond the scope and duration of the Business Plan - that may determine whether the desired outcomes and impacts are achieved. These may include, for example, other R&I work within and beyond Horizon Europe; regulatory environment; targeted markets; user behaviour. Indicate if these factors might evolve over time. Describe any mitigating measures you propose, within or beyond your Business Plan, that could be needed should your assumptions prove to be wrong, or to address identified barriers.
- *Note that this does not include the critical risks inherent to the management of the Business Plan itself, which should be described below under 'Implementation'.*

2.2. Measures to maximise impact – Communications, dissemination and exploitation, and stakeholders engagement [max. 3 pages]

- Describe the **KIC's overall planned contribution to the development of the EIT Community brand** through all of the KIC's activities, including the consistent visibility of EU and EIT support and financing through all of the KIC's activities and by all start-ups, ventures and innovation projects; EIT labelled degrees and diplomas (including an overview of the KIC's approach to promoting the label); its participation in the implementation of the EIT Alumni Community; and, the EIT Awards in full alignment with the Partnership Agreement (PA) and the KIC Strategic Agenda (SA) provisions.
Describe **an overview of the KIC's planned external communication activities and achievements across Europe** including the general approach clear links to the KIC Strategic Agenda, annual objectives, target audiences, channels tools, and S.M.A.R.T. targets. This information will be then operationalized by a Communications Calendar of key events and announcements planned by the KIC (ref. to the obligatory deliverable at portfolio level, including code).

- Communication⁷: this is the promotion of the KIC, its activities and results by providing targeted information to multiple audiences (including the media and the public), in a strategic and effective manner and possibly engaging in a two-way exchange.
- This also includes the engagement of large audience (incl. citizens) and to bring knowledge and expertise on a particular topic to the general public.
- Outline how the KIC plans the dissemination and exploitation of results, good practices and lessons learnt from all of its activities including the general approach, including key objectives, indicators and targets; target audiences and main stakeholders; communication tools and channels (internal and external); management and monitoring of communication activities; links to dissemination and exploitation.

Add Table 2.2. preliminary list of expected results for dissemination

- *Dissemination is related to sharing results and good practices with a view of facilitating their further exploitation by the European and global innovation community. Dissemination of results is mandatory for EU R&I beneficiaries to maximise the take-up of the new knowledge, both for commercial purposes and for policy making; and to boost research & innovation among participants in EU R&I programmes and others who could benefit from the activities taking place and to be accountable for expenditure and making sure that EU citizens benefit.*
- The **dissemination plan** should:
 - be specific and proportionate to the scale of the business plan.
 - define the relevant stakeholder groups, such as policy makers, industry representatives, investors, standardisation bodies and regulatory authorities, national and regional administrations who will be reached by the projects with their dissemination and exploitation activities.
 - contain the designated dissemination channels (including EIT website, Horizon Results Platform, Open Air, EU Science Publication), target audiences and consortium partners responsible for the Dissemination activities.
 - contain the expected exploitable results, their exploitation routes and consortium partners responsible for the exploitation activities.
 - include also an overview of good practices, lessons learnt and success stories that could be disseminated.
 - contain measures to be implemented both during and after the end of the project, helping to achieve the expected impact of the project.
 - be updated regularly according to the work plan with results achieved and possible drawbacks experienced.

⁷ For further guidance on communicating EU research and innovation for project participants, please refer to the [Online Manual](#) on the Funding & Tenders Portal

- Describe **an overview of the KIC's planned stakeholder engagement priorities and activities**, including the annual identifying priority stakeholders, formats of engagement and general timeline. This information will be then operationalized by a Stakeholder Calendar of meetings with institutional stakeholders at EU and Member State level (ref. to the obligatory deliverable, including code). The overview should present clear links to the KIC Strategic Agenda and the KPIs and targets as presented in Table 2.1.
 - *Stakeholder Engagement refers to the process of engaging and interacting in a timely and targeted manner with relevant, influential stakeholders (e.g. key decision-makers, Knowledge Triangle stakeholders etc). The main objective of the stakeholder engagement efforts should be to ensure the support of the stakeholder for the mission and activities of the KIC and the overall EIT Community, via awareness raising, effective consultation and involvement.*
- Outline the KIC IPR Strategy for the management of the results at portfolio level (the intellectual property and knowledge), the foreseen protection measures, if there are commercial or industrial opportunities, such as patents, design rights, copyright, trade secrets, etc. and how these would be used to support exploitation. If not KIC IPR Strategy in place, the KIC shall explain the reason and how it is planned to resolve this.
 - *The Business Plan will need an appropriate agreement to manage (amongst other things) the ownership and access to key knowledge (IPR, research data etc.). Where relevant, these will allow you, collectively and individually, to pursue market opportunities arising from the Business Plan.*
 - *The Business Plan must indicate the owner(s) of the results (results ownership list) in the final report.*

2.3. Expected impact of the activities for 2024-2025 under the Regional Innovation Scheme [max. 1 pages]

With respect to the Regional Innovation Scheme (EIT RIS), describe the KIC's planned activities under the EIT RIS scheme and their contribution to the target group with expected results. These activities shall primarily target beneficiaries from the EIT RIS countries, where the KICs do not have a strong presence (notably, CLCs). Please present an overview on the EIT RIS contribution to the KTI - education, business creation, research driven innovation projects as well as planned EIT RIS hubs and coordination and consolidation of EIT RIS hubs at EIT Community level, in line with the EIT RIS hub minimum standards and guiding principles. Present the main synergies with the Smart Specialisation Strategies and how EIT RIS contributes to Financial Sustainability of the KIC. The KIC's planned activities under the EIT RIS scheme must be aligned with the Country-specific roadmaps.

3. Quality and efficiency of the implementation

Award criteria – aspects to be taken into account

- *Quality and effectiveness of the Business Plan, assessment of risks, and appropriateness of the effort assigned to work packages (portfolio areas), and the resources overall*
- *Capacity and role of the KIC LE, and extent to which the KIC partnership as a whole brings together the necessary expertise.*

- No text is expected under this heading, only under 3.1. and 3.2.

3.1 Work plan and resources [max. 20 - 30 pages – *as shall be 2 pages max. per WP; the tables must be filled as part of the Part B template. They are not IT supported at proposal submission (once the proposal is selected, some of these tables are indeed IT supported in the grant agreement, but in any case these tables must be part of the Part B proposal template).*]

Please provide the following KIC portfolio analysis:

- The rationale for the design of the portfolio, the relations between the areas/segments and knowledge triangle integration as well as the link to the multiannual strategy shall be presented.
- Brief presentation of the overall structure of the KIC Business Plan portfolio.
- Graphical presentation of the components showing how they inter-relate within the Knowledge Triangle (Pert chart or similar), showing:
 - Activities (number/budget) per strategic objective / thematic focus area. Present activities within larger thematic areas from the societal challenge perspective, thus linking the activity topics and the portfolio management to the overall KIC's strategy and more explicitly to the particular KIC Strategic Objectives.
 - Proportion (number/budget) between type of activities: innovation and research; education and training; business creation and support; ecosystem coordination and support; KIC management and administration; EIT RIS.
 - the AREA - SEGMENT BP structure with basic information on planned number of activities, average budget per activity per area/segment.
- Briefly explain the KIC's choice behind activity granularity. When deciding about the size and number of activities, different considerations such as monetary value, homogeneity, number of partners involved, and integration of knowledge triangle shall be made. The KIC shall also base its decision considering the joint technical liability which applies at activity level under the GA.
- Present the specific structure of the different work packages (portfolio segments) and their components. Detailed work description, i.e.: a list of work packages (portfolio segments) (table 3.1a);
- a description of each work package (*portfolio segment*) (table 3.1b);
 - Give full details. Base your account on the logical structure of the Business Plan and the stages in which it is to be carried out.
 - Each WP shall include information on:

- *Portfolio analysis/statistics*
 - *Portfolio selection, monitoring and risk mitigations*
 - *The name of the chapters and structure below is flexible, however the KIC must ensure that the information is available and easy to find.*
- *The final number of work packages shall be between 7-14 (based on the number of the KIC's Strategic Objectives/ Focus Areas and the KIC's decision to link each Work Package to a certain Strategic Objective/ Focus Area). **Mandatory WPs are:***
- *WP on Innovation (i.e. 3 WP on innovation related to focus areas, flagships,...)*
 - *WP on Education⁸ (i.e. 2-3 WP on education related to EIT Label at Masters, Doctoral, Fellowships, Professional level, and non-EIT Label activities)*
 - *WP on Business Creation*
 - *WP on EIT Regional Innovation Scheme (EIT RIS)*
 - *WP on Coordination*
 - *WP on Communication, Dissemination and Exploitation of Results*
 - *WP on Financial Sustainability*
- *Non-EIT Funded Activities (NEFA) should be part of the relevant WP description.*
- *You should give enough detail in each work package to justify the proposed resources to be allocated and also quantified information so that progress can be monitored, including by the EIT.*
- *It should be explained how activities are selected to contribute to maximum FS, EIT Impact Framework KPIs, maximum impact and how innovations are assessed in terms of their potential. Please note that each project in education, business creation, innovation and EIT RIS included in the Business Plan should contribute to at least one EIT Core KPI.⁹*
- *For Work Package(s) on Education*
- *Please clearly describe link to strategic objectives and targets of the KIC in education as presented in the KIC Strategic Agenda as well as link to the EIT strategic priorities in education (as defined in the SIA 2021-2027 and EIT Label model – EIT Label Framework and other relevant documents, such as the EIT Label Handbook for degree programmes¹⁰, the EIT Label Handbook for non-degree education and training and EIT Competence Certification Model¹¹, and the EIT Label Handbook for EIT Label*

⁸ For the WP on Education, please describe which activities are link and related to the EIT Label and how (where relevant) in the context of the new EIT Label Framework and the [EIT Decision 26/2021 on the adoption of the new EIT Label Handbook for Degree Programmes](#).

⁹ EIT Core KPIs are indicated in red in the EIT Impact Framework: <https://eit.europa.eu/library/eit-simplified-impact-framework>

¹⁰ https://eit.europa.eu/sites/default/files/eit_label_handbook_degree_programmes_final.pdf

¹¹ https://eit.europa.eu/sites/default/files/eit_label_nondegree_handbook.pdf

Fellowships¹²).

- *The portfolio of all KIC activities in Education segment shall be built in alignment with the EIT Label. As such, it is required that starting from 2024, minimum of 75% of the EIT financial contribution in education goes to KIC activities that are included in the KIC EIT Label portfolio (Masters, Doctoral, Fellowship and non-degree segment), including activities which are not yet labelled, but are in preparation stage or in the process of obtaining the EIT Label. Maximum of 25% of the EIT financial contribution in education goes to KIC activities that are not included in the KIC EIT Label portfolio.*
 - *Exception to this rule are KIC specific activities contributing to the strategic priorities and initiatives in Education as identified by the European Commission, upon EIT approval (such as Skills agenda, Tech talent, Entrepreneurship mobility exchange, etc.)*
 - *EIT Label programmes (including the segments – non-degree and Fellowship) can be financed up 100% eligible costs, but must document a clear plan to become financial sustainable. Within 3 years clear progress is needed, a transition for ongoing programmes is required.*
 - *For non- labelled programmes the funding rate should correspond to the KIC lifecycle rate but not exceed 70%, co-financing is required from the beginning and KIC should present a clear plan to full financial sustainability and contribution to core EIT KPIs.*
 - *Please describe Financial sustainability of the education portfolio in line with the EIT guidelines and include as mandatory deliverable clear financial plan, updated annually and milestones and targets how the activities will become sustainable over time.*
- *Resources assigned to work packages should be in line with their objectives and deliverables.*
 - *You are advised to give due visibility in the work plan to ‘data management’, ‘dissemination and exploitation’ and ‘communication activities’, either with distinct tasks or distinct work packages.*
 - *Please make sure the information in this section matches the costs as stated in the budget table in section 3 (Part A) of the application forms, and the number of person months, shown in the detailed work package descriptions.*
- a list of milestones (*at portfolio level*) (table 3.1d).
 - Each WP should contribute to the List of deliverables (*at portfolio level*) (table 3.1c).
 - a list of critical risks at portfolio level, relating to Business Plan implementation, that the stated objectives may not be achieved. Detail any risk mitigation measures. You will be able to update the list of critical risks and mitigation measures as the project progresses (table 3.1e).

Regarding selection, please add any additional information that adds further clarification regarding Business Plan implementation beyond the information included in chapter 1.2.

Regarding monitoring and risk mitigations related to the implementation of the KIC portfolio in 2024-2025, please present approach to the monitoring of the activities and portfolio re-orientation (incl. go/no go decisions), please present risk assessment including mitigation measures at KIC portfolio

¹²https://eit.europa.eu/sites/default/files/eit_label_fellowship_handbook.pdf

level.

Detail any risk mitigation measures. You will be able to update the list of critical risks and mitigation measures as the project progresses (table 3.1d).

- a table showing number the total persons-month estimated per Work Package (*portfolio level*) (table 3.1f).
- a table showing description and justification of subcontracting costs for each participant (table 3.1g)
- a table showing justifications for ‘purchase costs’ (table 3.1h) for participants where those costs exceed 15% of the personnel costs (according to the budget table in proposal part A)
- if applicable, a table showing justifications for ‘other costs categories’ (table 3.1i)

3.2 Capacity of participants and KIC Partnership as a whole [*max. 5 pages*]

- *Note: The individual members of the partnership (KIC LE & CLCs) are described in a separate section under Part A. There is no need to repeat that information here.*
- *The KIC ecosystem shall be described in section 1 so below avoid repetition when describing the KIC Partnership.*
- Describe the KIC Partnership. How does it match the Business Plan’s objectives, and integrate the partners of the Knowledge Triangle. Show how this includes SMEs, cities, Regional Authorities and other relevant typology of partners. Show how this includes expertise in social sciences and humanities, open science practices, and gender aspects of R&I, as appropriate.
- Show how the partners will have access to KIC Co-location Centres (CLCs) and RIS Hubs and needed to carry out the Business Plan activities and benefit from the KIC services.
- Describe how the KIC partnership diversity contributes to business and result oriented innovation (i.e. covering the innovation value chain including education) within the societal challenge.
- **Other countries and international organisations:** If one or more of the participants requesting EU funding is based in a country or is an international organisation that is not automatically eligible for such funding (entities from Member States of the EU, from Associated Countries and from one of the countries in the exhaustive list included in the Horizon Europe Work Programme [General Annexes section A](#) are automatically eligible for EU funding), explain why the participation of the entity in question is essential to successfully carry out the project.
- Any particularity in regards the Business Plan implementation and different from what described in the KIC Strategic Agenda 2024-2027 related to the KIC legal structure, governing and executive bodies, organigramme and roles and responsibilities of the KIC LE executive staff.
- Anti-Fraud elements in line with the KIC policy as published in the KIC website.
- Audit control system, grant assurance and monitoring.

Tables for section 3.1

⚠ Use plain text for the tables in section 3.1. If the proposal is invited to start Grant Agreement preparation, these tables will have to be encoded in the grant management IT tool, where no graphics or special formats are supported.

Table 3.1a: List of work packages

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month

Table 3.1b: Work package description [max. 2 pages per WP]

For each work package:

Work package number	
Work package title	i.e EDUCATION

⚠ *Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)*

Objectives

- The WP’s objectives should be clearly linked with the intended and quantified impact.
- Please clearly describe link to strategic objectives and targets of the KIC in education as presented in the KIC Strategic Agenda as well as link to the EIT strategic priorities in education (as defined in the EIT SIA 2021-2027)
- Please describe the link to the EIT Label model – EIT Label Framework and other relevant documents. Provide (as a **mandatory deliverable**) KIC specific EIT labelling strategy, describing contribution and link of the WP to particular EIT Label elements (at Masters, Doctoral level, Fellowship, professional non-degree education); Please include as deliverable also **annual brief report** in case of the EIT Label programme (as required in the EIT Label Handbook)
- EIT Core KPIs per WP should be specified here (i.e. [EITHE01.1] Target value (2024-2025) = 25; [EITHE02] Target value (2024-2025) = 4). Each project/activity in the WP in education need to target at least one EIT Core KPI.
- FS Mechanisms and co-funding applied at WP level and objectives related to revenues generated.

Description of work (where appropriate, broken down into tasks), lead partner and role of main participants

- The description should be at portfolio level ensuring the level of information necessary to explain the work plan in views of the objectives. It should be brief and limited to essentials.
- Regarding the lead partner and role of participants, the plans for any sub-granting shall be explicitly described (i.e. geographical diversity, complementary capabilities...).
- Specific description related to WPs:

- The WP’s objectives should be clearly linked with the intended and quantified impact.
- Please clearly describe link to strategic objectives and targets of the KIC in education as presented in the KIC Strategic Agenda as well as link to the EIT strategic priorities in education (as defined in the EIT SIA 2021-2027)
- Please describe the link to the EIT Label model – EIT Label Framework and other relevant documents. Provide (as a **mandatory deliverable**) KIC specific EIT labelling strategy, describing contribution and link of the WP to particular EIT Label elements (at Masters, Doctoral level, Fellowship, professional non-degree education); Please include as deliverable also **brief annual report** in case of the EIT Label programme (as required in the EIT Label Handbook)
- The portfolio of all KIC activities in Education segment shall be built in alignment with the EIT Label. As such, it is required that starting from 2024, minimum of 75% of the EIT financial contribution in education goes to KIC activities that are included in the KIC EIT Label portfolio (Masters, Doctoral, Fellowship and non-degree segment), including activities which are not yet labelled, but are in preparation stage or in the process of obtaining the EIT Label. Maximum of 25% of the EIT financial contribution in education goes to KIC activities that are not included in the KIC EIT Label portfolio.
- Exception to this rule are KIC specific activities contributing to the strategic priorities and initiatives

in Education as identified by the European Commission, upon EIT approval (such as Skills agenda, Tech talent, Entrepreneurship mobility exchange, etc.)

- EIT Label programmes (including the segments – non-degree and Fellowship) can be financed up to 100% eligible costs, but must document a clear plan to become financially sustainable. Within 3 years clear progress is needed, a transition for ongoing programmes is required.
- For non-labelled programmes the funding rate should correspond to the KIC lifecycle rate but not exceed 70%, co-financing should be included from the beginning and KIC should present a clear plan to full financial sustainability and contribution to core EIT KPIs.
- EIT Core KPIs per WP should be specified here (i.e. [EITHE01.1] Target value (2024-2025) = 25; [EITHE02] Target value (2024-2025) = 4). Each project/activity in the WP needs to target at least an EIT Core KPI.
- Please describe Financial sustainability of the education portfolio in line with the EIT guidelines and include as **mandatory deliverable** clear financial plan, updated annually and milestones and targets how the activities will become sustainable over time.
- For this WP, please specify the activities and budget that will be subject to open calls, to calls open to the KIC partnership only and activities resulting from direct awards, following the provisions included in the specific rules for EIT KIC actions in HE MGA Annex 5.

IMPORTANT NOTE: It should be explained how activities are selected to contribute to maximum FS, EIT Impact Framework KPIs, maximum impact and how innovations are assessed in terms of their potential.

Table 3.1b: Work package description [2 pages per WP]

For each work package:

Work package number	
Work package title	i.e. BUSINESS CREATION

⚠ *Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)*

Objectives

- The WP’s objectives should be clearly linked with the intended and quantified impact.
- EIT Core KPIs per WP should be specified here (i.e. [EITHE01.1] Target value (2024-2025) = 25; [EITHE02] Target value (2024-2025) = 4). Each project/activity in the WP need to target at least a EIT Core KPI.
- FS Mechanisms and co-funding applied at WP level on Business Creation and objectives related to revenues and financial assets generated.

Description of work (where appropriate, broken down into tasks), lead partner and role of main participants

- The description should be at portfolio level ensuring the level of information necessary to explain the work plan in views of the objectives. It should be brief and limited to essentials.
- Regarding the lead partner and role of participants, the plans for any sub-granting shall be explicitly described (i.e. geographical diversity, complementary capabilities...).
- Specific description related to WPs:
 - WPs on Business Creation should present specific cluster of activities (grouped according to the structure of the KIC’s activities – for example covering a KIC’s specific Action Line, segment); the WP’s description should provide an approach for identifying and justification of the cluster’s thematic focus. The WP should refer to its contribution to the selection process. The WP description should cover all on-going activities on Business Creation as well as intended number of activities to be selected and implement in years 2024-2025 and how they will contribute to relevant EIT core KPIs. The WP’s monitoring modality should be clearly described. The WP’s description should for example provide information on the approach within the WP to achieve FS of the activities.
 - Please describe Financial sustainability of the Business Creation portfolio in line with the EIT guidelines and include as **mandatory deliverable** clear financial plan, updated annually and milestones and targets how the activities will contribute to the financial sustainability of the KIC.
 - For this WP, please specify the activities and budget that will be subject to open calls, to calls open to the KIC partnership only and activities resulting from direct awards, following the provisions included in the specific rules for EIT KIC actions in HE MGA Annex 5.

IMPORTANT NOTE: It should be explained how activities are selected to contribute to maximum FS, EIT Impact Framework KPIs, maximum impact and how innovations are assessed in terms of their potential.

Table 3.1b: Work package description [2 pages per WP]

For each work package:

Work package number	
Work package title	i.e. INNOVATION

▲ Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)

Objectives

- The WP’s objectives should be clearly linked with the intended and quantified impact.
- EIT Core KPIs per WP should be specified here (i.e. [EITHE01.1] Target value (2024-2025) = 25; [EITHE02] Target value (2024-2025) = 4). Each project/activity in the WP need to target at least a EIT Core KPI.
- FS Mechanisms and co-funding applied at WP level on Innovation and objectives related to revenues and financial assets generated.

Description of work (where appropriate, broken down into tasks), lead partner and role of main participants

- The description should be at portfolio level ensuring the level of information necessary to explain the work plan in views of the objectives. It should be brief and limited to essentials.
- Regarding the lead partner and role of participants, the plans for any sub-granting shall be explicitly described (i.e. geographical diversity, complementary capabilities...).
- Specific description related to WPs:
- WPs on Innovation – these WPs should present specific cluster of activities (grouped according to the structure of the KIC’s activities – for example covering a KIC’s specific Action Line, segment); the WP’s description should provide an approach for identifying and justification of the cluster’s thematic focus. The WP should refer to its contribution to the selection process. The WP description should list all on-going activities as well as intended number of activities to be selected and implement in years 2024-2025 and how they will contribute to relevant EIT core KPIs. The WP’s monitoring modality should be clearly described. The WP’s description should for example provide information how the innovation activities will address the EIT Innovation Principles. Approach within the WP to achieve FS of the activities.
- For this WP, please specify the activities and budget that will be subject to open calls, to calls open to the KIC partnership only and activities resulting from direct awards, following the provisions included in the specific rules for EIT KIC actions in HE MGA Annex 5.
- Ecosystems should not be part of the WP on Innovation. It may be included in the WP on Coordination or eventually in a specific WP on Ecosystems.
- Please describe financial sustainability of the Innovation portfolio in line with the EIT guidelines and include as **mandatory deliverable** clear financial plan, updated annually and milestones and targets how the activities will contribute to the financial sustainability of the KIC.

IMPORTANT NOTE: It should be explained how activities are selected to contribute to maximum FS, EIT Impact Framework KPIs, maximum impact and how innovations are assessed in terms of their potential.

Table 3.1b: Work package description [2 pages per WP]

For each work package:

Work package number	
Work package title	i.e. EIT RIS

⚠ *Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)*

Objectives

- The WP’s objectives should be clearly linked with the intended and quantified impact.
- EIT Core KPIs per WP should be specified here (i.e. [EITHE01.1] Target value (2024-2025) = 25; [EITHE02] Target value (2024-2025) = 4).
- FS Mechanisms and co-financing applied per type of EIT RIS activities in line with the EIT RIS framework 2022-2027 and objectives related to revenues and financial assets generated.

Description of work (where appropriate, broken down into tasks), lead partner and role of main participants

- The description should be at portfolio level ensuring the level of information necessary to explain the work plan in views of the objectives. It should be brief and limited to essentials.
- Regarding the lead partner and role of participants, the plans for any sub-granting shall be explicitly described (i.e. geographical diversity, complementary capabilities...).
- Specific description related to WPs:

IMPORTANT NOTE: It should be explained how activities are selected to contribute to maximum FS, EIT Impact Framework KPIs, maximum impact and how innovations are assessed in terms of their potential.

- WP on EIT Regional Innovation Scheme (EIT RIS) - These activities shall primarily target beneficiaries from the EIT RIS countries, where the KICs do not have a strong presence (notably, CLCs). This WP shall describe the selection of the KIC’s planned activities under the EIT RIS scheme and their contribution to the target group with expected results, including the transition to the new EIT RIS Implementation Framework and approach towards Financial Sustainability of the activities, and contribution to relevant EIT core KPIs. Please present overview on the EIT RIS contribution to the KTI - education, business creation, research driven innovation projects as well as planned EIT RIS hubs and consolidation and coordination at EIT community level, in line with the EIT RIS Hubs Minimum Standards and Guiding Principles.
- For this WP, please specify the activities and budget that will be subject to open calls, to calls open to the KIC partnership only and activities resulting from direct awards, following the provisions included in the specific rules for EIT KICs action in HE MGA Annex 5.

Table 3.1b: Work package description [2 pages per WP]

For each work package:

Work package number	
Work package title	i.e. COORDINATION

▲ Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)

Objectives

- The WP's objectives should be clearly linked with the intended and quantified impact.
- EIT KPIs per WP should be specified here (i.e. [EITHE01.1] Target value (2024-2025) = 25; [EITHE02] Target value (2024-2025) = 4).
- This WP should also contribute to the EIT Core KPI of gender balance of the management.

Description of work (where appropriate, broken down into tasks), lead partner and role of main participants

- The description should be at portfolio level ensuring the level of information necessary to explain the work plan in views of the objectives. It should be brief and limited to essentials.
 - Regarding the lead partner and role of participants, the plans for any sub-granting shall be explicitly described (i.e. geographical diversity, complementary capabilities...).
 - Specific description related to WPs:
- Ecosystems should not be part of the WP on Innovation. It may be included in the WP on Coordination or eventually in a specific WP on Ecosystems.

Table 3.1b: Work package description [2 pages per WP]

For each work package:

Work package number	
Work package title	i.e. COMMUNICATION, DISSEMINATION AND EXPLOITATION OF RESULTS

⚠ *Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)*

Objectives

- The WP’s objectives should be clearly linked with the intended and quantified impact.
- EIT KPIs per WP should be specified here (i.e. [EITHE01.1] Target value (2024-2025) = 25; [EITHE02] Target value (2024-2025) = 4).

Description of work (where appropriate, broken down into tasks), lead partner and role of main participants

- The description should be at portfolio level ensuring the level of information necessary to explain the work plan in views of the objectives. It should be brief and limited to essentials.
- Regarding the lead partner and role of participants, the plans for any sub-granting shall be explicitly described (i.e. geographical diversity, complementary capabilities...).
- Specific description related to WPs:

- Having regard to the obligation to promote the wide dissemination, communication and exploitation of the results and opportunities emerging from the EIT Community, the WP shall outline the communication actions that will be undertaken by the KIC in order to increase the awareness, visibility and knowledge of the EIT across the Union, as well as to encourage participation in EIT Community activities.¹³
- These communications actions shall include the task of coordinating annual open days with the contribution of other KICs in CLCs or RIS hubs (covering at least 4 different Member States/CLC-hub locations per KIC, in line with the guidance of the EIT) with the objectives of raising awareness around the EIT Community and its offerings at a country-level and strengthening the relationship between the EIT Community and local decisionmakers, especially the National Contact Points. The requested “open days” may be held in conjunction with wider EIT community communication campaigns and event(s).
- In particular, the WP on Communication will contribute to the objective of ensuring transparency and accountability of public funding in R&I projects, thereby preserving the public interest.¹⁴ It shall outline how the KICs website will contribute to transparency and accountability, including easily accessible dedicated contact information for the reporting of complaints, alleged irregularities or fraud or cases, as well as an overview of the governance structure, the names of and declarations of interest for all relevant persons involved in the KIC governance, and the minutes of relevant meetings (e.g. Annual General Meetings of the Board).
- In addition, it will outline the means by which the KIC will acknowledge the origin of the union funds that receives and ensure the visibility of the Union funding. This will include when promoting actions and their results (including for prizes), by providing coherent, effective and proportionate targeted information to multiple audiences, including the media and the public.¹⁵ This will also include reference to the branding guidance to be applied by the KIC and its partners which will be in line with the EIT brand guidance and requirements.
- As part of this raising of awareness and visibility, the WP on Communications must include an outline of when annual planning of awareness raising events will take place, and the commitment to produce a comprehensive events calendar which shall be communicated to the EIT in a timely manner at the beginning of planning phases, and regularly updated.
- For this WP, please specify the activities and budget that will be subject to open calls, to calls open to the KIC partnership only and activities resulting from direct awards, following the provisions included in the specific rules for EIT KIC actions in HE MGA Annex 5.

IMPORTANT NOTE: It should be explained how activities are selected to contribute to maximum FS, EIT Impact Framework KPIs, maximum impact and how innovations are assessed in terms of their potential.

¹³ EIT Regulation Article 6

¹⁴ Horizon Europe, Article 7, 12

¹⁵ Horizon Europe, Article 51

Table 3.1b: Work package description [2 pages per WP]

For each work package:

Work package number	
Work package title	i.e. FINANCIAL SUSTAINABILITY

▲ *Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)*

Objectives

- The WP's objectives should be clearly linked with the intended and quantified impact.
- EIT Core KPIs per WP should be specified here (i.e. [EITHE01.1] Target value (2024-2025) = 25; [EITHE02] Target value (2024-2025) = 4).
- FS Mechanisms applied per WP and objectives related to revenues generated.

Description of work (where appropriate, broken down into tasks), lead partner and role of main participants

- The description should be at portfolio level ensuring the level of information necessary to explain the work plan in views of the objectives. It should be brief and limited to essentials.
- Regarding the lead partner and role of participants, the plans for any sub-granting shall be explicitly described (i.e. geographical diversity, complementary capabilities...).
- Specific description related to WPs:

IMPORTANT NOTE: It should be explained how activities are selected to contribute to maximum FS to the KIC.

- WP on Financial Sustainability should explain the strategies and targets for the KIC's planned revenues and financing sources (EIT Governing Board Decision 06/2022 on Financial Sustainability Principles), including via the creation of revenues and return generating financial assets, the participation in return-generating investment funds and the attraction of public and private co-investments to co-fund EIT funded activities (EFA), or to fund non EIT funded activities (NEFA).
- It should present the financial operationalisation of the KIC's business model, including: the mechanisms to implement the KIC's Financial Sustainability strategies; a description of the evolution and changes in relation to the previous years and the exploitation of the financial returns / revenues (i.e. in line with the 06/2022 GB Decision on Financial Sustainability Principles) to further finance the KIC's KTI and ecosystem activities.
- It is recommended to include examples of concrete actions taken or to be taken in order to reach the FS plan presented by the KICs.
- It should also include details regarding Financial Sustainability for the proposed EIT Label programmes (i.e. long-term plans for making those programmes sustainable so that they can continue after EIT funding ends).
- The requested information is the same in the two sections (Excellence and WP on FS), but can be presented differently as decided by the KICs. Under "Excellence" it will be considered for BP assessment purposes, and here in the dedicated WP on FS, it will be in addition used at reporting stage to track progress against plans put forward in that WP. Please reflect under deliverables Table 3.1c: List of deliverables as appropriate.

Table 3.1c: List of deliverables¹⁶

Only include deliverables that you consider essential for effective project monitoring.

Note: Every single activity/project included in a WP should feed with its results to the following list of deliverables. See list of obligatory deliverable in the Guidelines appendix.

Number	Deliverable name	Short description	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)
i.e. D1.1	i.e Interim report WP Education	i.e. Interim report presenting the terms of the level of fulfilment of the KPI targets, Impact targets and Financial Sustainability contributions, per each sub-WP/Focus Ares/Flagship	i.e WP1	i.e. KIC LE	i.e. R	i.e. PU	12
i.e. D.1.2	i.e Final report WP Education	i.e. final report presenting the achievements in terms of the level of fulfilment of the KPI targets, Impact targets and Financial Sustainability contributions, per each sub-WP/Focus Ares/Flagship	i.e WP1	i.e. KIC LE	i.e. R	i.e. PU	24

KEY

Deliverable numbers in order of delivery dates. Please use the numbering convention <WP number>.<number of deliverable within that WP>.

For example, deliverable 4.2 would be the second deliverable from work package 4.

Type:

Use one of the following codes:

- R: Document, report (excluding the periodic and final reports)
- DEM: Demonstrator, pilot, prototype, plan designs
- DEC: Websites, patents filing, press & media actions, videos, etc.
- DATA: Data sets, microdata, etc.
- DMP: Data management plan
- ETHICS: Deliverables related to ethics issues.

¹⁶ You must include a data management plan (DMP) and a 'plan for dissemination and exploitation including communication activities as distinct deliverables within the first 6 months of the project. The DMP will evolve during the lifetime of the project in order to present the status of the project's reflections on data management. A template for such a plan is available in the [Online Manual](#) on the Funding & Tenders Portal.

SECURITY: Deliverables related to security issues
 OTHER: Software, technical diagram, algorithms, models, etc.

Dissemination level:
 Use one of the following codes:
 PU – Public, fully open, e.g. web (Deliverables flagged as public will be automatically published in CORDIS project’s page)
 SEN – Sensitive, limited under the conditions of the Grant Agreement
 Classified R-UE/EU-R – EU RESTRICTED under the Commission Decision No 2015/444
 Classified C-UE/EU-C – EU CONFIDENTIAL under the Commission Decision No 2015/444
 Classified S-UE/EU-S – EU SECRET under the Commission Decision No 2015/444

Delivery date
 Measured in months from the project start date (month 1)

Table 3.1d: List of milestones

Milestone number	Milestone name	Related work package(s)	Due date (in month)	Means of verification

KEY
Due date
 Measured in months from the project start date (month 1)

Means of verification
 Show how you will confirm that the milestone has been attained. Refer to indicators if appropriate. For example: a laboratory prototype that is ‘up and running’; software released and validated by a user group; field survey complete and data quality validated.

Table 3.1e: Critical risks for implementation

Description of risk (indicate level of (i) likelihood, and (ii) severity: Low/Medium/High)	Work package(s) involved	Proposed risk-mitigation measures

Definition critical risk:
 A critical risk is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives.

<p>Level of likelihood to occur: Low/medium/high The likelihood is the estimated probability that the risk will materialise even after taking account of the mitigating measures put in place.</p> <p>Level of severity: Low/medium/high The relative seriousness of the risk and the significance of its effect.</p>

Table 3.1f: Summary of staff effort

Please indicate the number of person/months over the whole duration of the planned work, for each work package, for each participant. Identify the work-package leader for each WP by showing the relevant person-month figure in bold.

	WPn	WPn+1	WPn+2	Total Person-Months per Participant
Participant Number/Short Name				
Participant Number/Short Name				
Participant Number/Short Name				
Total Person Months				

Table 3.1g: 'Subcontracting costs' items

For each participant describe and justify the tasks to be subcontracted (please note that core tasks of the project should not be sub-contracted).

Participant Number/Short Name	Cost (€)	Description of tasks and justification
Subcontracting		

Table 3.1h: 'Purchase costs' items (travel and subsistence, equipment and other goods, works and services)

Please complete the table below for each participant if the sum of the costs for 'travel and subsistence', 'equipment', and 'other goods, works and services' exceeds 15% of the personnel costs for that participant (according to the budget table in proposal part A). The record must list the largest cost items down to the level that the remaining, costs are below 15% of personnel costs.

Participant Number/Short Name	Cost (€)	Justification
Travel and subsistence		
Equipment		
Other goods, works and services		
Remaining purchase costs (<15% of pers. Costs)		

Total	
--------------	--

Table 3.1i: ‘Other costs categories’ items (e.g. internally invoiced goods and services)

Please complete the table below for each participant that would like to declare costs under other costs categories (i.e. internally invoiced goods and services), irrespective of the percentage of personnel costs.

Participant Number/Short Name		
	Cost (€)	Justification
Financial support to third parties		
Internally invoiced goods and services		

Table 3.1j: ‘In-kind contributions’ provided by third parties

Please complete the table below for each participant that will make use of in-kind contributions (non-financial resources made available free of charge by third parties). In kind contributions provided by third parties free of charge are declared by the participants as eligible direct costs in the corresponding cost category (e.g. personnel costs or purchase costs for equipment).

Participant Number/Short Name			
Third party name	Category	Cost (€)	Justification
	Select between Seconded personnel Travel and subsistence Equipment Other goods, works and services Internally invoiced goods and services		

ANNEXES TO PROPOSAL PART B

Some calls may ask to upload annexes to proposal Part B. The annexes must be uploaded as separate documents in the submission system. The most common annexes to be uploaded in Horizon Europe are (standard templates are published in the Funding & Tenders portal):

- **CLINICAL TRIALS:** Annex with information on clinical trials
- **FINANCIAL SUPPORT TO THIRD PARTIES:** Annex with information on financial support to third parties.
- **CALLS FLAGGED AS SECURITY SENSITIVE:** Annex with information on security aspects.
- **ETHICS:** ethics self-assessment should be included in proposal part A. However, in calls where several serious ethics issues are expected, the character limited in this section of proposal part A may not be sufficient for participants to give all necessary information. In those cases, participants may include additional information in an annex to proposal part B.

Appendix

Minimum requirements for activity selection to be included in a KIC portfolio:

Based on the EIT principles, please find below the list of minimum requirements to be followed in all the WPs during the selection of activities as part of the KIC portfolio in the framework of BP2024-2025. These requirements will be also supervised by the EIT in the context of Monitoring Plan 2023-2025.

Setup & General Aspects

1. Sound financial management: principles of economy, efficiency and effectiveness, including a lean and cost-efficient structure that keeps administrative and management costs to a minimum [as per PA Article 7].
2. Pan-European character (for multi-beneficiary projects).
3. Clear separation between KIC staff delivering management and operational functions (so that staff advising the activities are not the ones ultimately making the decision to stop them).
4. Risk management.
5. Management adhering to anti-fraud guidelines. KIC has a whistle-blowing policy.
6. KIC employs the four-eyes-principle for all transactions and decisions above an agreed threshold.
7. Training on understanding audit requirements and interacting with auditors.

Call planning and preparation:

1. KIC prepares the call text and the templates as call documents.
2. The KIC uses the checklist prepared by the EIT for the KIC's self-check.
3. KIC applies to get the call's approval from EIT (and time limits apply). For direct awards, the direct award request form shall be used.
4. Self-assessment form for meeting the KPI requirements to be completed at application stage.
5. KIC confirms the case for financial sustainability and co-funding.

Outreach to beneficiaries:

1. KIC publishes the calls on the KIC website, on the EC Funding & Tenders portal and the EIT website.
2. KIC puts procedures in place for guiding applicants and potential beneficiaries.
3. KIC has a process for supporting proposal ideation.
4. KIC has a process for facilitating brokerage and matchmaking among existing and new partners.

Process for submitting applications:

1. A common minimum period when a call remains open.
2. Submitting a report to EIT confirming the proposals submitted, ranking list and evaluation method followed.
3. Formal applicant notification about the selection result, attaching the summary evaluation report and the conditions to be fulfilled before contracting (if any).
4. Publishing the selection results on the relevant KIC website, after their contracting is complete.

Process for evaluating applications:

1. Criteria that combine Horizon Europe (i.e. a) Excellence, b) Impact, c) Quality and efficiency of the implementation, with KIC portfolio strategic fit and compliance with the financial sustainability principles and knowledge triangle integration and, for multi-beneficiary projects.
2. Evaluation performed by a minimum number of external experts to ensure fairness and transparency.
3. Report by independent expert observer (if applicable).
4. Pool of external evaluators renewed on a periodic basis (e.g., min percentage of new evaluators).
5. Evaluator contract with conflict of interest declarations (common template).
6. Remuneration of external evaluators (common base fee structure).
7. Mechanism to evaluate external evaluators with the option to swiftly remove those who do not meet the expected standards.

Process for informing applicants:

1. A standardised redress/appeal procedure in place.
2. Dissemination of evaluation results.

Process for contracting

1. Preparation of contract, using the common financial support agreement template.
2. Each partner identifies individuals with legal and financial responsibility, who are named in the contract.
3. Each partner receives code of conduct and anti-fraud materials.
4. Adopt a common electronic signature process to minimise contractual delays between the KICs and partners.

Process for monitoring

1. Confirmation of no subgranting between related entities.
2. Confirmation of no double funding for the same activities.

Process for post-impact assessment

1. Facilitate dissemination/communication/exploitation of results.
2. Follow the impact of KAVA output after a certain period.
3. Providing input to innovation policy discussions.

The following table needs to be completed by the KIC and submitted together with the BP2024-2025

Minimum requirement	EIT Principle applied	Description	Supervision

List of obligatory deliverables:

In the table 3.1.c, please fill the following obligatory deliverables and include in table 3.1.d the related milestones. The description text must remain as presented in the following table. The last column refers to the deadline when the deliverable must be provided to the EIT. Where applicable, the deliverable shall be published. All deliverables, in particular the obligatory ones, will be also relevant in the context of Monitoring Plan 2023-2025.

Deliverables	WP reference	Description	Deadline
Call information and documentation	[insert WP title]	Documentation related to the projects selection procedure which will take place in 2024 and 2025 ¹⁷ . The main information has to be published on the KIC's website and the EIT website and will be published on the Funding & Tenders Portal (in line with the Commission's template). The timeline for providing the information will be agreed with the EIT and the Commission.	2024-2025 Documentation: At least 30 working days before the expected date of publication.
The ranking lists and short summaries of the	[insert WP title]	The ranking lists (or similar) will be shared with the EIT at the end of evaluation, including the experts' evaluation results and subsequent KIC management decisions.	2024-2025 30 working days before

¹⁷ The assessment is linked with the EIT Monitoring Plans from 2022 onwards.

Deliverables	WP reference	Description	Deadline
projects/activities		All evaluated and ranked projects should be included. KICs will send short summaries of each project content. No specific format is required. Due date: month 1.	the KIC's formal agreement with the activities' coordinators.
Call results and statistics	[insert WP title]	<p>This includes:</p> <ul style="list-style-type: none"> - Statistics on number of applications, per country, per thematic topics shall be published on the KIC's website and EIT shall be informed; - a budget and funding overview; - information on each activity selected for funding, including data on each participant and abstracts of the activity proposal, for publication purposes. - EIT Core KPIs per activity. <p>This information shall be published on KIC's website and EIT to be informed.</p>	<p>2024-2025</p> <p>After the KIC's formal decision (at least annual)</p> <p>Provided EIT's approval related to EIT grant/KIC's BP is needed, after the EIT's approval.</p>
Up-to-date project/ proposal/ partner/ KPI data	[insert WP title]	Provision of up-to-date data to the Corda system	<p>2024-2025</p> <p>On a regular basis</p>
Annual call calendar	[insert WP title]	A document outlining the timeline of forthcoming open calls foreseen in the given year	<p>2024-2025</p> <p>yearly basis</p>
FS progress report	[insert WP title]	The KIC shall report on the FS mechanism in place per activity in a format specified by EIT. Not all activities need to have FS mechanism in place. However, the FS shall be ensured at portfolio level in line with the innovation principles and ensuring the financial sustainability of the KIC in multi-annual period. To consider the progress towards financial sustainability secured at portfolio level, together with the innovation projects principles, the EIT considers at least 50% of business creation/acceleration activities and ideally 30% of education activities to have financial mechanism in place.	<p>2024-2025</p> <p>quarterly basis</p>
Multiannual Work plan – Business Plan per se 2024-2025	[insert WP title]	<p>KIC Business Plan (Part B, excluding this appendix) should be published on the KIC website, together with the following information:</p> <ul style="list-style-type: none"> - 2024-2025 KIC Calls Planning: timeline and call description [format to be agreed between the EIT and KICs]. This shall be published together with the BP per se, in the framework of 'annual work plan'. - Budget: (i) Budget information (statement of revenues and expenditures planned in 2024-2025) and (ii) Staff plan 	28 February 2024

Deliverables	WP reference	Description	Deadline
		The document is expected to be published only after the GA signature. (For other documents to be published on the KIC website, please see the complete list in Art. 7.2 (e) of the Partnership Agreement)	
Specific deliverables per WP (see Table 3.1.b)	As in Table 3.1.c	The interim/final report for the WP Innovation and Research, Business Creation and Education should capture the level of fulfilment of the following targets: KPIs, Impact targets, FS contributions	As in Table 3.1.c
Specific deliverables per Education WP(s) (see Table 3.1.b)	As in Table 3.1.c	KIC specific EIT labelling strategy - describing contribution and link of the WP to particular EIT Label elements (at Masters, Doctoral level, Fellowship, professional education) Brief Annual report on implementation of EIT label activity(s) - as required in the EIT Label Handbook Clear financial plan, updated annually and milestones and targets how the activities will become sustainable over time.	As in Table 3.1.c
EIT Annual KPIs targets	As in Table 3.1.c	Table listing all the EIT KPIs (see Annex I in these guidelines – KPIs highlighted as TARGET) stating the KIC annual targets	Annually (by end of Q2)
KIC Anti-fraud Strategy and Code of Conduct	[insert WP title]	KIC's Anti-fraud Strategy should have been adopted and put in place in 2023.	If applicable
Success stories, good practices/lessons learnt	[insert WP title]	KIC's Success Stories, good practices/lessons learnt	Annually

Categories of selection of KIC Added Value Activities

For each WP, please specify the activities and budget that will be subject to open calls, to calls open to the KIC partnership only and activities resulting from direct awards, following the provisions included in the specific rules for EIT KICs actions in HE MGA Annex 5.

Declarations

The KIC LE shall clearly select YES/NO to the below. Please, keep in mind that the EIT can amend the 2024-2025 Grant Agreement if all is marked as YES.

Point 1 refers to the selection process carried out by the KIC and taking place during the year 2024-2025. The selected projects/activities may become part of the portfolio or may be integrated in existing activities. These projects/activities are expected to be implemented under the future grant agreements.

Point 2 refers to the KIC Portfolio monitoring and reporting carried out by the KIC as of 1 January 2024.

By submitting this Business Plan, the KIC LE legal representative declares on behalf of the KIC that the below conditions will be met.	
1) Selection procedure, criteria and evaluation	[YES] / [NO]
<ul style="list-style-type: none"> - selection procedure will be based on a transparent and well documented process using clearly set criteria - for the types of activities, the beneficiaries/recipients which can apply for funding under the respective KIC funding scheme will be clearly identified in advance. - open calls will be <ul style="list-style-type: none"> o published widely (including on the Funding & Tenders Portal, the EIT website and the KIC website); o kept open for at least two months; o open to all Horizon Europe eligible countries - applicants will be informed of call updates (if any) and the outcome of the call (list of selected projects, amounts and names of selected recipients) - measures to avoid potential conflicts of interest or unequal treatment of applicants will be ensured (notably through appropriate communication/exchange of information channels independent and fair complaint procedures) - proposals will be evaluated in accordance with the following pre-defined award criteria described in the call document: (a) Excellence (b) Impact (c) Quality and efficiency of the implementation and, if appropriate (d) KIC portfolio strategic fit and compliance with the financial sustainability principles and knowledge triangle integration and, for multi-beneficiary projects, (e) EU dimension (consortia with a pan-European character involving at least two independent entities from two different eligible countries) 	

<ul style="list-style-type: none"> - Proposals will be evaluated with the assistance of normally at least three independent external experts, on the basis of criteria defined in the call document. - The portfolio profile will be made based on the evaluation result and the pass threshold of the different activities. - Each project selected in 2024-2025 (except management activities): <ul style="list-style-type: none"> o has clear outputs / results contributing to the KIC strategic objectives; o implements a communication, dissemination and exploitation plans; o is subject to a formal ex-post impact assessment within at least five years after the end of the activity, to follow the impact of the activity's outputs. - For innovation activities, the innovation project principles will be taken into account. 	
2) KIC portfolio monitoring and reporting:	[YES] [NO]
<p>The following standards for the monitoring and reporting of recipients shall be ensured:</p> <ul style="list-style-type: none"> - systematic monitoring and review of the supported projects (e.g. staff management, procurement, financial management, quality control, distribution and provision of support to final recipients, etc.), in the format and timing specified by the granting authority - effective and reliable monitoring and reporting of the supported projects (including information on indicators, EIT impact framework, progress towards financial sustainability, KIC partnership, legality and regularity of the expenditure claimed, etc.), in the format and timing specified by the granting authority - provisions for re-orienting or stopping underperforming projects (with regular 'go'/'no go' decision points, including a payment system linked to milestone achievements) and, for stopped activities, quarterly information of the granting authority - a mechanism to evaluate high potential project outcomes and fast track them towards further investment and rapid development 	

Key Performance Indicators (KPIs)

Relevant EIT Core KPIs targets planned to be achieved following the implementation of the portfolio of activities in the year 2024-2025. (EIT Core KPIs are the KPIs in the EIT Impact Framework used for funding allocation decisions (indicated in red in the EIT Impact Framework). The Core KPIs may differ from year to year.) **Targets should be at least those stated in the KIC Strategic Agenda.**

Key outputs and deliverables

List and description of expected key outputs in 2024-2025 and their expected date of delivery should be planned. Outputs shall be represented by deliverables at portfolio level. In the deliverable description in each WP, the KIC shall indicate which output it represents.

Both, outputs and deliverables listed shall relate to 2024-2025 only.

Obligatory deliverables are present in the Appendix to the BP per se.

Outputs are what is directly produced or supplied through the KIC activities. In the context of the EIT, outputs may

refer to the concrete technology, product, service, method, design, concept, methodology, approach, graduates, etc. created by an activity. Some outputs are monitored as KPIs. Examples: new products or processes, transformation of existing products, innovative education and training modules, new curricula and qualifications, e-learning modules, guidance material for new approaches and methodologies, testbeds and experimental facilities, prototypes, patents, publications, etc.

Deliverables are the tangible document, medium, or other artefact encapsulating the quantifiable outputs (e.g. products, services) created by an activity in pursuit of a specific objective and defined in the Business Plan for each specific WP. Deliverables represent the outputs in a format that can be uploaded in the Funding and Tenders Portal submission tool at the time of reporting. A deliverable shall be chosen in a way that can represent a proof of the portfolio's proper implementation. A minimum of one deliverable shall be planned per WP. Core KIC documents (plans and reports that support KIC work) are part of the KIC planning and monitoring process and should not be listed as deliverables of WPs. Examples: comparative studies, market analysis reports; handbook and training tools; innovative education and training modules; described new curricula and qualifications; product technical documentation; results of client's satisfactory survey or testing; e-learning modules manuals and statistics of attendance; documentation about seminars, workshops, conferences, online forums, newsletters etc.

WP description / Work plan

WP summary: A clear but short WP summary indicating the aim of the WP and to which KIC strategic objective the WP contribute, e.g. what it is about, what the objective and the final outcome is; what is the added value over existing technology/solutions and the value of the WP compared to them; what is the WP composition (in case of higher degree of aggregation and one WP includes several sub-work packages / projects); what EIT core KPIs the WP contributes to.

The expected duration in terms of expected starting and closing dates (MM-YY) regardless the BP scope;

Description of the work that is planned within the WP for 2024-2025, divided into the sub-work packages/projects, including key milestones and time indication. For better clarity, it is suggested to include information on the outputs and deliverables. It is important to have a clear link and consistency with 'Key deliverables and outputs'.

It is also recommended to identify risks and mitigations, or use SWOT analysis for WPs.

On the top of the above general elements:

For WP on EIT RIS: in line with the objectives and guidance set in the invitation to submit BP for EIT RIS scheme, the KICs must clearly demonstrate how the WP will benefit the participants from the EIT RIS eligible countries where the KIC does not have a strong presence (e.g. not well-established CLCs), as well as, increase the impact of their EIT RIS Hubs. Where relevant, the description should include information on the country / EIT Hub selection and establishment of any other relevant cooperation with entities from the EIT RIS eligible countries. KICs should indicate what activities will be implemented / developed / in cooperation with entities from the EIT RIS eligible countries and how these activities will contribute to EIT core KPIs. The activities shall be implemented in the areas of entrepreneurship, education, innovation and other. Where relevant, KICs should demonstrate links with Smart Specialisation Strategies and with the activities of thematic platforms and interregional initiatives, including with the Managing Authorities of ESI Funds.

The EIT RIS WP should include a clear plan on how the KIC will foster the participation of the EIT RIS entities and individuals in KIC regular activities in a transparent manner (including specific support measures).

The EIT RIS activities included in the portfolio should also highlight the KTI good practise transfer actions the KIC will be working on per country. KICs should indicate relevant stakeholders per country, mention specific organisations whenever possible.

The selection approach of eligible countries and activities shall follow the provisions set out in the EIT RIS

Framework 2022-2027. Notwithstanding, the KICs are incentivised to finance activities implemented in the EIT RIS countries where the KICs do not have a strong presence as part of their KIC portfolios under different pillars.

Regarding the Commercialization Strategy, in line with the principles for innovation projects the following should be applied: each innovation/ research project should have a clear commercialisation strategy of the project outputs, indicating close cooperation with the clients/citizens, potential financial returns from the project and contribution of the project towards achieving the Innovation Community's financial sustainability; This is a key element of the EIT model. Business Plan should not include innovation activities in the portfolio which do not have a clear commercialization strategy meeting these requirements.

For **other WP not falling under the innovation area**, it shall be described how the WP will contribute to the sustainability.

For **WP on Financial Sustainability** the data related to FS should be reflected as follows.

The financial sustainability forecast shall **report revenues generated by the KIC, and non EIT sources of financing for EIT funded activities (EFA) and non EIT funded activities (NEFA)**.

Please note that the KIC's financial assets are not in the scope of this forecast. These shall be presented additionally to the BP per se.

As a reminder, in order to achieve financial sustainability, the following financing sources of the KIC Legal Entity and its Co-location Centres should be considered by KICs, in particular:

- a. Contributions from partner organisations, forming a substantial source of funding;
- b. Voluntary contributions from Member States, associated countries or third countries or public authorities within them;
- c. Contributions from international bodies or institutions;
- d. Revenue generated by the KICs' own assets and activities and royalties from intellectual property rights;
- e. Capital endowments;
- f. Bequests, donations and contributions from individuals, institutions, foundations or any other bodies established under national law;
- g. The financial contribution from the EIT;
- h. Financial instruments, including those funded from the general budget of the Union.

Only the generated revenues which flows back to the KIC LE, including Co-location Centres, for further KTI and ecosystem activities financing shall be recorded in the below template.

Five main areas for potential revenue have been identified:

Return on Investment (ROI) & Equity

Each KIC is expected to have a comprehensive plan as to how to benefit from the economic upside in the pipeline of start-ups and scale-ups that it develops through the Incubation, Acceleration, Training, Technical Advisory and Co-location Centre services as well as how to obtain revenue from new products and services developed with EIT funding and introduced to the market by KIC partners (e.g. by means of a licensing system). This has the potential to generate cash returns from revenue share or equity monetisation depending on the KIC focus. Each KIC is asked

to systematically seek either Revenue Sharing or Equity participation agreements as early as possible and get signed term sheets. A forecasting model then needs to be developed whereby the status of development of the enterprise can be tracked and a Fair Value established (for the Equity stakes).

Two critical success factors should be highlighted. Firstly, all KICs need to scale up their Pipeline development process so that the KIC becomes a 'go to' organisation for start-ups with a good market share across Europe, whilst avoiding a crowding-out effect. The nurturing phase is a key value-add and should lead to those in the Pipeline attracting a quality label, with better chances of raising finance. It is essential that this process is well established and has a certain track record before other funders will be willing to partner with the KIC. The second factor is the KIC ability to demonstrate commitment through an investment capacity of its own. This will ensure that its role as a catalyst and syndicator of third party funding is credible.

It is anticipated that revenue can be generated in two different ways:

- **ROI uncapped** – The key logic to this area of potential revenue is the possible upside that is negotiated systematically (through pre-negotiated Term Sheets) with selected start-ups during the preliminary agreement on the services to be provided by a KIC. It is based on classic revenue sharing/ royalties or license fees/ upside sharing which is not related to the equity value of the enterprise. This form of revenue has many advantages and can be negotiated better in the early stages of a relationship. To achieve this, for example, a KIC may put formal agreements in place with all incubation and acceleration partners.
- **Equity** – All KICs are exploring the possibilities of benefitting from eventual upsides through exit of their Pipeline companies. KICs could seek opportunities to co-invest through equity or warrants, which could become a high potential revenue opportunity.

Education

The design and continuous improvement of Education Programmes offered by KICs is at the heart of the EIT model. Education is an area where potential revenues and impact are demonstrated at a longer term than the other pillars. Yet, it is essential that each KIC develops a strategy to finance a proportion of these Programmes, which will remain part of a KIC's core activities. Education activities include primarily the EIT labelled degrees and diplomas, i.e. Master and Doctoral Programmes. KICs are also encouraged to maximise sources of revenue for the considerable investment that they are making into education activities by developing i.a. Executive and Professional Training solutions, notably using alternative delivery modes such as online education. Moreover, the development and deployment of other Education Programmes, e.g. Summer Schools, etc., with potential to become an additional revenue stream, should also be considered.

Services & Consulting (S&C)

As KICs mature, more opportunities are being identified to develop unique and competitive services and consulting which can be charged to partners and the wider market. Typically, these services and consulting offered by KICs could cover strategic and technical consulting, including IPR, and product-based services. For instance, the question as to whether a KIC should build up staff resources to compete for consulting services to its partners or others should be decided.

Membership Fees

Each KIC is at a different stage in the development of its strategy to maximise membership fee income. However, it is now considered essential to position each KIC in a similar way as regards different type of Partners relations. Hence, fees will be a key element for all KICs in terms of revenue generation. All KICs opting for the use of

membership fees should put in place fair and clear exit/entrance rules to maintain the discipline as well as sustain the 'value' of membership. Membership fees will be a core source of income. KICs are therefore requested, as part of the financial sustainability planning exercise to outline their action plan and deadlines to establish a transparent, effective and durable fee structure.

Alternative Funding Sources (Public and Private)

A clear way for the KICs to reduce dependency on the EIT funding is to work with their partners to develop a number of different sources of public and private finance to co-finance EIT funded activities.

In some cases, the EIT and KICs should act in a co-ordinated manner (e.g. negotiation with European Commission services / EIC, the European Investment Bank - EIB, European Investment Fund - EIF, European Fund for Strategic Investment - EFSI, European Structural and Innovation Funds - ESIF, etc.) to avoid overlap and to ensure maximum influence. In this context, all KICs are encouraged to explore further the potential role of Co-location Centres as regional innovation hubs with importance beyond the immediate KIC community, as regards their contributions to the regional economy and innovation capacity and thus the potential to obtain co-funding from national and regional governments as an additional revenue stream. The KIC may also include H2020/Horizon Europe funded projects or other public investments contributing to the achievement of the KIC's strategic objectives¹⁸.

FORECAST REVENUE (in Euro)

	2023	2024	2025	SUM	EXPLANATORY NOTE & KEY ASSUMPTIONS
1. INCOME GENERATED BY ROI & EQUITY					
2. EDUCATION					
3. SERVICES & CONSULTING					
4. MEMBERSHIP FEES					
5. ALTERNATIVE FUNDING SOURCES FOR KIC LE (PUBLIC AND PRIVATE)					
6. SUM					
7. TOTAL BUDGET PROJECTION					
8. TOTAL EIT FUNDING PROJECTION					
9. MANAGEMENT COSTS PROJECTION (*)					
10. FS COEFFICIENT (%) ([6] / [8])					

When substantiating the values, please, indicate yearly actions to reach the forecast revenues.

(*) The value shall equal to the sum of planned costs of KAVAs labelled with 'management' category and where EIT financing is requested.

Cascading fund

In order to better support the achievement of policy objectives, the EIT adapted its grant implementation procedures by **full alignment with the common Horizon Europe (HE) templates and integration to the European**

¹⁸ What can be recognized as revenue to the KIC is the actual revenues that the KIC LE received from other programmes (e.g. lump sum for co-ordination and management), not the full amounts of grants/contracts (grant/planned costs of the full project) from other programmes. The full project amount can be indicated as part of the comments.

Commission's IT tools (eGrants, CORDA). This is in line with the European Commission objective of harmonization and simplification of procedures and templates.

The move towards multiannual grants required that the EIT adopted a **portfolio approach**, which means that the emphasis is switched from transaction controls at the level of activities at specific points of time to the continuous monitoring of the KIC's progress made towards multiannual objectives, focusing on impact, results, potential risks and systemic weaknesses in their delivery over the multi-year planning.

Therefore, the EIT introduced an implementation method to allocate grants to KIC partners implementing projects through a **cascade funding system**, by the extended use of financial support to third parties.

Cascade funding, also known as Financial Support to Third Parties (FSTP) or sub-granting under the EU Financial Regulation, is a commonly used mechanism to deliver EU funding. It means that the implementation of the portfolio of activities is cascaded by the beneficiary to further recipients of the EU grant via calls. In case of the fully cascaded model, FSTP is applied to a larger extent, meaning that a larger proportion of the grant is spent by sub-grantees. Translating this into the KIC model, the beneficiaries and affiliated entities of the GA will be the KIC Legal Entity and the Co-Location Centres only, while KIC partners become recipients of FSTP and will not be parties acceding directly to the GA. Nevertheless, they will participate actively in the implementation of the action, and they will contribute to the delivery of the impact as well as financial sustainability of the KIC. Sub-grants will be awarded based on clear and transparent criteria that are to be spelled out in the KIC's Business Plan proposal. It is important to note that in Horizon 2020 the KICs already used FTSP for certain activities (e.g. scholarships, venture support, etc.). However, under the new implementation model, cascade funding has become the standard implementation mode meaning that a significant portion of the EIT grant is spent under FTSP.

Non EIT Funded Activity (NEFA) model

The EIT Strategic Innovation Agenda (SIA) for 2021 - 2027 and Regulation foresee that the EIT increases the efficiency and effectiveness of its operational and funding model to manage the grants with KICs. Key elements on the operational side include an impact and performance-based approach in the grant allocation, the move to multiannual grants with a stronger monitoring and supervision of KICs and more structured and additional reviews of KICs after 3, 7, 10 and 15 years of their lifecycle.

In accordance with the EIT SIA, the funding model introduces formally decreasing funding rates with the objective that over time, the EIT financed parts of any KIC activities are replaced by the KIC's own revenues and funds from third parties to maintain activities. The overall goal is that a KIC's innovation ecosystem becomes financially sustainable and that a KIC no longer requires EIT funding to carry out its activities at the latest in year 15.

Expecting compliance with these funding rates without considering KIC activities that are financed from their own funds, or third parties would not adequately reflect the KIC's portfolio of activities and would not incentivise the KICs to diversify their sources of funding. The implementation of the funding model should therefore look into how to attract and recognise increasing amounts of additional funding of KICs through activities fully implemented without any EIT funding (NEFAs – see below).

Under the previous implementation of the funding model, the portfolio of a KIC Business Plan consisted of a range of activities (KAVAs – KIC Added Value Activities). With the new implementation of the funding model, some of these KAVAs include a financial contribution of the EIT (EFAs – EIT-funded activities) and others are entirely financed by other sources (NEFAs – Non-EIT-funded activities). In other words, the difference between the previous and the new implementation of the funding model is the recognition of NEFAs in the KIC Business Plans.

Over time, in order to gradually reach financial sustainability of their KTI activities, under the funding model KICs would be expected to:

- decrease the level of EIT-funding in EFAs;

- increase the number of NEFAs carried out without EIT funding.

It must be underlined again, the ultimate objective of the model is that after year 15, KICs have the capacity to implement KTI activities without EIT funding, resulting in a complete NEFA portfolio.

The EIT will closely monitor both EIT and non-EIT financed activities. The EFAs need to fulfil all requirements of the EIT and Horizon Europe legal framework including planning, reporting, cost eligibility and control requirements. While NEFAs are subject to the same requirements in terms of planning and reporting, they are funded by the KICs' own resources or funding received from other programmes/ donors. Therefore, the eligibility rules and control/ audit requirement for the NEFAs shall be driven by the rules and requirements of the funding bodies (e.g. KIC's internal rules for their own funds, other EU programmes, national funding schemes, private funds, investors and donors, etc.). In order to be recognised at the reporting stage and to be considered as contribution to the funding rates from non-EIT sources, as defined in the EIT SIA, the KIC must provide evidence that costs behind NEFAs have actually been incurred and been found eligible by the provider of the funding source.

Therefore, besides having actually been incurred and deemed eligible, to be considered as part of the KIC portfolio of activities, NEFAs also need to comply with the same operational conditions as EFAs:

- contribute to the KIC's Strategic Agenda in line with the EIT Impact Framework, including a contribution to EIT core KPIs (if the activity is in education, innovation, business creation or RIS);
- derive from and contribute to Knowledge Triangle Integration (KTI);
- objectives and expected results have been adequately described in the KIC's Business Plan;
- have been implemented by the KIC and its partners (incl. KIC Legal Entity); and
- fulfil the reporting and data requirements of the EIT in terms of content and impact and IT tools.

It is critical to ensure an appropriate level of transparency, therefore all activities, regardless of their funding source, shall be subject to EIT's review and validation processes:

- at the planning stage, as part of the multi-annual Business Plan assessment;
- during implementation, via the reinforced strategy for continuous monitoring; and
- at reporting stage, including data provision via the eGrants and CORDA tools.

Annex I – KIC Key Performance Indicators (KPIs)

The data related to Annex 2 should be imported to the Part B submission.

The targets for these years should not be lower than the targets indicated for the respective years in the KIC Strategic Agenda Table 1. (Please note the KPI codes in the KIC SA and Business Plan template might be different. In such cases the KPI titles and definitions are to be taken into consideration.)

Please indicate the target value for years 2024-2025 (where relevant). The multi-annual planning of KPIs helps the evaluators to better understand the project development over years. Activities in education, business creation, innovation and RIS, which do not contribute substantially to EIT core KPIs should not be included in the BP portfolio.

EIT Annual KPIs

For each EIT Core annual KPI, the KIC shall present the target value for years 2024-2025. Each KAVA included in the KIC portfolios 2024-2025 in education, business creation, innovation and RIS should contribute to at least one EIT core KPI (indicated in red in the EIT Impact Framework). KAVAs in dissemination, exploitation, communication, public engagement, and coordination may not contribute to the EIT Core KPIs.

In several cases, the KPI definition/scope or the structured data needed for reporting/statistics will be further clarified. The revision will be affected by the Horizon Europe impact pathway adopted and the methodology for data collection to be developed under the EIT Impact framework. More clarity will be provided in the reporting guidelines.

Where supporting evidence is not applicable, this means no supporting documents are required at the time of reporting. However, the KIC shall keep records and relevant proofs. The EIT may carry out checks on sample basis.

When reporting, please keep in mind:

- Protection of personal data: Instead of names and contact details per individual persons (e.g. students), the KIC LE shall provide a unique personal identifier. Under this unique identifier (1 per person), the KIC LE must keep all the names and contact details for the future audits, reviews, evaluations etc...
- Please make sure that the structured data provided through import excels in Duna are identical with information in the supporting evidence (e.g. country of registration, gender of CEO/Owner).
- Horizon Europe impact pathways: similar to the H2020 indicators, we expect to monitor TRL, societal challenges related aspects, gender and geographical dimension and RIO-markers.

Area	KPI	Definition/Details	Supporting documents
Innovation to be reported annually	Intellectual property rights [EITHE01]	[EITHE01.1] Number of innovative products, processes and methods & Intellectual Property Rights (IPR) applications resulting from KIC activities [no target, reported only]	Structured data: - Year of reporting

			<ul style="list-style-type: none"> - Type of intellectual property right: patent; trademark; registered design; utility model; other - Application title - Application reference - Application date - IPR owner - Country of the IPR owner - Does the IPR owner take part in the <u>HEI Capacity Building Initiative (HEI CBI)</u> - IPR status: has the IPR protection been awarded - IPR Award reference if any - Technology Readiness Level - Reference to KAVA/portfolio <p>Supporting evidence: n/a</p>
	<p>Innovations launched on the market [EITHE02]</p>	<ul style="list-style-type: none"> - [EITHE02.1] Number of all innovations introduced on the market during the KAVA duration or within 3 years after completion. Innovations include new or significantly improved products (goods or services) sold. [TARGET] - [EITHE02.4] Number of innovations introduced on the market during the KAVA duration or within 3 years after completion <u>with a sales revenue of at least 10 000 EUR documented.</u> [TARGET] <p>Innovations introduced on the market must be directly linked with the KAVA and reported in the year when they reached the first revenue (but not later than three years after completion of the KAVA).</p> <p>Markets to be defined per country (incl. RIS countries)</p> <p>EIT RIS KPI:</p> <ul style="list-style-type: none"> - [EITHE02.2-EITRIS] – EIT RIS # products or processes (as per EITHE02.1 definition) launched on the market by organisations from the EIT RIS countries [TARGET] 	<p>Structured data:</p> <ul style="list-style-type: none"> - Year of reporting - Name of the innovation - Type of innovation (e.g. new product, new service) - Market (country) - Country of origin of the company commercializing the innovation - <u>Was the innovation developed and launched on the market as a result of the capacity building activities delivered as part of the HEI CBI?</u> - Total revenue from the innovations launched on the market for the reported year in EUR. For open access innovations only: number of confirmed users. - Was the innovation launched by learners/graduates from labelled programmes (or with direct link to participating in the labelled activity)?

		<ul style="list-style-type: none"> - [EITHE02.3-EITRIS] - EIT RIS countries – # of EIT RIS countries related to the products introduced on the market (as per EITHE02.1 definition) [no target, reported only] 	<p>Supporting evidence (required only for the sub-KPI with the threshold of 10,000 EUR):</p> <ul style="list-style-type: none"> - Description of product or process with specified performance characteristics/ physical parameters/ functionalities demonstrating novelty (new or significant improvement) of the product/process - Declaration demonstrating link with a specific KIC KAVA (indication of the specific output of KIC KAVA(s)) and financial proof of the KAVA investment in the innovation development - Documented proof such as an invoice or an online sales record demonstrating that the purchases totaling to at least 10 000 EUR has been made by a customer
<p>Business Creation <i>to be reported annually</i></p>	<p>KIC Supported Start-ups/Scale-ups [EITHE03]</p>	<p>[EITHE03.1] Supported start-ups/scale-ups: Number of start-ups and scale-ups supported by KICs for at least 2 months in year N, provided the KIC’s services contribute to the company’s growth (including potential growth). KIC should justify that the provided services contribute to the company’s growth (including potential growth). Examples of such services are mentoring, consultancy on access to finance and markets, product / service marketing, legal advice, internationalization, match-making, etc. The services should be provided for a total period of at least two months. Start-ups and scale-ups will be reported by country of registration of the venture. [TARGET]</p> <p>EIT RIS KPI:</p> <ul style="list-style-type: none"> - [EITHE03.2-EITRIS] EIT RIS Start-ups/scale-ups supported: Number of start-ups and scale-ups registered in EIT RIS 	<p>Structured data:</p> <ul style="list-style-type: none"> - Year of reporting - Company name - Company registration number - Company website - Country of registration - Gender of the CEO/owner - Reference to a specific KIC KAVA - <u>Was the company supported through the HEI CBI?</u> - <u>Was the company supported through the a cross-KIC project?</u> <p>Supporting evidence: n/a</p>

		<p>country supported by KICs for at least 2 months in year N [TARGET]</p> <ul style="list-style-type: none"> - [EITHE03.3-EITRIS] EIT RIS countries –KIC supported start-ups/scale-ups: Number of EIT RIS countries where start-ups/scale-ups supported by KICs (as per EITHE03.1 definition) are registered [no target, reported only] 	
	<p>Start-ups created [EITHE04]</p>	<ul style="list-style-type: none"> • [EITHE04.1] Number of start-ups established in year N as a result / based on the output(s) of KAVA(s), or start-ups created for the purpose of an innovation project to organise and support the development of an asset (but not later than three years after the completion of KAVA). [TARGET] • [EITHE04.4] Number of start-ups established in year N as a result / based on the output(s) of KAVA(s), or start-ups created for the purpose of an innovation project to organise and support the development of an asset (but not later than three years after the completion of KAVA) having <u>financial transactions of at least 10 000 EUR for services/products (result of the KIC KAVA) sold to customers.</u> [TARGET] <p>EIT RIS KPI:</p> <ul style="list-style-type: none"> - [EITHE04.2-EITRIS] EIT RIS Start-ups created of/for innovation: Number of start-ups registered in EIT RIS country in year N and established as a result/ based on the output(s) of Innovation/ Research related KAVA(s), or created for the purpose of an innovation project to organise and support the development of an asset [TARGET] - [EITHE04.3-EITRIS] EIT RIS countries - start-ups created of/for innovation: Number of EIT RIS countries where 	<p>Structured data:</p> <ul style="list-style-type: none"> - Year of reporting - Company name - Company registration number - Company website - Country of the company registration - Gender of the company CEO/owner - <u>Was the company created through the HEI CB Initiative?</u> - <u>Was the company created through a cross-KIC project?</u> <p>Supporting evidence <u>only for the sub-KPI with the threshold of 10,000 EUR:</u></p> <ul style="list-style-type: none"> • Registration certificate of a start-up established in year N • Description of the start-up and its core business • Document such as an invoice or an online sales record certifying financial transactions of at least 10 000 EUR for services/products (result of the KIC KAVA) sold to a customer.

		start-ups of/for innovation (as per EITHE04.1 definition) were registered [no target, reported only]	
	Investment attracted by KIC-supported start-ups and scale-ups [EITHE06]	<p>[EITHE06.1] Investment attracted by KIC supported start-ups/scale-ups: Total EUR amount of private and public capital attracted within year N by supported start-up/scale-ups (per country) that have received KIC business creation services support of total duration of at least two months, within a maximum of three years following the last received KIC KAVA support activity. [TARGET]</p> <p>EIT RIS KPI:</p> <ul style="list-style-type: none"> - [EITHE06.2-EITRIS] Investment attracted by KIC supported EIT RIS start-ups/scale-ups: Total EUR amount of private and public capital attracted within year N by supported start-ups/scale-ups established in the EIT RIS countries, that have received KIC business creation services support of total duration of at least two months, within a maximum of three years following the last received KIC KAVA support activity. [TARGET] - [EITHE06.3-EITRIS] EIT RIS Country - Investment attracted by KIC supported EIT RIS start-ups/scale-ups: Number of EIT RIS Countries where the supported start-ups/scale-ups which attracted investment were registered [no target, reported only] 	<p>Structured data:</p> <ul style="list-style-type: none"> • Year of reporting • Investment amount • Company name • Company registration number • Country of the company registration • Gender of the CEO • Year in which the last support was received • <u>Was the company supported through the HEI CB Initiative?</u> • Was the company created through a cross-KIC project <p>Supporting evidence:</p> <ul style="list-style-type: none"> • Declaration of a start-up proving the amount, type of investment, source of income by type (public/private) and a link to a specific KAVA and support received and the year when last support was provided. In case the investment was attracted from public source, it should be specified (e.g. from EU Structural Funds). If possible, links to further evidence (e.g. website) should be included.
Education to be reported annually to be	Students enrolled in EIT-labelled programmes [EITHE09]	[EITHE09.1] Sum of students enrolled in EIT labelled master's, EIT labelled PhD programmes, participants in EIT labelled Fellowship schemes and other education activities awarded EIT Label (in year N). [no target, reported only]	<p>Structured data:</p> <ul style="list-style-type: none"> • Year of reporting • Name • Contact detail/email address • Gender • Country of origin • Country of residence • Education programme type • Education programme/activity and information whether

<i>reported annually</i>			<p>the activity has been developed as part of the HEI CBI</p> <ul style="list-style-type: none"> Name of the HEI / education provider Year of starting the studies under the EIT label <p>Supporting evidence: n/a</p>
<i>to be reported annually</i>	<p>Graduates from EIT-labelled programmes [EITHE07]</p>	<p>[EITHE07.1] Sum of graduates from EIT labelled master’s, PhD programmes and other education activities awarded EIT Label (in year N). [TARGET]</p> <p>EIT RIS KPI:</p> <ul style="list-style-type: none"> [EITHE07.2-EITRIS] EIT RIS Graduates from EIT labelled MSc/PhD programmes and other education activities awarded EIT Label: Number of graduates from EIT labelled Master and PhD programmes in year N with citizenship in EIT RIS countries [TARGET] 	<p>Structured data:</p> <ul style="list-style-type: none"> Year of reporting Name Contact detail/email address Gender Country of origin Country of residence Education programme/activity Education programme type Name of the HEI / education provider Year of starting the studies under the EIT label Year of completing the studies under the EIT label <p>Supporting evidence: n/a</p>
	<p>Start-ups created by students enrolled and graduates from EIT-labelled programmes [EITHE05]</p>	<p>[EITHE05.1] Number of start-ups established in year N by students enrolled and graduates from EIT labelled MSc and PhD programmes or by learners / participants in other EIT labelled activities</p> <p>To be eligible, a start-up should be created during EIT labelled programme (by students, participants) or within 3 years from the graduation (by graduates) or within 1 year in case of other EIT Label activities.). [TARGET]</p> <p>EIT RIS KPI:</p> <ul style="list-style-type: none"> [EITHE05.2-EITRIS] EIT RIS start-ups created of EIT labelled MSc/PhD programmes: Number of start-ups established in EIT RIS countries in year N by EIT labelled MSc and 	<p>Structured data:</p> <ul style="list-style-type: none"> Year of reporting Company name Company registration number Country of the company registration Company website Name of the student who created the company Gender of the student who created the company Was the labelled programme delivered through the HEI CBI? <p>Supporting evidence:</p> <ul style="list-style-type: none"> Registration certificate of a start-up established in year N Description of the start-up and its core business

		<p>PhD students or graduates or by learners / participants in other EIT labelled activities [TARGET]</p> <ul style="list-style-type: none"> - [EITHE05.3-EITRIS] EIT RIS Countries - Start-ups created of EIT labelled MSc/PhD programmes: Number of EIT RIS countries where the start-ups created by EIT labelled MSc and PhD students or graduates are registered [no target, reported only] 	<ul style="list-style-type: none"> • Document such as an invoice or an online sales record certifying the first financial transaction for a service/product sold to a customer
	<p>Participants in non-labelled education and training [EITHE08]</p>	<p>[EITHE08.1] Number of successful participants in EIT professional development courses, online training courses and other education/training activities delivered or in a process of delivery (by country and type of programme), including data on country of citizenship and gender. Only participants, who successfully finished the programme, will be counted. For this KPI, only those education and training activities which have clearly defined learning outcomes, and which carries out competency assessment method are applicable. [TARGET]</p> <p>[EITHE08.3 List of (non-degree) education and training: List of EIT professional development courses, online training courses and other education/training products delivered or in a process of delivery (by country and type of programme): details to include learning outcomes and competency assessment method and results [no target, reported only]</p> <p>[EITHE08.4] List of institutions/organisations delivering the (non-degree) education and training, incl. country [no target, reported only]</p> <p>EIT RIS KPI:</p> <ul style="list-style-type: none"> - [EITHE08.2-EITRIS] EIT RIS Participants in (non-degree) education and training: Number of successful participants in EIT professional development courses, online training courses and other education/training 	<p>Structured data:</p> <ul style="list-style-type: none"> - Year of reporting - Title of course/training/education activity delivered - Type of the programme - Key learning outcomes, competencies and results of the programme - Number of participants enrolled in the reporting year (and breakdown of participants by country of origin) - Number of participants who successfully finished the course in the reporting year - Is the training/education delivered through the HEI CBI? - The following aspects related to EIT RIS countries will be provided: number of successful participants in EIT professional development courses, online training courses and other education/training activity delivered or in a process of delivery with citizenship in EIT RIS countries. <p>Supporting evidence: n/a</p>

		activity delivered or in a process of delivery with citizenship in EIT RIS countries [TARGET]	
Knowledge Triangle Integration /KIC ecosystems <i>to be reported annually</i>	Active partners collaborating in the KIC [EITHE10]	<p>[EITHE10.1] Number of active partners collaborating in the KIC per profile (research; business; HEIs; cities, regions, NGOs; other). Active partner means organisations signed contracts with KICs and with implementing activity role in the reported year (expressed in terms of costs in the budget). [TARGET]</p> <p>EIT RIS KPI:</p> <ul style="list-style-type: none"> - [EITHE10.2-EITRIS] EIT RIS Active KIC Partners: Number of active KIC partners registered in the EIT RIS countries [TARGET] - [EITHE10.3-EITRIS] EIT RIS countries – active KIC Partners: Number of EIT RIS countries where active KIC partners are registered [no target, reported only] 	<p>Structured Data:</p> <ul style="list-style-type: none"> - Organisation name, country, type, description of activity - Reference to KAVA - Whether the organisation has participated in the HEI Capacity Building Initiative <p>Supporting evidence: n/a</p>
Leveraging investments in R&I <i>to be reported annually</i>	Total non-EIT financing generated by the KIC Legal Entity [EITHE11]	<p>[EITHE11.1] FS revenues: Total financing generated by the KIC LE in year N (absolute value in EUR). [TARGET]</p> <hr style="border-top: 1px dashed black;"/> <p>[EITHE11.2] Financial sustainability (FS) coefficient (%) calculated as the total revenues generated by the KIC LE divided by the total EIT grant in year N. [TARGET]</p>	<p>Structured data: (Annex V)</p> <ul style="list-style-type: none"> - completed templates (revenues presented per category: Structured data to be provided: KICs’ reports on FS and completed templates (financing sources presented per category, as per adopted EIT legal package in Horizon Europe: - 1) Contributions from partner organisations, forming a substantial source of funding (Unrestricted revenue to the KIC LE, such as membership fees. Not cofinancing to projects.); - 2) Voluntary contributions from Member States, associated countries or third countries or public authorities within them (Revenue to the KIC LE or CLCs fully controlled by the KIC LE.);

			<ul style="list-style-type: none"> - 3) Contributions from international bodies or institutions (Cash contributions, not grants or tenders won.); - 4) Revenue generated by the KICs' own assets and activities and royalties from intellectual property rights, broken down in the following categories: 1) ROI&Equity: revenue shares, license fees, exits from equity investments; 2) Education: revenues from Masters course, revenues from Doctoral courses, revenues from other education/training services; 3) Services&Consulting: revenues from consulting or other services - 5) Capital endowments; - 6) Bequests, donations and contributions from individuals, institutions, foundations or any other bodies established under national law; - 7) The financial contribution from the EIT; - 8) Financial instruments, including those funded from the general budget of the Union. <p>Supporting evidence: n/a</p>
	KICs SIA funding rate [EITHE12]	[EITHE12.1] KICs SIA funding rate: EIT funding divided by the total value of the entire portfolio of activities implemented by the KIC during a given implementation period, including both EIT Funded Activities (EFAs) and Non-EIT Funded Activities (NEFAs). [TARGET]	<p>Structured data: (Annex III)</p> <p>Supporting evidence: n/a</p>
	Financial asset valuation [EITHE13]	[EITHE13.1] Financial asset valuation: Value of Financial Assets held by KIC at end of the reporting year in EUR [TARGET]	<p>Structured data: Value of Financial Assets held by KIC at end of the reporting year in EUR</p> <p>Supporting evidence: Audited Financial Assets positions (Equity, Options) report to be provided by KIC to EIT</p>
Strengthening entrepreneurship and	Number of new and/or improved support structures and mechanisms (e.g.,	[EITHE19.1] Number of new and/or improved structures and mechanisms established in or mobilized by HEIs participating in the HEI Capacity Building Initiative with an objective to support innovation and / or entrepreneurship. For example, the following	<p>For each reported structure or mechanism, the data provided will also include information on:</p> <ul style="list-style-type: none"> • Year of reporting • Title of new and/or improved structure and mechanism

<p>innovation capacity of higher education institutions to be reported annually only for the HEI CBI</p>	<p>testbeds, units, programmes, spaces, infrastructures, etc.) established within or mobilized by the HEIs participating in the HEI Capacity Building Initiative [EITHE19]</p>	<p>structures and mechanisms will be considered: innovation testbeds, units, programmes, spaces, infrastructures, etc. KICs will need to gather the lists of structures and mechanisms from the participating institutions and provide them to EIT together with explanations as to how the HEI Capacity Building Initiative has contributed to establishing, improving and/or mobilizing these structures. [no target, reported only]</p>	<ul style="list-style-type: none"> • Description of new and/or improved structure and mechanism • Higher education institutions involved • Countries where these structures were established incl. RIS countries <p>Supporting evidence: n/a</p>
	<p>Number of new partnerships established as a result of the HEI Capacity Building Initiative [EITHE20]</p>	<p>[EITHE20.1] This indicator will have two sub-indicators, for which only one sub-indicator need to be fulfilled:</p> <ul style="list-style-type: none"> • [EITHE20.1] # New partnerships established by participating HEIs and businesses, research organisations, other actors [TARGET] • [EITHE20.2] # and % of HEIs which participate in other activities of the KICs [no target, reported only] 	<p>The provided data will include information on:</p> <ul style="list-style-type: none"> • Organisations involved in these partnerships • Nature of the partnership (contract, agreement, informal cooperation, etc.) • Countries of the organisations involved. Of them: RIS countries • Number of organisations from RIS countries <p>Structured data:</p> <ul style="list-style-type: none"> • Year of reporting • Organisations involved in these partnerships • Nature of the new partnership (contract, agreement, informal cooperation, etc.), including roles of different partners • Countries of the organisations involved. Of them: RIS countries. • Number of organisations from RIS countries • If the organisation participates in other KICs activities: yes/no. <p>Supporting evidence: n/a</p>

RIS-specific indicators <i>to be reported annually</i>	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 [EITHE21]	[EITHE21.1] This indicator will measure [no target, reported only]: <ul style="list-style-type: none"> • Number of organisations from RIS countries that attracted funding from ESIF (in line with Smart Specialisation Strategies) with support from KICs • Funding attracted <p>KICs will gather and provide evidence on whether the organisations from RIS countries engaged with them as KIC partners or in other ways have received funding support from ESIF in line with Smart Specialisation strategies.</p>	Structured data proposed: <ul style="list-style-type: none"> • Year of reporting • Name of the organisation receiving ESIF funding • Country of the organisation • Reference to website publication of the ESIF funding received • Was the funding attracted as part of the HEI CBI? • Was the funding attracted as part of a cross-KIC project? • Title and reference of the ESIF project if available • Funding received • Reference to KIC KAVA activity in which the organisation has been involved <p>Supporting evidence: n/a</p>
	Number of new and established KIC Partners from RIS countries [EITHE22]	[EITHE22.1] This indicator will measure: <ul style="list-style-type: none"> • New KIC Partners from RIS countries • Established KIC Partners from RIS countries • Share (%) of KIC Partners from RIS countries among all KIC partners (for each KIC and overall) • Share (%) of KIC Partners from the EU-13 Member States among all KIC partners (for each KIC and overall) • Reference to a specific KAVA <p>Sub-KPIs:</p> <ul style="list-style-type: none"> - [EITHE22.2-EITRIS] Number of new KIC Partners from RIS countries [TARGET] - [EITHE22.3-EITRIS] Number of established KIC Partners from RIS countries [no target, reported only] 	Supporting evidence: <ul style="list-style-type: none"> • Title and website of organisation from RIS countries • Country of an organisation <p>Budget spent by these partners</p>

<p>Societal impact <i>to be reported annually</i></p>	<p>EIT grant invested in climate action, biodiversity, clean air, digital transformation, health, sustainable development [EITHE14]</p>	<p>The following indicators shall be reported [no target, reported only]:</p> <ul style="list-style-type: none"> - [EITHE14.1] EIT Grant for climate-related activities - [EITHE14.2] EIT Grant for biodiversity-related activities - [EITHE14.3] EIT Grant for clean air activities - [EITHE14.4] EIT Grant for digital transformation activities - [EITHE14.5] EIT Grant for health activities - [EITHE14.6] EIT Grant for sustainability development related activities <p>The indicator is estimated on the basis of the "RIO markers" methodology developed by OECD. The values (0% , 40%, 100%) will be reported at portfolio level. <i>to be revised in line with the Horizon Europe framework and IT tools.</i></p>	<p>The indicator will be estimated on the basis of the "RIO markers" methodology developed by OECD. The values (0%, 40%, 100%) will be reported at portfolio level.</p> <p>Structured data:</p> <ul style="list-style-type: none"> - [structured data TBC; values: (0% , 40%, 100%)] <p>Supporting evidence: n/a;</p>
	<p>Impact on achieving Sustainable Development Goals [EITHE15]</p>	<p>[EITHE15.1] This indicator will assess the impact that KICs had through their activities on achieving the specific SDGs [no target, reported only].</p>	<p>Each KIC will provide the following information:</p> <ul style="list-style-type: none"> • List of SDGs to on which the KIC had an impact during the year • Type and strength of the impact: strong positive impact; slightly positive impact; no impact; slightly negative impact; strong negative impact <p>Explanations about the impact will be provided. No supporting evidence</p>
<p>Horizontal outputs <i>to be reported annually</i></p>	<p># Results disseminated through the EC dissemination tools [EITHE16]</p>	<p>[EITHE16.1] Result is what is generated during the activity implementation. This may include, for example, know-how, innovative solutions, algorithms, proof of feasibility, new business models, start-ups, policy recommendations, guidelines, prototypes, demonstrators, databases, trained researchers, new infrastructures, networks, etc.</p> <p>By the EC dissemination tools are meant the EC IT dissemination platforms such as Horizon Results Platform (europa.eu) Structured data to include reference to a specific KAVA. [no target, reported only]</p>	<p>Structured data:</p> <ul style="list-style-type: none"> - KAVA reference, website [[structured data TBC] <p>Supporting evidence: n/a; only provide links where these were published</p>

	<p># People reached through communication activities [EITHE17]</p>	<p>[EITHE17.1] Reach of KIC's communication activities: This will present aggregated figures for the entire KIC (e.g. corporate account, CLCs, hubs, activities) ,[no target, reported only], including</p> <ul style="list-style-type: none"> - # website visitors/unique website visitors, - # social media following and engagement (data collected to include Twitter, Facebook, Instagram and LinkedIn followers and engaged users on each channel), - # of external events organised by KIC and # of participants - # of external events where KIC and KIC activities were presented - # media coverage (articles and broadcast in global / European / national / local press, TV, radio, etc.) - % difference compared to previous year for all 	<p>Structured data:</p> <ul style="list-style-type: none"> - [structured data TBC] – based on existing communication report template <p>All data will have to be sliceable by the EIT RIS country and KAVA.</p> <p>Supporting evidence: n/a;</p>
	<p>% of less represented gender in top governance and management positions combined [EITHE18]</p>	<p>[EITHE18.1] Top governance refers to the members of the KIC boards (Supervisory Board or equivalent), whilst KIC management refers to the KIC CEO, COO, CFO / Director of Finance, Chief Strategy Officer, Pillar directors (Education, Innovation, Business Creation) and CLC Directors [TARGET]</p>	

Annex 3 – Estimated budget

The data related to Annex 3 should be reflected in proposal template Part A.

The following applies:

- The estimated budget must be provided at portfolio level.
- The overall percentage of EIT funding shall be applied as the funding rate in accordance with the EIT SIA provisions
- For CFS and other analytical purposes, the KIC is requested to submit information per KIC Partner and affiliated entities, including the estimated EIT grant to be requested. This information does not constitute a formal part of the GA Annex 2. The grant funding rate is applied on the total eligible costs.

PART II: Additional Guidance

Eligibility of direct and indirect costs

‘Direct costs’ are specific costs directly linked to the performance of the action (as described under eligible activities in the relevant chapters of the invitation to submit proposals and as presented in the work packages of the proposals) and which can therefore be directly booked to it.

They are:

- either costs that have been caused in full by the activities of the action
- or costs that have been caused in full by the activities of several actions (projects), the attribution of which to a single action can, and has been, directly measured (i.e., not attributed indirectly via an allocation key, a cost driver, or a proxy).

‘Indirect costs’ are costs that cannot be identified as specific costs directly linked to the performance of the action. In practice, they are costs whose link to the action cannot be (or has not been) measured directly, but only by means of cost drivers or a proxy (i.e. parameters that apportion the total indirect costs (overheads) among the different activities of the beneficiary).

For reasons of simplification, and notwithstanding their key importance for the operations of the KIC, the costs of governance and KIC management (C-level staff) shall be claimed as indirect costs.

EIT RIS

The [EIT RIS Implementation Framework 2022-2027](#) became fully applicable from 2022.

EIT RIS is designed to contribute to the innovation capacity of the modest and moderate innovator countries by **widening participation in KICs’ activities** and sharing KICs know-how. Hence, the EIT RIS is to be implemented in the geographical **areas where there is limited or no KIC presence**. This underlying principle applies to all EIT RIS activities, including innovation projects.

With a reference to the ‘Invitation to submit proposals for KIC Culture & Creativity Business Plan 2024-2025, below **a further guidance on the EIT RIS eligibility rules for the EIT RIS AREA is provided**.

- 1) As a general rule, EIT RIS must directly benefit teams, individuals and organisations from EIT RIS countries and regions and widen participation, i.e. attract new partners and other participants from the regions where the KIC has limited presence (e.g. not yet established CLC).

- 2) EIT RIS can be implemented by KIC partners and other third parties involved in the action in line GA provisions¹⁹ who implement activities / projects (incl. innovation) that are for direct benefit to the ultimate EIT RIS target groups – i.e. teams, individuals and entities that are not involved in KICs as partners and come from the geographical areas where KIC participation is limited. For instance, outputs, know-how, IP will be transferred to these entities.
- 3) If an external entity becomes a KIC Partner in the course or as a result of an innovation activity, its costs will still be eligible throughout the period of the respective innovation project (i.e., if a project runs through several years).
- 4) EIT RIS AREA implementation should also include entities that are functioning as EIT RIS hubs to implement associated activities, regardless whether they are KIC partners, sub-contractors or sub-grantees.

Example:

An activity under the EIT RIS AREA where the involved partners are from e.g. Poland, Germany and Italy, however a feasibility study and the technology is piloted e.g. in Serbia or Lithuania for the benefit and **use by local organisations**. Both Serbia and Lithuania have limited participation in KICs.

Principles for innovation projects financed by the EIT

Effective design and implementation of innovation projects is a key element for further strengthening of the EIT Community innovation activities, achieving successful results and increasing the impact of the EIT and its KICs.

In January 2018, the EIT finalised the Innovation and IPR Assessment whose outcomes showed that the innovation activities are managed effectively by the KICs and are characterised by the unique ability to be adaptive and responsive to market and societal needs. Following the Innovation and IPR related recommendations, the EIT Governing Board decided to endorse four Principles for Innovation Projects financed by the EIT at its 49th meeting in March 2018.

The principles:

1. Each innovation / research project should lead to clear outputs: new products/services/ processes contributing to the Innovation Community's strategic objectives. A formal procedure for post-funding monitoring of minimum five years of an innovation project should be set to follow an impact to be generated by the project's outputs;
2. Each innovation/ research project should have a clear commercialisation strategy of the project outputs, indicating close cooperation with the clients/citizens, potential financial returns from the project and potential contribution of the project towards achieving the Innovation Community's financial sustainability;
3. Each innovation/ research project should have a dissemination and communication plan following the EIT guidance, including elements such as naming convention or information on the EIT funding;
4. Mandatory KIC co-funding level for the innovation pillar should be at least 30% (average for the pillar).

In November 2018, a note further explaining the principles was shared with the innovation panel (Ref. Ares(2018)6001283 - 23/11/2018).

The KICs are required to take the principles into account when selecting their portfolio and reflect them in the BP, whenever relevant.

Please also refer to Article 7.4.1 of the Partnership Agreement concerning research and innovation activities.

¹⁹Such KIC partners may be located in both EIT RIS and non-RIS countries.

Unallocated funds as part of multi-annual planning

Considering the multiannual grants, many activities will be selected only after the signature of the GA, the following are key principles for planning:

- The multi-annual portfolio must be identified in the Business Plan as part of the WPs and in line with the KIC Strategic Agenda.
- The WPs should be described in terms of expected outputs, deliverables and KPIs – what will be achieved by end the period
- KIC shall clearly describe the objectives, themes, size, types and added value to the portfolio of the projects to be selected. KIC shall submit further supporting material on the selection (e.g. eligibility and selection criteria, timeline, text to be published describing the call for projects/activities, evaluation process)

The related funds shall be allocated to an entity (i.e. KIC Legal Entity) responsible for the selection of the activities and re-allocation of the funds following the selection process.