Annual Work Programme 2016

The EIT – Making Innovation Happen

European Institute of Innovation and Technology (EIT)

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www.eit.europa.eu

The EIT is a body of the European Union

Contents

INTRODUCTION

The Annual Work Programme shows how the EIT plans to give practical effect to the priorities and strategic objectives set out by the EIT Governing Board in the EIT Triennial Work Programme 2016-2018. The Annual Work Programme translates the long and mid-term strategy as set out in the EIT Strategic Innovation Agenda (SIA) 2014-2020 and the EIT Triennial Work Programme 2016-2018 into specific objectives and activities while considering available human and financial resources.

The purpose of the EIT Annual Work Programme is to:

- set out the EIT's main activities in 2016 contributing to the EIT's overall strategic objectives;
- plan and manage activities to achieve objectives, using resources efficiently;
- set performance indicators for monitoring progress during the year;
- identify the main risks which may have an impact on achieving objectives and suggest how to address them;
- provide a basis for reporting on results in the annual activity report;
- draw conclusions from lessons learnt from past experience.

1 MISSION STATEMENT

The EIT is a body of the European Union established in March 2008.[1]

The EIT's mission is to contribute to sustainable European economic growth and competitiveness by reinforcing the innovation capacity of the Member States and the Union in order to address major challenges faced by European society by promoting synergies and co-operation among, and integrating, higher education institutions, research organisations and businesses of the highest standards. The EIT aims to create favourable environments for creative thoughts, in order to enable world-class innovation and entrepreneurship to thrive in Europe.

In 2010, the European Union launched a strategy for sustainable growth for the coming decade: the Europe 2020 Strategy. A flagship initiative part of Europe 2020 is the 'Innovation Union', which aims to create an innovation-friendly environment making it easier for great ideas to be turned into products and services contributing to economic growth and job creation. The financial instrument implementing the 'Innovation Union' is Horizon 2020[2]. By coupling research and innovation, Horizon 2020 is helping to achieve this with its emphasis on excellent science, industrial leadership and tackling societal challenges. A top priority of the Commission, which took office in 2014, is to strengthen Europe's competitiveness and to stimulate investment for the purpose of job creation. This should be done through smarter investment, less regulation and greater flexibility. A strong emphasis is put on education, research and innovation, promoting a climate of entrepreneurship and job creation.

It is against this backdrop that the European Institute of Innovation and Technology (EIT) operates. The EIT will contribute to Europe 2020, the 'Innovation Union', Horizon 2020 and the European Commission's objectives by continuing to integrate the Knowledge Triangle of higher education, research and business. This integration takes place primarily via the Knowledge and Innovation Communities (KICs), which bring together excellent organisations on a long-term basis around societal challenges. Based on existing European excellence, the KICs will continue to build upon and create new eco-systems tackling fragmentation and duplication of efforts across borders to generate critical mass, enhance and strengthen collaboration, optimise the use of human, financial and physical resources, and attract top talent from all over the world.

To further enhance impact and to incentivise innovation in new areas of societal challenges, the EIT will, according to the EIT Strategic Innovation Agenda (SIA)[3], gradually expand its portfolio of KICs. Building on the existing five KICs, three designated in 2009 and two in 2014, in the period 2016 to 2018, three new KICs will be set up in two waves. Two new KICs in 2016, in the thematic areas of Added-value Manufacturing and Food4Future, and one additional KIC in 2018 on Urban Mobility, will lead to a total portfolio of eight KICs. The estimated financial needs of the EIT in 2016-2018 are approximately EUR 0.97 billion.

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[1] The EIT founding regulation (Regulation (EC) 294/2008) was amended in 2013: http://eur-lex.europa.eu/legal-content/EN/ALL/?uri=OJ:L:2013:347:TOC
[2] http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32013R1291&qid=1415873358015&from=EN
[3] http://eit.europa.eu/interact/bookshelf/eit-strategic-innovation-agenda-sia-2014-2020

2 CHALLENGES in 2016

The EIT has been on a steady growth path both in terms of its results achieved and the scale of its operations. 2016 is a pivotal year as it will not only see further results and impact from its first wave of Knowledge and Innovation Communities (KICs) that address the societal challenges of climate change, digitalisation and sustainable energy as well as the implementation of the first business plan by the second wave of KICs creating innovation systems for raw materials and health and active ageing. Moreover, in 2016, two new KICs for added value manufacturing and food4future will be created. Furthermore, the EIT is working towards full financial autonomy from the Commission. This means that if these goals are achieved at the end of 2016, the EIT will have reached its potential and met expectations to create a pan-European network of powerful innovation systems that make an impact on the European competitiveness, growth and job creation. This work programme lays out how the EIT will achieve this.

The EIT will complete the following main activities in 2016:

I.   Consolidating the growth and impact of the first three KICs in the areas of climate change mitigation and adaption, next generation information society (ICT) and sustainable energy through increased focus on results achieved, widening of participation in KICs and simplification. Meanwhile, for the second wave of KICs, 2016 will represent the first year of full-scale operations, implementing their strategies aiming to offer viable solutions in the societal challenges of health and active ageing and raw materials. The three KICs launched in 2009 showed to date concrete results and impact such as over 300 students graduated from EIT labelled education KIC master and doctoral programmes; more than 400 business ideas incubated; around 100 start-ups created; nearly 150 knowledge transfers/adoption; and approximately 90 new or improved products, services and processes launched. Furthermore, the winner of the EIT Change Award in 2015, Govinda Upadhyay, has gone from being an EIT supported student to becoming an entrepreneur as has already been selected as finalist in the Forbes under 30 Social Entrepreneurs competition. This is precisely the kind of impact that the EIT was designed to create. To continue this positive trend, the EIT in co-operation with its KICs and the European Commission will consolidate the growth and impact of the first three KICs (Climate-KIC, EIT Digital and KIC InnoEnergy) through increased focus on efficiency, effectiveness and results achieved, and on fostering cross-KIC collaboration.

II.   Successfully designating KICs in the areas of Food4Future and Added Value Manufacturing. The EIT will launch the call, complete a focussed awareness campaign to maximise competition, evaluate the proposals and designate two new KICs in November 2016.

III. The EIT will follow up its dissemination and communication activities which in 2015 culminated in an InnovEIT event with unprecedented attendance and press coverage. In 2016, there will be the next edition of InnovEIT showcasing EIT results and further communication activities throughout the year. This will allow further stakeholder engagement and work on synergies with other programmes and stakeholders in Europe and beyond, to make the EIT and its results known and available to the widest possible audience. This will include a continuation of the EIT awards for the next generation of innovators and the growth of our EIT alumni community.

IV.   Implementation of the EIT's newly developed Monitoring Strategy to further enhance impact and results and draw lessons learnt from the ongoing implementation focussing on education, innovation and knowledge triangle integration as well as completion of the KPI review.

V.   Take the concepts of KICs' financial sustainability, the EIT Regional Innovation Scheme (EIT RIS) and the simplification agenda to the next level with a view to creating impact and outreach at larger scale. This includes the creation of a pipeline of investment projects by the KICs that will deliver real leverage from the investments made into KICs.

VI.   Further consolidate and strengthen the capacity of the EIT as an EU body in key areas to improve its performance. One key area to be strengthened is the enhancement of its assurance and simplification strategies to ensure the sound financial management of its increasing budget and expanding KIC operations. A second one is the EIT's communication with external stakeholders in a more targeted and focussed manner focussing on topics related to Knowledge Triangle Integration. Finally, the EIT will work towards receiving full financial autonomy from the Commission in 2016.

This Annual Work Programme is designed to address the challenges above and support the EIT in achieving its objectives in the most effective and efficient way and taking a performance based approach to maximise the economic impact that the EIT can achieve with its resources and through this to bring concrete and visible benefits to EU citizens.

3 OPERATIONAL ACTIVITIES

3.1 Incentivising Growth, Impact and Sustainability through the EIT

The EIT fosters dynamic and open partnerships, its Knowledge and Innovation Communities (KICs), ready to take the lead in their respective thematic fields and turn the emerging needs of Europe's economy and society into opportunities for entrepreneurs. Based on existing European excellence, KICs are a new paradigm of cross-border interconnected eco-systems tackling the fragmentation in the innovation field and accelerating market uptake. A KIC is designed to generate a critical mass of excellent innovators and entrepreneurs, strengthens collaboration across sectors, optimises the use of human, financial and physical resources, and attracts top talent. In essence, a KIC carries out a whole range of activities covering the entire innovation value chain including, amongst others, education and training programmes, research and innovation projects, incubation and scaling up of start-ups; all of these activities integrated and focused on addressing a societal challenge. The KICs will offer thus the collaboration platform for their contribution to the objectives of Horizon 2020.

The added value of KIC partnerships has been conceptualised, nurtured and validated by the EIT starting with its first years of operations. A KIC is expected to have economic and societal pan-European impact through the integration of the Knowledge Triangle. To further enhance impact and to incentivise innovation in new areas of societal challenges, as set out in the EIT's Strategic Innovation Agenda (SIA), the EIT is expanding its portfolio of KICs, from three up to eight, in the period from 2014 to 2020.

3.1.1 Consolidating, Fostering Growth and Impact of the Existing KICs

The year 2016 will be of utmost importance for the first three KICs in terms of the validation and wherever necessary adapting of their alignment to Horizon 2020 objectives whilst their respective strategies should ensure that their partnerships remain dynamic, flexible and robust, to expand and scale up their portfolio of activities to seize new market/societal opportunities, and to adapt to a changing global environment. Meanwhile, for the second wave of KICs, 2016 will represent the first year of full-scale operations, implementing the strategies aiming to offer viable solution to other societal challenges of high interest for the European citizens (health and raw materials). The EIT and its KICs will continue to foster synergies and complementarities bottom-up within the Horizon 2020 and with other EU instruments with the objective to deliver tangible economic impact in terms of growth and jobs and contribute to the EU 2020 Strategy. For this to happen, KICs should further improve results, become more impact oriented and continuously enhance the sustainability of their operations.

The EIT will focus in this field on three type of activities:

- Promoting the Collaboration and Competition among KICs through its investments in the 5 KICs via grant management
- Fostering knowledge triangle integration in the KICs as a cross-cutting activity
- Fostering further growth of the KICs by promoting synergies

The combination of the above three activities is expected to strengthen and grow the innovation systems created by the KICs to deliver tangible results and impact.

The EIT education agenda will consolidate in 2016 some of its more successful activities to date, while the two KICs of the second wave will start the implementation of their education agendas contributing to expanding further the range of activities of the EIT.

The EIT's flagship initiative, the EIT Label, will start a new phase in 2016 after the revision of the EIT Label concept based on the lessons learned since it was launched in 2012. The EIT approved a new EIT Label framework as well as a revised version of the EIT Label handbook by late 2015 in cooperation with the KICs,

which resulted in an increasingly robust quality assurance and learning model, and which will strengthen the EIT label brand identity and will attract more talent from Europe and abroad to EIT labelled courses. During 2016, this revised EIT Label concept will start to be implemented, including the possibility to extend the EIT Label to other courses than full master and doctoral programmes, as the EIT Label framework has been adapted for the first time to shorter courses including online and professional ones. This new EIT Label implementation will also done in conjunction with the plans to promote innovative and entrepreneurial mind-sets into other levels of education beyond post-graduate education to a greater variety of study modes.

3.1.1.1 Promoting Collaboration and Competition among KICs

Objective: The EIT aims to consolidate its investments in KICs through the grant management cycle and align procedures and methodologies for both the first and second waves of 5 KICs and in view of the increasing annual budget allocated to the KICs and in full alignment with H2020 provisions. In particular, the EIT will carry out the following main sets of actions:

1. Efficiently manage the programming and grant allocation process 2017 through enhanced guidance issued in 2016 and including further streamlined processes.

2. Complete on time the signature of Specific Grant Agreements (SGA) for 2016 with five KICs under the new Framework Partnership Agreements, enhancing sound financial management and steadily consolidating the governance of KICs.

3. Increased grant assurance through adequate support, guidance and control of KICs during the grant implementation through sound financial management, the development of cross-KIC activities, the efficient processing of amendments, the management of KIC partners' entry and exit and incorporation of lessons learnt. Revision of the grant assurance strategy in line with the actions identified by the Task Force for Simplification.

4. Efficient reporting, performance assessment and timely payment processes leading to a high level of grant assurance, decrease of the financial error rates and efficient absorption of EIT funds by the KICs.

Actions	Indicator	Target	Main outputs
Grant allocation process / programming	Effectiveness and timeliness of competitive funding allocation process to five KICs under grant allocation process 2017	Full allocation of available funds to five KICs by Q4 and implementation of the simplified rules to improve the Business Plan 2017 issued	Business Plan guidelines for KICs

Business plans submitted by all five KICs

Business Plan assessment reports completed by the EIT

EIT Governing Board decision on competitive funding under the annual grant allocation |
| Contracting and pre-financing payment to KICs | Timely signature of Grant Agreements 2016 | Signature of Grant Agreements 2016 by end February 2016 | Five signed Grant Agreements 2016

Five pre-financing payments made |

Improving the grant assurance framework and support and guidance for KICs to ensure sound financial management	Revision of the grant assurance strategy in line with the recommendations of a study carried out in 2015 and in line with the actions identified by the Task Force for Simplification	100% of recommendations and actions incorporated in the revised grant assurance strategy by Q4 2016	Revised grant assurance strategy adopted by EIT
	Reduction of the error rate of the KIC financial transactions	10% reduction of the total final error rate for Grant Agreement 2015 compared to Grant Agreement 2014	Calculation of error rate
	Improvement in the absorption capacity of KICs	95% of the grants awarded to KICs are actually spent (GA 2016)	Grant absorption rate
	Timely review of the KICs' reports on the implementation of the good governance principles	Review completed and best practices shared with the KICs by Q2 2016	Assessment report, summary of best practices and recommendations sent to KICs
	Timely issuance of guidance documents and replies to KIC queries	Additional guidance issued for KICs on programming, implementation, reporting and fostering EIT identity, including EIT label by the deadlines fixed in the grant cycle calendar	Additional guidance documents issued by the EIT to KICs
	Improvement measures made	At least two improvements of processes agreed at each EIT-KIC Forum on average	Minutes of Forum meetings
	Timely availability of improved IT tools including review of functions of H2020 IT tools	Improved IT platform available by Q4 2016	Improved IT platform for BP and Report submission
Reporting, performance assessments, payments and audits	Timely processing and finalisation of ex-ante verifications of Grant Agreements 2015 performance and cost reports	Grant Agreements / Start-Up Grant Agreements 2015 verified by end July 2016 and payments made by September 2016	EIT assessment reports for three GA 2015 KIC Reports and two SUGA Reports Approved final balance payment to five KICs

	Improved efficiency of the ex-ante verification of KIC reports ('first time right reporting' implemented)	20% reduced number of appeals by KICs on EIT verification findings compared to 2015	KIC letters responding to EIT verification report
	Centralisation and timely contracting of the CFS audits	Auditors selected and contract(s) with CFS auditors signed by Q4 2016	CFS auditors contracted to carry out approximately 100 audits
	Timely processing and finalisation of ex-post audits	Audits completed by end April 2016 (reports for Grant Agreements) 2014)	28 final ex-post audit reports on Grant Agreements 2014
		Auditors selected by end October 2016 (selection for Grant Agreements 2015)	Signed contract for ex-post audit on Grant Agreements 2015

3.1.1.2 Knowledge Triangle Integration

Objective: Implement a set of targeted cross-KIC actions that promote knowledge triangle integration, including the EIT label as flagship initiative.

To achieve this, the EIT will carry out the following main set of actions:

- Improved EIT Label Framework implemented
- Encouraging women entrepreneurship.

Actions	Indicator	Target	Main outputs
Improving the EIT Label framework	Harmonised approach implemented to EIT Labelled masters, doctoral programmes and modules	All EIT labelled masters and doctoral programmes aligned with revised EIT Label handbook by Q3 2016	EIT approval decisions for EIT labelled courses
Encouraging women entrepreneurship	Timely development and implementation of a pilot activity encouraging women entrepreneurship in a sustainable manner	Pilot activity implemented reaching minimum 100 young women by Q4 2016	Pilot activity report and recommendations for continuation

3.1.1.3 Fostering Growth and Creating Impact

Objective: The objective in 2016 is to contribute to the overarching objectives of Europe 2020 strategy on fostering growth and creating jobs by improving results, breakthrough technologies and services and sustainability of the operations of the KICs through synergies and multiplication of successful activities across KICs.

The EIT will:

- Promote synergies between KICs and other EU programmes (notably but not exclusively Horizon 2020 thematic challenges, Joint Programming Initiatives and Joint Undertakings, the Competitiveness and SMEs Framework Programme, the European Structural and Investment Funds and Pre-Accession Funds) for the integration of Knowledge Triangle

- Create an investment project pipeline through the collaboration with the European Fund for Strategic Investments (EFSI) or International Financial Institutions (IFIs) and support KICs in applying for funds for their investment projects.

Actions	Indicator	Target	Main outputs
Synergies with EU funds and programmes	Synergies of EIT with other EU programmes (e.g. other H2020 programmes, ESIF, IPA), funding bodies (e.g. EIB, EIF) and policies (e.g. Digital Agenda, SET Plan etc.) and structured dialogue in place, including joint initiatives	Analysis completed on links of EIT with other EU programmes and services based on structured dialogue and at least one joint pilot project under way by Q4 2016	Analysis paper completed, pilot project identified and structured dialogue with key partners
Create investment project pipeline through collaboration with EFSI and IFIs	Facilitate a successful project application by KICs to EFSI or IFIs	Minimum one project application to the EFSI or IFIs by KICs by Q4 2016	Grant/loan/investment agreements prepared between EFSI or IFI and KICs

3.1.2 Creating new KICs

In 2016, the EIT will designate two new KICs: EIT Food and EIT Manufacturing.

The key dates of the process are as follow:

- 14 January 2016: launch of the EIT 2016 Call for KIC Proposals;
- 14 July 2016: Closure of the 2016 Call for KIC Proposals;
- 16-17 November 2016: Designation of the two new KICs "EIT Food" and "EIT Manufacturing".

The partnerships (one per each thematic area) will be selected and designated by the EIT to become a KIC following a competitive, open and transparent procedure. The criteria for the selection of the KICs in 2016 were adopted by the EIT Governing Board on 24 September 2015. The external and independent experts will be involved in the selection process. The evaluation process will be prepared and implemented by the EIT and supported by the Horizon 2020 Submission and Evaluation IT tool (SEP). Lessons learnt have been taken on board, including the analysis made by the Internal Audit Service and by the Independent Observer of the previous KIC call.

In order to ensure that the EIT's stakeholder community will be well informed about the call, the EIT will undertake a number of communication activities directly linked to the call in the course of 2016.

3.1.2.1 Designating two new KICs in 2016 on Added-value Manufacturing and Food4Future

Objective: In line with the EIT Regulation and the Strategic Innovation Agenda, the EIT will designate two new KICs in the fields of *Food4Future - Sustainable Supply Chain from Resources to Consumers* and *Added-value Manufacturing* in 2016.

This will involve the following actions:

- Launch and closure of the call
- Awareness raising campaign, including the Information Day
- Completion of the evaluation process resulting in the designation of new KICs

Actions	Indicator	Target	Main outputs
Launch of the 2016 EIT's Call for KICs proposal	Timely launch of the call	Timely launch on 14 January 2016 and closure in July 2016	Publication of the Call in the OJ, on the Participants Portal and the EIT website
Organisation of the Info Day and awareness campaign	Successful organisation of the Info Day	Info Day held on 18 February with over 300 participants, 90% satisfied or fully satisfied with the delivered content of the event	Information day report
Designation of new KICs and evaluation process	Timely designation of two new KICs based on transparent evaluation	Evaluation process completed in November 2016 Designation package issued to new KICs in Q4 2016	Evaluation report and GB Decision on the designation of two new KICs Designation package issued to new KICs

3.2   Enhancing the EIT's impact

According to the EIT's Strategic Innovation Agenda for 2014-2020, the EIT will encourage participation in outreach activities and in particular provide support to the KICs in relation to the Regional Innovation Scheme, set up a web based tool to provide a platform for knowledge sharing and networking around the EIT, build and support a functional and strong network of graduates from EIT/KIC educational and training activities ('EIT alumni'), make lessons learned and successes from KICs systematically accessible to the wider Union innovation community and beyond and ensure strong participation of the private sector, including SMEs, in the knowledge triangle.

3.2.1 The EIT's next Strategic Innovation Agenda (SIA) 2021-2027

As set out in the Amended EIT Regulation, in 2016, the EIT will start preparing for the next draft seven-year Strategic Innovation Agenda (SIA) ensuring submission to the European Commission at the latest by 30 June 2018. Hence, in 2016, the EIT will start addressing this strategically important task internally by identifying its long-term strategic objectives, operational priorities and potential budget needs for the programming period from 2021 to 2027. In doing so, the EIT will closely co-operate with all KICs, it will take into account inputs from external experts and, as appropriate, consult relevant stakeholders through various fora, including the EIT Stakeholder Forum and Member State Configuration. The next SIA will be built upon initial impacts of the EIT's and KICs' activities, lessons learnt as well as results available of EIT reviews and evaluations. In addition, the EIT will further analyse potential synergies and complementarities between its activities and other EU initiatives in preparation for the submission of the SIA 2021-2027.

3.2.1.1 Preparation for the next Strategic Innovation Agenda

Objective: Preparation of the EIT's next Strategic Innovation Agenda covering the period from 2021-2027.

Action	Indicator	Target	Main outputs
Internal Preparation of the EIT's next Draft Strategic Innovation Agenda 2021-2027	Relevant and timely prepared roadmap and draft outline of building blocks	Approved roadmap for the preparation of the Draft SIA by Q3 2016	Roadmap for the development of the EIT's next Draft SIA

3.2.2 Fostering Communication, Knowledge Exchange through Dissemination and Outreach

While it is a clear goal for the EIT to strengthen existing capabilities and centres of excellence in Europe, the EIT will also ensure it delivers benefits to areas of the Union that are not directly participating in KICs. The EIT actively promotes the dissemination of novel practices for the integration of the Knowledge Triangle in order to develop a common innovation and knowledge sharing culture. The EIT will work to make the KIC experience understandable and replicable, and build it into a culture that can act as a role model in Europe and beyond. By identifying, analysing and sharing novel practices, the EIT seeks to ensure that knowledge generated within the EIT and its KICs is disseminated and capitalised upon for the benefit of people and organisations, including those not directly benefitting from the KICs. The EIT will also seek to enhance its visibility across the EU. The most relevant means and avenues of communications will be used to ensure sufficient access to information on the achievements and activities of the EIT Community.

The EIT will increasingly play a decisive role in synthesising the diversity of approaches applied by its KICs and in making them transferable to areas where innovation capacity is weak, and which would otherwise not be able to benefit from the experience gained by the EIT through its KICs. Such outreach will ensure that the benefits of the EIT experience promote the development of innovation capacity in these areas.

The EIT will focus its communications activities on one overarching objective during the course of 2016, namely increasing the level of awareness and understanding of the EIT Community's activities and achievements among its external stakeholder community. The EIT will continue to implement the EIT Communications Strategy, in particular by continuing to increase its media activities. Furthermore, the Institute will continue to deliver an annual integrated communications campaign, ensuring the application of consistent brand messaging across all of its communications channels. 2016 communications and dissemination activities will focus on producing and disseminating all relevant information relating to the 2016 Call for KIC Proposals as well as achievements and

good practices that emerge from the wide range of the EIT's and KICs' activities. In 2016, the EIT will also continue to actively engage with the media, as media relations will enable the EIT to reach a wide range of stakeholders and citizens that may not be directly aware of the EIT Community activities, thereby leveraging interest, existing talent and latent potential.

In 2016, the EIT will continue to provide guidance and support all KICs to further strengthen the EIT Regional Innovation Scheme (EIT RIS) with a view to ensuring that the overall strategic objective of enhancing the innovation capacity in regions not participating in KICs can be achieved. To this end, the EIT will collaborate closely with existing KICs in particular on specific aspects of the EIT RIS (e.g. geographical coverage, actions financed by the EIT, and monitoring for impact). The EIT will hold information sessions and develop information material such as an EIT RIS brochure to raise awareness of the scheme among relevant stakeholders. Moreover, the EIT will look into potential synergies and specific opportunities how to link the EIT RIS with key EU regional innovation approaches such as the Regional Innovation Strategies for Smart Specialisation Strategies (RIS3) aiming to achieve over time impact at large in participating regions. To this end, the EIT will continue to share successful EIT RIS cases with relevant stakeholders such as European Commission services (incl. the Smart Specialisation Strategies (S3) Platform), the Committee of the Regions and regional multiplier organisations in order to disseminate good practices and lessons learnt and to further foster synergies between regional innovation actors.

3.2.2.1 Fostering Knowledge Exchange through Dissemination

Objective: Increase awareness of EIT Community activities through the active promotion and dissemination of information to external stakeholders based on the EIT's Communications Strategy and annual communication plan.

Actions under this objective: In 2016, the EIT will focus its dissemination and outreach activities on the implementation of its communication campaign, increased engagement with the media and focussed dissemination of EIT information through social media.

Actions	Indicator	Target	Main outputs
Adoption and implementation of EIT 2016 Communications campaign	Increased level of awareness among target audiences of EIT Community activities, achievements and co-operation possibilities	Communication plan adopted by Q1 2016	Communication plan Final report of EIT Communications Campaign 2016
Increased engagement with the media	Quantitative and qualitative increase in EIT media coverage Wider social media reach and enhanced engagement	5% increase in positive media coverage, incl. press (print and online) coverage of the EIT in 2016 compared to 2015 20% increase in the number of unique users "like" the EIT Facebook and following the EIT Twitter in 2016 compared to 2015	Media monitoring reports Online survey EIT journalist network meeting minutes

		statistics	
Dissemination of information to external stakeholders through the EIT website and social media channels	Quantitative increase in visits to the EIT website and likes/followers on Facebook, Twitter and LinkedIn accounts	10% increase in unique visitors to the EIT website in 2016 compared to 2015	Unique visitor statistics

3.2.2.2 EIT Regional Innovation Scheme (EIT RIS)

Objective: The EIT Regional Innovation Scheme (EIT RIS) aims to provide opportunities to partnerships of higher education institutions, research organisations, companies and other relevant stakeholder organisations from areas in Europe with lower innovation capacity to benefit from closer linkages with the KICs, thereby creating lasting and systemic impact for a better integration of the knowledge triangle across Europe.

Action	Indicator	Target	Main outputs
Strengthening the innovation capacity through EIT RIS	Widening of participation by EIT RIS target countries in EIT activities	At least 4 target countries under RIS joining the EIT RIS activities	Allocation of EIT funding to KICs to cover RIS activities

3.2.3 Fostering and Attracting Talent

Through the EIT Alumni Community, the EIT helps to unleash the potential of the talent pool of young entrepreneurs, innovators and change agents KICs are educating. In 2016, the EIT will further develop the EIT Alumni Community in close co-operation with KIC alumni associations and KICs. It will organise the third edition of the EIT Alumni Connect event in April 2016. This event has the objective of enlarging and growing the EIT Alumni Community by providing a platform for students and alumni from across KICs to meet, share knowledge, experiences and ideas to further develop the Community.

The EIT will organise the election of the first EIT Alumni Board and subsequently support its activities. The EIT will work with the EIT Alumni Board to implement a fit-for-purpose governance structure and added value activities, as well as prepare for the set-up of an EIT Alumni Secretariat.

3.2.3.1 EIT Alumni Community

Objectives: To prepare and start implementing the EIT Alumni Community's governance structure and to organise added value activities in support of innovation and business creation among EIT Alumni.

In 2016, the EIT will focus on the following actions:

- Alumni Connect event
- Creation of an adequate governance structure for the EIT alumni community and plan for future actions

Actions	Indicator	Target	Main outputs
Implementation of the 2016 EIT Alumni Connect Event and plan for 2017	Successful Alumni Connect event, including ownership by alumni representatives in	Effective involvement of EIT alumni in event design, programme and follow up and active participation of 120 alumni from EIT labelled educational programmes (>75% positive feedback in review) Draft Programme for 2017 EIT Alumni Connect event agreed by Q3 2016	2016 EIT Alumni Connect event report Concept and programme for 2017
EIT Alumni Governance structure set up and supported by EIT	EIT Alumni governance structure developed and adopted	EIT Alumni governance concept adopted by the EIT by Q1 2016 First Board of Alumni representatives elected and secretariat operational by Q2 2016 Action Plan for future EIT alumni activities proposed by Alumni board and approved by EIT by Q4 2016 EIT support for alumni governance launched by Q3 2016	EIT Alumni governance rules of procedures Sustainable plan for future EIT alumni activities Open call launched

3.2.4 Enhancing Stakeholder Engagement

In 2016, the EIT will continue its engagement with institutional stakeholders, EU multiplier organisations as well as with key stakeholders from academia, research and business in a systematic, structured, focused and tailored manner with a view to further strengthening collaboration and dialogue resulting in higher visibility in the European innovation landscape.

To facilitate interaction with key stakeholders at EU, national and regional levels, in 2016, the EIT will launch the development of a CRM/stakeholder management tool based on the business analysis and identified requirements. This tool tailored to the EIT will allow for the mapping and monitoring of stakeholders and for an efficient management of the EIT's relations with them. In addition, the EIT will continue to seek reciprocal exchanges with other EU initiatives in order to foster synergies and complementarities within Horizon 2020 and Innovation Union initiatives. Well established channels, such as annual meetings with European Commission services as well as the wider EIT Stakeholder Forum, will be instrumental to continue exploring potential synergies and to facilitating their implementation.

The co-locations and regional subsidiaries of the KICs have a high potential to enrich and strengthen actions and practices to spur innovation and entrepreneurship on national and regional levels. In 2016, a review will be conducted assessing the way the colocations are organised and the degree of cooperation and alignment with national and regional authorities and initiatives.

In 2016, the EIT will organise the second edition of the EIT Stakeholder Forum bringing together three EIT activities/events: EIT Stakeholder Forum, EIT Awards and the EIT Alumni Connect event. The EIT Stakeholder Forum – INNOV*EIT* - will be open to representatives of national, regional and local authorities, umbrella organisations and individual entities from higher education, research, business, civil society and cluster

organisations. Furthermore, EU Member States' representatives will meet within a special configuration addressing their specific needs in a tailor-made manner. The ambition for the second (smaller scale) edition of INNOV*EIT* is to encourage interaction with stakeholders in an inspiring and interactive way, leveraging the knowledge and experience from the whole Community. Lessons learnt and feedback received from stakeholders will be taken into account in the concept preparation for the EIT Stakeholder Forum in 2017.

Based on the framework set by Horizon 2020 and with a concrete focus on strengthening the integration of the Knowledge Triangle and providing added value to KICs, in 2016, the EIT will build upon its current relations with prioritised Third Countries and international organisations in close co-operation with the European Commission and KICs, thus continue its ambition in striving to create synergies beyond Europe. The EIT will engage with targeted Third Countries and international organisations to increase awareness of the EIT's and KICs' activities and to develop strategic alliances and intelligence. This will be done primarily by way of sharing good practices as well as exploring collaboration mechanisms, synergies, complementarities and future plans. Starting in 2016, strategies for selected countries will result in concrete value propositions, e.g. exchange of students and/or staff, acceleration of ventures. In particular, the EIT aims to establish focussed relations with counterpart organisations and through international organisations in the following priority partner countries: EU candidates in the Western Balkans, BRICs (Brazil, Russia, India, China), US, Japan, South Korea, Ukraine, Moldova.

The 2016 EIT Awards will comprise three main categories: EIT Venture, EIT CHANGE and EIT Innovators. The *EIT Venture Award* will put in the spotlight successful entrepreneurial start-ups which have been supported by KICs through a dedicated business creation or business development process. The *EIT CHANGE Award* will celebrate graduates from EIT labelled education programmes who spur innovation and entrepreneurship and bring about a change in the thematic areas addressed by the EIT and KICs. The *EIT Innovators Award* will acknowledge KIC innovation teams composed of individuals from across the Knowledge Triangle who have developed a product, service or process with a high potential for societal and economic impact.

3.2.4.1 Stakeholder engagement

Objective: Continuous EIT stakeholder engagement, fostering structured dialogues that multiply Knowledge Triangle Integration activities beyond the KICs. The EIT Stakeholder Forum aims to engage with key stakeholders such as EU Member States and organisations from the Knowledge Triangle on the EIT's activities in a structured and comprehensive manner.

This activity will entail the following actions:

- Active stakeholder engagement and targeted participation in events
- Launch of a stakeholder management tool
- Organisation of the 2016 stakeholder event as part of InnovEIT
- Preparation of concept for the 2017 stakeholder event

Actions	Indicator	Target	Main outputs
Engagement with institutional and knowledge triangle stakeholders	Structured dialogue reinforced with institutional and knowledge triangle stakeholders	Updated mapping of key stakeholders and events of common interest in place by Q2 2016 Participation of EIT representatives (including EIT Governing Board members) in at least 20 international events of key	Reinforced structured dialogue with institutional and knowledge triangle stakeholders Speeches, presentations, mission reports and media articles on events

		stakeholders	
Launch of the development of a CRM/ stakeholder management tool for the EIT	Stakeholder management tool development contract launched	Contract for the development for a tool to support stakeholder mapping and contact management by Q4 2016	Contract in place for development of the supporting module in order to ensure consistent and coherent delivery of information to stakeholders
Organisation of EIT Stakeholder Forum 2016 (incl. Member State Configuration meeting)	Targeted information provided and dialogue with key stakeholders Positive, above-average feedback received from participants (as measured by a dedicated survey)	Participation by at least five knowledge triangle representatives of all three sides and 75% of EU Member States > 75 % of feedback received above average	EIT Stakeholder Forum 2016 report(incl. Member State Configuration meeting)
Preparation of the EIT Stakeholder Forum 2017	Fine-tuned concept for the 2017 edition of the EIT Stakeholder Forum based on lessons learnt from previous editions	Evaluation review of the 2016 EIT Stakeholder Forum available by Q3 2016 Fine-tuned concept developed based on lessons learnt by Q3 2016	Concept note of the EIT Stakeholder Forum in 2017 considering the specific stakeholders' needs

3.2.4.2 Relations with Third Countries and International Organisations

Objective: Enhance the standing of the EIT among the innovation community through a structured dialogue with third countries and international organisations, bringing concrete results that enhance the awareness of the EIT.

Actions	Indicator	Target	Main outputs
Engagement with selected third countries and international organisations	Establish structured dialogues in targeted Third Countries on knowledge triangle integration issues	Structured dialogue set up in at least two of the targeted countries and international organisations by Q4 2016	Engagement with key stakeholders in non-EU countries and international organisations

3.2.4.3 EIT Awards

Objective: To implement the EIT Awards which reward successful EIT innovations, entrepreneurial start-ups and graduates from EIT labelled education programmes, to showcase EIT success stories and to enhance awareness about the EIT.

The implementation of the 2016 EIT Awards will comprise a promotional campaign, the preparation of nominees for the pitching sessions, the set-up of a high-level jury for each EIT Award category, the organisation of the

Award Ceremony and the implementation of a monetary prize for one winner per category. The prizes for the EIT Award winners will be as follows:

PRIZES		
EIT Venture Award	EIT CHANGE Award	EIT Innovators Award
An European-wide promotion of their businesses and the prerogative to use the label "EIT Venture/ CHANGE/ Innovators Award Winner 20xx" in their profiling and marketing activities		
EIT Financial contribution of EUR 50,000	EIT Financial contribution of EUR 15,000	EIT Financial contribution of EUR 50,000

Moreover, during 2016, the preparations for the 2017 EIT Awards will start, including the launch of the competition in the three aforementioned categories.

Actions	Indicator	Target	Main outputs
Organisation of the 2016 EIT Awards	Timely implementation of the 2016 EIT Awards including a promotional campaign and pitch training session	2016 winners of all three categories awarded and prizes delivered by Q2/2016	Three 2016 EIT Awards winners Prizes awarded
Preparation of the 2017 EIT Awards	Timely launch and nominations received for the 2017 EIT Awards competition	EIT CHANGE and EIT Innovators Awards launched by Q3 2016 and nominations received by Q4 2016	Preparations for 2017 EIT Awards competition finalised

Information about the criteria for participation, the appointment and composition of the juries and the timetable is provided in Annex 5.7.

3.3 New Delivery Mechanisms and Results-oriented Monitoring

Through an improved monitoring system, the efficiency and effectiveness of KIC operations can be enhanced for better results, impact and sustainability. For example, there are efficiency gains to be achieved from providing a number of centralised services and functions, rather than at individual KIC level. The EIT will strive to adapt, improve and streamline its monitoring, reporting and funding processes and constantly seek for new approaches by fully empowering the KIC legal entities considering the growing scale and scope of their partnerships' composition.

The EIT will continue to enhance its result-oriented monitoring system. This monitoring system aims at ensuring full accountability of the EIT and its KICs, quality of deliverables, contribution to Horizon 2020 priorities, and at the same time, allowing for sufficient flexibility in the KICs' operations and openness to new ideas and partners. It will allow the EIT to develop a solid capacity for gathering and analysing the input from its KICs, including funding sources to measure the performance of the EIT against its own objectives and to benchmark EIT and its KICs against novel practices at European and global level. The enhancement of the monitoring system will go hand in hand with the implementation of the simplification strategy.

3.3.1 EIT-KIC Relations

The EIT invests in the integration of the Knowledge Triangle, nurturing and enabling existing centres of excellence in research, business and higher education in Europe to come together and foster their long-term systematic collaborations through KICs. The EIT seeks a return through tangible societal impacts (e.g. new businesses and jobs, educate the future generation of entrepreneurs, attract and retain talent, new products and services, etc.). As an investor the EIT will monitor the effectiveness of the investments made in KICs and take appropriate measures when necessary, for example through modification of the criteria based on which competitive funding is allocated. Therefore, a key priority for the EIT in the period 2016 to 2018 will be to find the proper balance between its role as an investor in KICs and the need to monitor its investments, while simultaneously designing, implementing and refining an efficient investment lifecycle and its systems and processes that will contribute to deliver meaningful results for Europe and beyond. As stated in the SIA, while KICs will not be fully financially independent from the EIT during the first years of operation, they will be encouraged to become sustainable in the medium-term; i.e. gradually reduce their dependency from EIT funding for their further consolidation and further expansion. In addition, the EIT Regulation indicates that KICs shall develop strategies for financial sustainability. Throughout this period, the EIT will refine and implement its investments in KICs, in particular its strategy for KICs' financial sustainability designed to ensure a smooth and predictable transition towards their gradual financial independence from the EIT. The EIT will provide continuous guidance to KICs on the main contents and structure of their financial sustainability strategies (e.g. key financial milestones and indicators, etc.) and conduct periodic reviews of KICs' financial performance.

According to the EIT SIA, the EIT-KIC Funding Model consisting of an EIT's financial contribution to KICs of up to 25% of their total budget (KIC Added Value Activities – KAVA), while the remainder minimum 75% is funded by non-EIT sources (KIC complementary activities – KCA) will, in principle, be kept during 2016-2018. As appropriate, the EIT will refine the model, its interpretation and implementation. During this period, strengthening the linkages between KAVA and KCA will be a top priority for the EIT. In this context, the EIT will continue the path towards a gradual increase in the results from KAVA and increased additional financial and operational leverage from the portfolio of KCA, which will contribute to greater overall impact of KIC activities. Subject to approval by the EIT Governing Board, the share of competitive funding for mature KICs could progressively increase compared to the share of support funding.

3.3.1.1. The Role of the EIT as an Investor and KICs' Financial Sustainability Strategies

Objective: The EIT will refine and implement its strategy for KICs' financial sustainability designed to ensure a smooth and predictable transition towards their gradual financial independence from the EIT.

Actions:

- Monitor implementation of the principles of Financial Sustainability adopted by the EIT and strategies of KICs

- Prepare 7-year review of KICs in 2017 with focus on financial sustainability

- Feasibility study for new delivery mechanisms (impact fund)

Actions	Indicator	Target	Main outputs
Financial sustainability principles implemented	Reporting mechanism for financial sustainability strategies of KICs in place	First report on Financial sustainability provided in Q2 2016	Financial sustainability report by KICs and performance assessment by EIT
Develop concept for 7-year review of KICs	Concept for 7-year review of KICs in place	7-year review launched by Q4 2016	Terms of reference of 7-year review
Feasibility study for new delivery mechanisms	Feasibility study conducted for the Impact fund	Feasibility study and clear recommendations completed by Q3 2016 Consultation with stakeholders on draft concept completed by Q4 2016	Feasibility study and recommendations Consultation report

3.3.2 Simplification

As an integrated part of the Horizon 2020 - Framework Programme for Research and Innovation, there is still room for the EIT to exploit regulatory flexibility, with a view to enabling further simplification in its processes. To this end, in 2016, the EIT will further examine options to:

1. Align and optimise EIT/KIC business processes to reduce unnecessary administrative burden and controls, improve predictability and timeliness of decisions, coherence, clarity while increasing the focus on results

2. Improve EIT internal processes through a thorough review, clarification and simplification of financial circuits, actors and procedures underlying transactions and improved use of IT tools

In line with the relevant provisions with Framework Partnership Agreement 2015, the EIT will develop its approach 'Setting EIT Standards for KIC Management and Control Systems' whereby the EIT intends to optimise its management system in view of an increasing number of KICs coupled with increasing empowerment. Furthermore, the use of simplified costs shall be further explored to facilitate financial management and focus more resources on result oriented monitoring. The use will be extended in 2016 and should be gradually widened in subsequent years. The EIT will also further explore the potential benefits and practical implications of applying financial instruments either alone or in combination with grants.

3.3.2.1 Simplification roadmap and out-of-the-box ideas

The objective of simplification for the EIT is to increase its internal efficiency and to achieve results effectively while maintaining a high level of assurance to address the challenges of a relatively young EU body with limited resources entrusted to manage EUR 2.7 billion of EU funds in the 2014-2020 period.

Actions	Indicator	Target	Main outputs
Identification and implementation of "out-of-the-box" simplification ideas	Feasibility of most promising out of the box ideas for simplification explored	Two feasibility studies completed by Q4 2016 Agreed measures on simplification implemented and adopted by the EIT-KIC Forum by Q4 2016	Two feasibility studies
Improvement measures under Task Force Simplification	Roadmap of Task Force simplification implemented as planned	90% of the improvement measures implemented by Q4 2016	Report on Task Force Implementation and improved processes

3.3.3 Monitoring, Impact Analysis and Evaluation

The EIT strives to adapt, improve and streamline its monitoring, reporting and funding processes. During the period 2016-2018, the EIT will continue to enhance the robustness of its result-oriented monitoring system, which will also take into account, as appropriate, Horizon 2020 Monitoring Strategy and recommendations from audits conducted by the European Court of Auditors. The EIT evaluation and monitoring strategy has as objectives: 1) to enhance the control over and improve the quality of important processes, 2) to obtain more information on outputs and impacts, 3) to support the EIT and its KICs to learn lessons from experience as basis for improvement; and 4) to derive best practices that can be used in external communication.

In 2016, the EIT will start implementing the Monitoring Strategy developed in 2015. New reviews are planned looking at Innovation, Knowledge Triangle Integration and Colocations. In 2016 and 2017, EIT will be evaluated in conformity with EIT Regulation No 294/2008, H2020 Regulation 1291/2013, and H2020 Regulation 1291/2013. These evaluations are conducted independently and externally, input of the EIT and its KICs is expected e.g. to supply information. New KPIs will be introduced in 2016, it is expected that some additional KPIs will need to be further elaborated in 2016, in particular related to impacts and knowledge triangle integration.

Designed in 2012, the EIT's PMS pioneered a system to track performance, which proved to be successful to such an extent that Horizon 2020 has adopted some of its innovation indicators. The overall objective of PMS is to support a results-oriented monitoring on the implementation of the EIT's strategy. It consists of four levels, reflecting the multi-layered governance of the EIT. It is based on common strategic objectives resulting from a shared vision and values of the EIT and KICs.

Following the adoption of an indicator framework to structure its monitoring and assessment activities, the EIT Performance Measurement System (PMS) consists of Key Performance Indicators (KPIs) on four levels:

- **Horizon 2020 level**: to monitor the EIT and KICs' contribution to achieving the objectives of Horizon 2020.

- **EIT level:** to assess the performance of the EIT as an efficient and effective Union body; this will be measured in terms of support provided to the KICs, the intensity and coverage of its outreach, dissemination and international activities and its ability to deliver simplified procedures.

- **Cross-KIC level:** to monitor the contribution of all KICs to achieving the EIT strategic objectives, as identified in a dedicated instrument such as an EIT Scoreboard.

- **Individual KIC level:** to monitor individual KIC performance based on individual targets and key performance indicators (KPIs) as laid down in the individual KIC business plans. KIC have different business models and markets and thus different industrial KPIs that are central for the successful management of the individual KIC.

After the implementation pilot on-site monitoring experience in 2015, which contributed to the development of a monitoring strategy, in 2016 the EIT will implement this strategy improving its monitoring function to steer KICs to maximise performance, outcomes and impact. The implementation of this monitoring strategy will serve for the EIT to adapt, improve and streamline its monitoring, reporting and funding processes.

In 2016, the EIT will follow the monitoring strategy plan geared towards evaluating results and impact, and evaluating progress of KICs towards the objectives of their corresponding Business Plans as well as to their multiannual strategic objectives. Furthermore, the EIT will carry out an impact study for the first time to better quantify the economic and other benefits generated by the EIT's and KICs' activities.

3.3.3.1 Implementation of the EIT monitoring strategy

Objective: Implementation of the EIT's monitoring strategy and monitoring plan for 2016.

This will entail the following actions:
- KPI review
- Education review
- Innovation review
- Knowledge Triangle integration review
- KIC activity monitoring

Actions	Indicator	Target	Main outputs
KPI review	Finalisation of result-based KPIs for the EIT and improved performance measurement system (scoreboard)	Timely finalisation of the KPI review by Q3 2016	GB decision on result-based KPIs and EIT performance measurement system
Education review	Better evaluation and understanding of existing education agenda activities, leading to improve the KIC grant management process in 2017.	Timely finalisation of the education review in Q2 2016	Final report Final recommendations adopted by EIT-KIC Forum
Knowledge Triangle Integration review	Review of Knowledge triangle integration practices in KICs with specific focus on Co-location Centres	Review launched by Q3 2016	Inception report

Innovation review	Evaluation of KIC innovation actions and Identification of good practices of existing KIC innovation activities, including review of IPR issues.	Timely finalisation of the innovation review in Q3 2016	Final report Final recommendations adopted by EIT-KIC Forum
Implementation of the 2016 monitoring plan in line with the approved EIT monitoring strategy	Conduct of risk based monitoring activities by EIT staff Contribution of monitoring activities to improving KIC the grant management	Monitoring plan adopted and implemented Mid-term reviews with 5 KICs organised by Q3 2016	Database of reports and recommendations from monitoring activities Action points and recommendations from midterm reviews

3.3.3.2 Evaluation and impact assessment

Objective: Implementation of the EIT's evaluation strategy for 2016.

This will entail the following action:
- Impact study with KICs

Action	Indicator	Target	Main outputs
Conducting an impact study with KICs	Timely launch and completion of an impact study together with KICs	Final report available by Q4 2016	Final report on the impact study

4 HORIZONTAL ACTIVITIES

4.1 Strategy: Co-ordination and Implementation

The activity "Strategy: Coordination and Implementation" includes all actions that steer or co-ordinate the EIT's priorities and operations. The actions under this activity contribute directly to the success of the EIT's main priorities through proper governance and decision-making. This activity gives the necessary impulse to the policy definition, preparation and implementation in order to achieve the overall mission of the EIT within the timescales laid down in key business processes of the Institute. It promotes the development of a strategic planning culture within the EIT similar to the European Commission's strategic planning and programming cycle. It actively promotes the main EIT policies as regards information sharing and internal communications. It contributes to the coherence of the different activities within the EIT, ensuring the liaison with the units and EIT bodies such as the Governing Board as well as other EU institutions and bodies.
This activity includes the following functions:

- Strategy definition and co-ordination;
- Planning, programming and implementation;
- Internal communications.

4.1.1 Strategy definition and co-ordination

4.1.1.1. EIT Governing Board meetings and EIT management

Objective: Efficient and effective strategy definition and coordination of the EIT.

- Determine the general EIT strategy and give the necessary impulse, direction and co-ordination to policy definition, preparation and implementation in accordance with the EIT strategic objectives and provisions set out in the Amended EIT Regulation, EIT Strategic Innovation Agenda (SIA), EIT Triennial Work Programme (TWP) and guidance provided by the EIT Governing Board with a view to coherently and consistently implement the EIT mission.

- Ensure effective and efficient representation of the EIT's interests and strong involvement in internal deliberations, including Commission services as well as other external fora with a view to reinforcing the overall EIT strategy and activities hence benefitting EIT stakeholders at large.

- Provide support services (Secretariat) to the EIT Governing Board (GB) including the smooth running of, and follow up to, Governing Board and Executive Committee meetings as well as GB Working Group meetings and advisory activities to the GB Chairman, GB Members and the Director.

This activity includes all logistical preparations (travel, catering, meeting services) as well as administrative file handling.

Actions	Indicator	Target	Main outputs
EIT internal strategic co-ordination and implementation	Quality of collaboration between the members of senior and middle management measured by the number of meetings in	Ongoing feedback collection among senior and middle management to assess quality of collaboration	Minutes of regular management meetings, meetings of the Director with the units, meetings of Strategy Working Group,

	2016 Number of and participation in meetings of the EIT Strategy Working Group Preparation of Strategy Notes on key elements of the EIT/KIC model	and to identify areas of improvement	ad-hoc project oriented cross-unit meetings as needed, quarterly workshops
Strategic co-ordination and implementation between the EIT HQ and the EIT GB and support services to the latter	Effective preparation and implementation of Governing Board (GB) and Executive Committee meetings, GB Working Groups meetings, Panel and other meetings with GB Members participation	Effective and timely preparation and implementation of at least 4 regular GB meetings, 4 regular Executive Committee (ExCo) Meetings, Annual KIC Hearing and GB-KIC Spring workshop in compliance with all applicable rules and procedures	GB, ExCo, Hearing and Spring Review agenda, minutes and decisions.
Selection of new EIT GB members	Timely selection and appointment of four new EIT GB members	New EIT GB members appointed by Q3 2016	Appointment decision by the European Commission

4.1.1.2 Planning, Programming and Reporting

Objective: Enhanced planning and procedures of the EIT increasing efficiency and ensuring sound financial management.

To achieve the above objective, the EIT implements its annual cycle of planning, programming and reporting processes in order the EIT delivers its objectives by contributing to its overall strategy in an effective, timely, efficient, coherent and accountable manner. In addition, the EIT aims to achieve full financial autonomy in 2016.

Actions	Indicator	Target	Main outputs
Planning, Programming and Reporting	Timeliness (preparation and submission) of the documents foreseen in the SPP (Strategic Planning and Programming) cycle, namely Budget, Annual Activity Report, Budget implementation report, Report on budgetary and financial management and Single Programming Document	Budget 2017, Draft budget 2018, AAR 2015, Budget implementation report 2015, Report on budgetary and financial management 2015 produced and transmitted on time EIT Governing Board adopts the Single Programming Document 2018-2020, Budget	AAR 2015, SPD 2018-2020, Budget 2017, Draft budget 2018, Report on budgetary and financial management 2015

		2017 and Draft Budget 2018 by mid-Dec 2016	
	Timeliness (preparation and submission) of internal quality reporting	On time delivery of accurate internal reports (ad-hoc, monthly or quarterly) and bi-monthly summary reports for the Commission and GB	Monthly budget execution reports mentioning the deviation to the forecast Monthly procurement reports with comparison to the forecast Bi-monthly summary reports for Commission and GB
	Timely implementation of the Annual Work Programme 2016	90% of activities implemented by Q4 2016	Internal AWP 2016 implementation report
Full financial autonomy	Timely granting of the full financial autonomy by the European Commission	Full financial autonomy granted by Q4 2016	Financial autonomy decision by the European Commission

4.1.1.3 Internal control and risk management

The objective of internal control and risk management activities is to ensure the effectiveness, efficiency, legality and regularity of operations of the EIT.

According to the EIT Financial Regulation, the EIT budget shall be implemented in compliance with effective and efficient internal control. To achieve this, the EIT implements the internal control standards. These processes are applicable to all levels of management and designed to provide reasonable assurance in order to maintain effectiveness, efficiency and economy of operations, achieve reliability of reporting, safeguard assets and information and prevent, detect, correct and follow up fraud and irregularities;

The risk management of the EIT is related to the legality and regularity of underlying transactions, taking into account the multiannual character of programmes as well as the nature of payments concerned.

Actions	Indicator	Target	Main outputs
Internal Control Standards	Achieves a high level of implementation of Internal Control Standards	90% of internal control standards are implemented and weaknesses in remaining standards are identified and action plan in place by Q4 2016	Annual review of implementation of ICS

Risk Assessment/Risk Management	Critical risks are identified and addressed	Critical risks are identified in the Annual Work Programme and action plans to address them are in place 80% of recommendations from the audit follow up register are closed	Report on critical risks in the Annual Work Programme Updated risk register Updated audit follow up register
Implementation of the EIT Anti-Fraud Strategy	Timely implementation of the actions foreseen in the EIT Anti-Fraud Strategy	100% actions planned for 2016 implemented by Q4 2016	Improved anti-fraud procedures

4.1.2 Internal Communication and work environment

4.1.2.1 Action plan for improving the internal communications

Objective: This activity aims at improved internal communication and teamwork to efficiently manage the challenges set out in the AWP and to achieve a high level of staff satisfaction.

The EIT recognises that its staff members are its most valuable resource and are entitled to quality internal communications. Therefore, it is the EIT policy to keep its staff members informed and up to date so they are fully engaged with a high performing organisation. In 2015 the EIT adopted an internal communication strategy and an action plan. The EIT will implement the defined actions during the year 2016.

This should contribute to achievement of the following results:
- To raise common understanding about the importance of internal communications;
- To strengthen staff motivation and staff commitment together with enhanced team spirit through improved internal communications;
- To maximise efficiency and effectiveness of day-to-day activities by supporting the delivery of objectives and by enabling the EIT units to cooperate more effectively;
- To encourage all EIT staff for an enhanced communication towards EIT stakeholders and beneficiaries and by this to strengthen the EIT's corporate image.

Actions	Indicator	Target	Main outputs
Internal Communication	Efficient internal communication structures are in place.	90% of measures implemented of the internal communications action plan by Q4 2016	Monitoring report on internal communication plan approved by staff committee
Conduct staff survey including internal communication	Improved level of staff satisfaction	10% average increase off staff satisfaction by mid end 2016 compared to previous	Annual staff survey

		year	
		90% of actions from the management action plan implemented by Q4 2016	
Re-introduction of the EIT Staff Committee and continuation of the EIT Social Committee activities	Staff Committee in place	Staff Committee in place by Q2 2016	Decision appointing the Staff Committee
	Successful events organised by the Social Committee for improved team building at EIT	2 events, including one team building, organised with positive feedback by participating staff	Social and team building events completed

4.2   Administrative support

Objective: Administrative support should ensure a smooth functioning of all support functions and includes actions that are necessary for the EIT's functioning.

This activity promotes and maintains sound and efficient management of human, financial, legal and IT resources within the EIT, and ensures that resources are allocated to achieve the objectives of the EIT. It ensures the soundness of internal control mechanisms established in the EIT's operational management and its financial accounting and reporting systems. Furthermore, it provides internal audit advice within the EIT.
Administrative support includes the following functions:

- Human resource management
- Finance, procurement and accounting
- Legal
- Information and communication technologies (ICT) and document management
- Logistics and building management
- Internal audit
- Internal control and risk management

4.2.1 Human Resources

4.2.1.1 Human Resources management

The objective of human resource management is to ensure the efficient support for staff in administrative matters, the timely recruitment of highly skilled new staff, the efficient running of the appraisal and promotion system and the implementation of a training and development policy for staff.
This includes the following activities:

- Recruit, develop and retain highly qualified staff and provide comprehensive human resource management services to ensure the effective and efficient functioning of the EIT, as well as the promotion of transparency and equal opportunities within the Institute.
- Provide reliable human resources planning, procedures, implement appraisal and promotion system and continue to ensure the availability of highly qualified staff to meet the EIT's objectives;

- Support the professional development of staff and further strengthen their competency and skills base, as well as their efficiency;
- Ensure a high quality working environment and promote equal opportunities;
- Ensure a sound framework for the management and administration of the EIT's staff.

Actions	Indicator	Target	Main outputs
HR Management - Recruitment	Timely and compliant completion of selection procedures.	Publication of the vacancy notice within 6 weeks of a vacant post and completion of reserve lists within 8 weeks from the deadline for applications	Posts filled according to the adopted staffing plan
HR Management - Training	Identification of in-house training courses in the learning and development plan	90% of training sessions provided according to plan	In-house training sessions completed
Salary payments	Timely and correct payment of salaries	100% of salaries paid correctly and in time	Salaries transferred
Implementation of the EIT Traineeships programme	Trainees support EIT activities and increase knowledge of EIT	At least 6 traineeships successfully completed in 2016	Traineeship reports
Implementation of the revised EIT Schooling policy	Timely implementation of the revised EIT Schooling policy	Revised EIT Schooling policy implemented by Q2 2016	Revised policy adopted by EIT

4.2.2 Finance, Procurement and Accounting

4.2.2.1 Finance and Procurement management

The objective is to ensure sound financial management and legality and regularity of the budget implementation of the EIT.

This will be achieved through the following activities:
- Ensure accurate budget planning and that budgetary implementation follows forecasts and makes effective use of resources;
- Provide compliant, effective and efficient financial framework and procedures;
- Provide compliant, effective and efficient procurement system and procedures;
- Provide reasonably assured a true and fair view of the financial position of EIT in all material aspects

Actions	Indicator	Target	Main outputs
Implement annual budget	High level of absorption of EIT funds Legality and regularity of Commitments and payments	> 90% of non-grant commitment and payment appropriations absorbed by Q4 For <5 % of commitments and payments errors are detected ex post	AAR 2015, Final Accounts Commitments, payments, exception and error reports
Ensuring efficient and effective financial procedures	Efficient and effective financial procedures	100% review of procedures by Q2	New Vade-mecum, workflows, templates and revised relevant EIT decisions
Procurement	Efficient and effective procurement procedures completed	85% procurement procedures completed in line with the 2016 procurement plan by Q4 (subject to the initiation of the operational units) including 100% of the prioritised procurement procedures Less than 10% of procurement procedures trigger complaints / court cases.	Concluded contracts Internal report on number of complaints / court cases and their outcome.
Management of the financial position of EIT	Timely and correct delivery, compliance and comprehensiveness of the EIT accounts	Submission of final accounts for 2015 by Q2 All payments carried out <2 working days after authorisation.	Final Accounts for 2015 Payments made from EIT account
Expert selections	Timely development of the EIT policy on the use and selection of external experts	Policy on the use and selection of experts approved by Q2 2016	Policy in place
Budget management and monitoring in order to minimise unplanned carry-overs and to follow up unused credits	Timely acquisition of a budget planning and monitoring tool	Budget planning and monitoring tool in acquired and in use by Q4 2016	Budget management tool in place

4.2.3 Management of Knowledge, Information and Communication Technologies (ICT), Document Management and Infrastructure

4.2.3.1 Management of ICT and Document Management

The objective is to provide support for IT core business processes and ensure effective and efficient work of EIT staff.

This will be achieved through the following actions:

- Provision of adequate IT tools and infrastructure
- Adequate ICT governance
- IT security ensured
- A functioning document management system is in place
- Knowledge management provides adequate business intelligence and grant management IT tools

Actions	Indicator	Target	Main outputs
Provide adequate ICT systems, services and infrastructure	Adequate IT and infrastructure tools available to staff made available including data network operations, help desk, PC/Client support, software support, Systems administration and programming, voice communications, web publishing, Internet access, and printing. Individualised ICT services for staff members include inter alia: desktop/thin client and mobile computers, Intranet (SharePoint based) access, remote data access, mobile phones and e-mail management	Make general and individualised IT systems permanently available to all staff as required,	Available IT systems to all staff and external users

The new IT infrastructure is based on thin clients which allow for easier administration and security management.

ICT systems operational and business continuity ensured. |
	Hours of continuous downtime of systems minimised and timely response to user requests provided	Maximum one hour downtime of system per incident and <5% of user requests require more than one day to resolve	Reports on incidents and user requests
	Open call launched for development and maintenance of IT services	New framework contract in place by Q3 2016	Framework contract for IT services development and maintenance
ICT Governance	Improved IT governance through implementation of the IT action and audit plan	90% of actions from the IT action plan implemented,	Improved IT Governance and procedures

		including all high priorities by Q4	
		At least 6 meetings of the IT Steering Committee with concrete decisions	IT Steering Committee agenda and minutes.
ICT Security	Sound and comprehensive IT change management process established	Change management process to be in place by Q2 2016	Change Management Policy and SOP adopted
	High level of security of IT operations	Clear access policy in place by Q1 2016	Access policy document adopted
			IT management/audit software for infrastructure monitoring (SPLUNK)
		Security weaknesses identified and actions to address them remedied by Q4.	Installation and use of CheckPoint Security Suite and disaster recovery support (VEEAM).
			Second tape backup unit installed at external site
			Acquisition of EU CERT services
			Security test conducted in Q1
			Periodical event reports by the IT team and reports by the EIT LISO
Document Management System	Reliable and comprehensive implementation of DMS	Comprehensive DMS operational by Q4 2016	Filing plan in place and DMS available on SharePoint
	Timely revision of Policies and Practices in line with the action plan following the IAC recommendations (DMO, LSO, LISO and DPO related tasks)	At least 60% of actions implemented by Q4 2016	Upgrade of filing register Revised decisions, procedures and policies
Knowledge Management	Timely revision and comprehensiveness of the Reporting and Business Planning modules	Reporting 2015 (Q1) and Business Planning 2017 (Q3) IT tools fully in use and users trained.	Report on consolidated data availability and functionality of the systems

			Enable the possibility of commenting & annotation throughout both processes.
	Specifications for future IT tool developments completed, supporting alignment with new FPA and Horizon 2020.	Technical specifications developed for core business knowledge management tools, i.e. KIC partner management and monitoring	Technical specifications for the implementation of a KIC Partners management module. Specifications for the KIC activities monitoring module.
Development of the Business Intelligence tool	Timely development of the EIT-KIC Business Intelligence Tool	Fully-fledged reliable Business Intelligence tool in place by Q3 2016	Inputs provided to GB, Forum, EIT reports

4.2.3.2 Logistics and Building Management

The objective is to provide all staff with a functional, attractive and safe working environment, an adequate level of logistics support, sufficient office supply stocks management, and proper level of building security.

This will be implemented through the following options:
- Asset management through an updated asset register
- Maintenance and security of the infrastructure
- Mail services and office supplies
- Infrastructure upgrade implemented

Actions	Indicator	Target	Main outputs
Asset management	Accurate assets register in line with physical use/storage	Up-to-date ABAC ASSET Inventory with >98% accuracy	All assets are labelled and registered in ABAC Assets
Maintenance of adequate and secure infrastructure	Response time to building and security-related issues	>98 % of building and security related incidents are reported to the external building management within one working day	Completion of incidents and repairs of damages Incidents register Annual fire inspections completed LSO reports
Provision of mailing and office supply services	Incoming and outgoing mails registered and expedited timely and efficiently	Mails sent on the same day as provided and mails received are registered and distributed on the same day based on revised procedures by Q2 2016	Mails sent, received and registered without delay Mails handling SOP finalised

	Adequate stock of office supplies	Stable provision and availability of quality office supplies without disruption (continuous)	Office supplies provided
Office upgrade and design	Timely and compliant completion of works and availability of adequate work places (business continuity)	Office modernisation works carried out by Q3 2016 Office repainted and design upgrade completed by Q4 2016 Exhibition of KIC innovations in place by Q4 2016	Rearranged offices and meeting spaces, representative areas, KIC exhibition area, and improved collaboration space both for internal and external interaction.

4.2.4 Internal audit

4.2.4.1 Internal Audit Capability

The objective of the Internal Audit Capability helps the EIT to accomplish its objectives by bringing a systematic, disciplined approach in order to evaluate and improve the effectiveness of risk management, control, and governance processes.

Internal Auditing is an independent, objective assurance and consulting activity designed to add value and improve the EIT's operations. The internal audit capability will draw up a work plan for 2016 agreed with management and to result in a number of audit and consultancy assignments.

Actions	Indicator	Target	Main outputs
Provision of Internal Audit services	Timely preparation of the IAC audit plan	Audit plan adopted by the EIT GB by March 2016	Audit plan for 2016-2018
Provision of Internal Audit services	Timely production and transmission of IAC audit reports	Submission of the reports to the Director and to the Governing Board by end 2016	Reports on audit findings and recommendations in line with the audit plan.

5 ANNEXES

ANNEX I RESOURCE ALLOCATION PER ACTIVITY

ANNEX II GRANTS

ANNEX III PROCUREMENT

ANNEX IV PRIORITISED INTERNAL CONTROL STANDARDS

ANNEX V CRITICAL RISKS

ANNEX VI ACTIONS STEMMING FROM AAR AND AUDIT RECOMMENDATIONS

ANNEX VII IMPLEMENTATION OF THE 2016 EIT AWARDS

5.1   Resource allocation per activity

Activity	TA	CA	SNE	Operational HR[1]	Operational exp., EUR[2]	Overheads, EUR[3]	Total cost (operational exp. and overheads), EUR
Consolidating, fostering growth and impact of the KICs	8,0	4,0	0,0	12,0	276 175 000	1 255 322	277 430 322
Creating new KICs	3,0	0,0	0,0	3,0	200 000	313 831	513 831
Fostering knowledge exchange trough dissemination and outreach	2,0	2,0	0,0	4,0	655 000	418 441	1 073 441
Fostering and attracting talent	1,0	1,0	0,0	2,0	515 000	209 220	724 220
Enhancing stakeholder engagement	4,0	1,0	2,0	7,0	490 000	732 271	1 222 271
Simplification	0,5	0,0	0,0	0,5	100 000	52 305	152 305
Monitoring, impact analysis and evaluation	4,0	2,0	0,0	6,0	252 000	627 661	879 661
Strategy: Coordination and implementation	7,0	1,0	0,0	8,0	45 000	836 882	881 882
Administrative support	9,5	11,0	0,0	20,5	0	2 144 509	2 144 509
TOTAL	39,0	22,0	2,0	63,0	278 432 000	6 590 442	285 022 442

1 The operational Human Resources consist of the total number of Temporary and Contract Agents directly involved in operations.

2 The operational expenditure is the costs directly involved in the implementation of the projects of the AWP.

3 The overheads are costs indirectly involved in the implementation of the projects of the AWP. These include fixed costs such as salaries, rent, software licences and other similar costs. In addition, overheads include variable costs such as office equipment and supplies, ICT equipment, telecommunication costs and other similar expenses. The total overheads are distributed to each area of activity in proportion to the operational staff employed in each area of activity.

5.2   Grants

5.2.1 Grants to be awarded following the Calls for KIC proposals of 2009 and 2014

Basic act:

Regulation (EC) No 294/2008 establishing the European Institute of Innovation and Technology amended by Regulation (EU) No 1292/2013 of the European Parliament and of the Council of 11 December 2013

Legal basis:

Article 90 of the EIT Financial Regulation of 27 December 2013, and Article 178 of the Rules of Application for the award of specific grants

Budget line: 3000 KIC grants

Priorities of the year, objectives to be fulfilled and expected results:

The Business Plans for 2016 grants must include initiatives that specifically contribute to the implementation of the KICs multiannual strategy. More specifically they should lay down:
- The links between the implementation of multiannual strategy and the individual KIC activities for 2016
- Expected outcomes and impact
- Partnership, governance and management, incl. co-location centres and cross-KIC cooperation
- Financial sustainability strategy and co-funding of the activities
- EIT Regional Innovation Scheme (RIS)
- Contribution to the EIT Community brand identity and dissemination

Award criteria:

The 2016 EIT financial contribution to the KIC will be determined as the sum of two differently established streams of EIT funding:

1. "EIT Support funding" is set at 60% of the amount earmarked for the first wave of KICs designated in 2009, to be equally divided among the three KICs, and 90% of the amount earmarked for the second wave of KICs designated in 2014, to be equally divided among the two KICs.
2. "EIT Competitive funding" set at 40% of the amount earmarked to the initial three KICs, and 10% of the amount earmarked for the second wave of KICs, to be calculated for each KIC based on the results of the EIT assessment of the KIC's individual performance and a competitive review between the KICs. 10% of the competitive funding will be earmarked for the implementation of the EIT Regional Innovation Scheme (EIT RIS).

The specific criteria have been defined by the Governing Board for funding allocation 2016 as follows:

I.   2014 KIC Past Performance (only relevant for the first wave of KICs)
This pillar covers three elements.

1. Implementation of the KIC portfolio of activities with special regard to the achievements and quality of implementation in the following areas:
   - Education

- Research
- Business
- Governance, organization and management
- KAVA co-funding

2. Results of the core EIT KPIs
3. The "use of the EIT financial contribution"

II. 2016 KIC Business Plan and indicative Budget

The 2016 KIC Business Plans are assessed with regard to the portfolio of activities for 2016 together with the estimated budget for 2016. The assessment is done in respect to the quality, novelty and relevance of the design, selection and management of the portfolio of activities, as well as the degree of the integration of the knowledge triangle in the following areas:

- Education
- Research
- Business
- Governance, organization and management
- KAVA co-funding

III. Outcome of the Hearing with the EIT Governing Board;

The EIT Governing Board will take a decision on the level of maximum EIT financial contribution. The decision will be subject to the final adoption of the EIT budget pending the adoption of the EU budget.

Indicative amount of award:

EIT may award up to EUR 275 000 000 to the current five KICs in 2016.

Maximum possible rate of co-financing:

Up to 100% of KIC Added Value expenditure may be financed for each KIC.

Specific Grant Agreement:

The action is implemented through Specific Grant Agreements within the meaning of Article 90, the EIT Financial Regulation.

For the first wave KICs, the three initial Framework Partnership Agreements providing the umbrella for the Specific Agreement were concluded as follows:

1. Framework Partnership Agreement with the Knowledge and Innovation Community Stichting Climate KIC, signed on 16 February 2011.

2. Framework Partnership Agreement with the Knowledge and Innovation Community EIT ICT Labs IVZW, signed on 13 December 2010.

3. Framework Partnership Agreement with the Knowledge and Innovation Community KIC InnoEnergy SE, signed on 17 December 2010.

The conclusion of the three new Framework Partnership Agreements is a pre-condition before the signature of the Specific Grant Agreements 2016 to ensure full compliance with the H2020 legal framework.

For the second wave KICs, the signature of the new Framework Partnership Agreements is a pre-condition to sign Specific Grant Agreements 2016 with them.

5.3 Procurement

Procurement is used to implement both administrative appropriations (Title 2 and part of Title 1) and operational appropriations (from Title 3).

The overall budgetary allocation reserved for procurement contracts in 2016 amounts to EUR 5,915,500.

5.3.1 Administrative appropriations

The **administrative appropriations** concern the implementation of EIT operations under its administrative autonomy. According to Article 68(4) of EIT Financial Regulation, administrative appropriations may be implemented without prior financing decision.

The planned procurement procedures will cover the following main areas / subjects within the administrative budget in 2016, for an indicative amount of EUR 1,915,500.

Areas / subjects	Indicative type of contract(s)[4]	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
Trainings for EIT staff	SC	10	Q1-Q4
Language courses	- new FWC (open call or low value negotiated procedure) - SC / OF	1 2	Q2 Q1-Q4
Translation	SLA	5	Q1-Q4
Medical services (annual check-up, pre-recruitment medical checks)	OF / SLA	4	Q2-Q4
Interim staff	OF	4	Q2-Q4
Studies and surveys (including a staff engagement survey	SC	2	Q2-Q4
Publications (including in the Official Journal)	SLA / SER	2	Q1-Q4
Organisation of meetings, events (catering, travel and technical services), e.g. EIT Governing Board and Executive Committee meetings, other meetings	- new FWC (open call) - SC / OF / SER (low value negotiated procedure)	1 15	Q1 Q1-Q4
Provision of IT services (1st and 2nd level support; software development including the Grant Management Platform, Budget tool, e-HR tools)	- new FWC (open call) - SC / OF	1 15	Q1 Q1-Q4
Acquisition and renting of IT and telecommunications equipment and software (including the acquisition of CheckPoint Security Suite, video-conference services and equipment,	SC / OF / SER and SUP (low value negotiated procedures)	35	Q1-Q4

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4 SER: Direct service contract, SUP: Direct supply contract; New FWC (new framework contract), SC: Specific contract based on a framework contract; OF: Order form based on a framework contract; SLA: Service Level Agreement

access to EU Commission tools)			
Logistics and building management (including the acquisition and repair of furniture, stationary and office supply, handling and moving services, fire suppression system, postage and courier services, cleaning, maintenance of CCTV, overhead projectors, water dispensers)	New FWC / SC / OF / SER and SUP (low value negotiated procedures)	15	Q1-Q4
Office modernisation	SER (low value negotiated procedure)	1	Q2- Q4
External legal advice	SER (exceptional negotiated procedure)	In exceptional need	Q1-Q4

5.3.2 Operational appropriations

The **operational appropriations** cover the implementation of actions contributing to the achievement of the objectives of the EIT referred to under Chapter 3 of the EIT 2016 Annual Work Programme.

According to Article 68(3) of EIT Financial Regulation, the Annual Work Programme of the EIT shall be equivalent to a financing decision for the activities it covers.

The indicative amount of procurement procedures linked to operational activities amounts to EUR 4 000 000.

The detailed table, as set out below, provides the subject of the planned procurement procedures, estimation of the amount, the number and type of contracts envisaged, as well as the procedural timeframe:

Subject matter of the contract envisaged (Legal basis: EIT Regulation, H2020 Regulation)	Budget line	Estimated amount (EUR)	Indicative type of contract[5]	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
3.1. Incentivising Growth, Impact and Sustainability through the EIT					
3.1.1 Consolidating, Fostering Growth and Impact of the Existing KICs					
Ex-post audits of Grant Agreement 2015	3111	150 000	SC	1	Q3-Q4
Audit of the 2016 Grant Agreement Certificates on the Financial Statements (CFS)	3111	500 000	SC	1-2	Q3-Q4
Encouraging Women Entrepreneurship	3112	30 000	SER (low value negotiated procedure) / experts	1	Q2-Q4
Organisation of meetings and events (Forum meetings, Simplification Task Force, Innovation Task Force, other meetings)	3111	20 000	SC / OF /SER (low value negotiated procedure)	5	Q1-Q4
3.1.2. Creating new KICs: no procurement foreseen					
3.2 Enhancing EIT's impact					
3.2.1 The EIT's next Strategic Innovation Agenda (SIA) 2021-2027: no procurement foreseen					
3.2.2 Fostering Knowledge Exchange through Dissemination and Outreach					
EIT Integrated Communications Campaign 2017	3202	600 000	SC	1	Q4
Digital Communications services	3202	700 000	new FWC (open call)	1	Q1-Q2
EIT website satisfaction survey	3202	10 000	SC	1	Q2-Q4
Publications, printing and design of brochures	3202	40 000	SC / SLA with Publications Office	5	Q1-Q4

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5 SER: Direct service contract, SUP: Direct supply contract; New FWC (new framework contract), SC: Specific contract based on a framework contract; OF: Order form based on a framework contract; SLA: Service Level Agreement

3.2.3 Fostering and Attracting Talent					
EIT Alumni: Support to the first EIT Alumni Community Board	3203	200 000	SC	1	Q1-Q2
EIT Alumni: Preparation of the EIT Alumni Connect Event 2017	3203	150 000	SC	1	Q3
EIT Alumni: Preparation for the set-up of the EIT Alumni Secretariat	3203	800 000	new FWC (open call)	1	Q3
3.2.4 Enhancing Stakeholder Engagement					
EIT Stakeholder Forum 2017	3204	400 000	SC	1	Q2-Q3
Development of CRM system (EIT Stakeholder management tool)	3204	75 000	SC / SER	1	Q2-Q4
Stakeholder relations (institutional stakeholders, multiplier organisations, third countries, international organisations)	3204	30 000	SC / SER	4	Q1-Q4
Preparation of the EIT Awards 2017	3205	150 000	SC	1	Q3
3.3. New Delivery Mechanism and Results-oriented Monitoring					
3.3.1 EIT KIC Relations:					
Study on the role of the EIT as an Investor and KICs' Financial Sustainability Strategies	3301	45,000	SER (low value negotiated procedure) / Expert contract	1	Q1-Q4
3.3.2 Simplification					
Studies/consultancies concerning the identification and implementation of "out-of-box" simplification	3302	50 000	SER (low value negotiated procedure) / SC	3	Q1-Q2
3.3.3 Monitoring, Impact Analysis and Evaluation					
Impact study	3303	50 000	SC / SER (low value negotiated procedure) / Expert contract	1	Q1-Q4

5.4 Prioritised internal control standards

Standard	Brief description of the action (if the Standard was prioritised in n-1 state the reason for continuing to do so)
ICS 4 – Staff evaluation and development	Implement staff performance evaluation system based on annual objectives, taking on board lessons learnt from the 2015 exercise and further strengthen the link to staff training and career development policy.
ICS 5 – Objective and performance indicators	Continue development of the EIT's performance indicators in line with the KICs' performance indicators and move towards more performance based budget planning both for KICs and EIT.
ICS 8 – Processes and procedures	Complete the assessment and revision of the processes, procedures and workflows covering operative and administrative activities to further increase the assurance of the Authoring Officer.
ICS 15 – Assessment of internal control systems	Evaluation of the implementation of the internal control system after four years of activities as "partially autonomous" Institute to support the analysis of organisational maturity to reach full financial autonomy, with specific focus on areas where there are open audit recommendations.

5.5 Critical risks

Generic risk (1)	Key risk (title and description, including cause and potential consequence) (2)	Risk type (3)	Policy/ Area/ Activity/ Objective (4)	Impact (Low 1-2 Medium 3 High 4-5) (5)	Likeli hood (Low 1-2 Medi um 3 High 4-5) (6)	Existing key control(s)/ mitigating factor(s) (7)	Effectiveness (8) Launched(1-2) Partially Implemented (3-4) Implemented (5	Residual risk level (Low 1-2 Medium 3 High 4-5) (9)		Risk response (10)	Action plan Summary		
								I	L		Description (11)	Owner (12)	Deadline (13)
Political decisions	**Title: Budget cuts or legal changes beyond the EIT's control** Causes: changes in political priorities by the Council, EP or Commission Consequences: insufficient budget available for the EIT to implement its objectives or adverse legal changes jeopardising the operations	1.2 Political decisions and priorities outside of the EIT	All activities	4	3	Continuous dialogue with key political decision makers (Council, EP, Commission) to have timely information about potential changes in the legal basis or in the multi-annual budget	3	4	2	Reduce	Continued stakeholder management to influence decisions potentially affecting the EIT.	EIT Director & Policy and Communic ation Unit	31/12/2016
HR	**Title: Non-implementation of core elements of EIT Annual Work Programme 2016 due to insufficient human resources or high turnover of staff** Causes: lack of resources Consequences: reputational loss, potential legal/financial implications	3.1 Human resources	All activities	4	4	Conservative planning for 2015 based on current staff situation	2	4	3	Reduce	The current staff attempts to ensure mutual back-up of all strategically important tasks. Recruitment in the HR plan for 2016 to ensure reserve lists are available. Use of interim staff and trainees.	Services and Finance Unit/HR Team	31/12/2016

Legality and regularity	**Title: Improper implementation of EIT-KICs agreements given the complexity of the KIC concept** Causes: new Framework Partnership Agreements, complex KIC governance, activities and evolving partnerships Consequences: irregularities, recovery of EIT funds; delays in implementing KICs' activities; negative reactions from EC, ECA, OLAF, KICs; damage reputation/credibility of the EIT	4.1 Legality and regularity	3.1.1 Consolidating, Fostering Growth and Impact of the Existing KICs	4	3	Clear procedures for ex-ante and ex-post verification of KIC Reports in place.	3	3	2	Reduce	Improve the procedures (SOPs) on KIC grant management. Finalise and fine-tune the EIT Grant Handbook. Implement revised grant assurance strategy and EIT anti-fraud strategy. Review of implementation of good governance principles. Internal detailed assessments of Performance and Cost reports for the GA 2015. Assessment of certificates on the Financial Statements that are required by the EIT. Risk based ex-post audits to be performed on GA 2015.	Partnerships Management Unit	31/12/2016
2016 KIC call	**Title: Unexpected/unforeseen legal and procedural aspects delaying successful completion of the 2016 KIC call** Causes: unexpected formal or legal obstacles may arise Consequences: delay of call preparation, launch and implementation; damage to the EIT's credibility	4.1 Legality and regularity	3.1.2 Creating new KICs	4	4	Governing Board and EIT Management monitors the progress of the preparation of the call.	3	3	3	Reduce	Lessons learnt and IAS audit recommendations concerning 2014 KIC call have been addressed. Planning of the process assuming two weeks contingency in case of some unexpected legal and procurement problems. Adequate operational and legal resources and external expertise allocated to the KIC call, including an independent observer.	Partnerships Management Unit	31/12/2016

2016 KIC call	**Title: Insufficient interest from potential bidders to participate in the 2016 KIC call** Causes: too tough requirements presented in the call, no understanding of the KIC concept among potential participants, economic crisis in the EU - reduced R&D expenditures/industrial participation Consequences: delay/cancellation of the call - need to re-publish a call, damage to the EIT's credibility	5.1. Communication methods and channels	3.1.2 Creating new KICs	5	1	Eligibility criteria refined for the 2016 call based on the lessons learnt from the 2014 call.	4	4	1	Reduce	To prepare and carry out a dissemination plan together with the EIT Communications Team. Preparation of dissemination package (including guidance) well in advance, use of multiplier organisations.	Partnerships Management Unit & Communications Team	31/12/2016
IT	**Title: IT hardware or software failure** Causes: Hardware devices or software failure Consequences: Systems and services could be stopped for different periods of time, adequate document management cannot be ensured.	2.4. IT and other support systems	4.2.3.1 Management of ICT and Document Management	5	3	Following maintenance subscriptions and renewing them on a timely basis.	2	3	1	Reduce	Off-site back-up system in co-operation with CEPOL. IT software security review. External support for IT section. Address recommendations of the document management audit in the area of IT.	Services and Finance Unit	31/12/2016
Planning	**Title: Revise planning and organisation of the administrative and operational processes** Causes: inappropriate time management, insufficient and inefficient processes Consequences: non-achievement of objectives or delay in the achievement, waste of time and resources	2.1 Strategy, Planning and Policy 2.3 Financial processes and budget allocation	4.1.1.2 Planning, programming and reporting	5	3	Analyse and revise financial and operative procedures and processes.	3	4	2	Reduce	Start the 2018-2020 budgetary planning in September 2016, monthly monitoring of the budget and procurement implementation, review of the budget and procurement implementation twice per year.	Directorate & Services and Finance Unit	31/12/2016

Procurem ent	**Title: Staff involved in procurement process may not be properly qualified or familiar with relevant regulations, rules and procedures and may not be properly and consistently apply the rules** Causes: staff involved in procurement process have no financial training and expertise, no follow-up of the changes in the rules, guidance Consequences: non-compliance with the legal and regulatory requirements, waste of time and resources	3.1 Human resources 3.3 Internal organisatio n	4.2.2.1 Finance and procureme nt managem ent	4	4	Regular trainings.	3	3	3	Reduce	Expenditure Life Cycle training for newcomers and staff, training on procurement, regular workshop and guidance on financial and procurement practicalities	Services and Finance Unit	31/12/2016

5.6 Actions stemming from AAR and audit recommendations

1. Actions stemming from 2014 AAR						
ICS	Area	Weakness	Mitigating action	Timetable for implementation	Responsible unit	Mid-term progress review
ICS 8 – Processes and Procedures	Grant management	Grant management at the level of KICs is controlled by the EIT's grant assurance strategy. However, in the past a number of weaknesses and errors have been detected in the financial and operational reports by KICs. This has led the Court of Auditors to issue a qualified opinion on the legality and regularity of transactions at the EIT for the financial years 2012 and 2013.	Revision and implementation of the EIT Grant Assurance Strategy.	Revision by 31/3/2016 Continuous implementation	PAM	
ICS 3 – Staff allocation and mobility	EIT staff capacity	The EIT encountered significant staff turnover at all levels, including management and a series of vacancies remained open at the end of 2014. Moreover, the overall staffing allocated to the EIT is not fully sufficient to carry out all responsibilities assigned to it, in particular the significant growth of budget and number of KICs under way.	Filling the vacancies. Attempt to request further positions from the European Commission.	Continuous 31/12/2016	SAF	
ICS 8 – Processes and Procedures	Internal procedures	The EIT's management and control system is being improved and all key building blocks are in place. However, a number of procedures are not fully updated based on audit findings and lessons learnt.	Revision of all procedures in preparation for the application of full financial autonomy.	31/3/2016	All units	
2. Actions taken to implement audit recommendations						
Source	Recommendations	Actions	Expected result	Timetable for implementation	Responsible unit	Mid-term progress review
IAS.20	Mitigate conflict of	The EIT will review the processes that KICs have set	Review of the KICs'	31/3/2016	PAM	

	interest risk	up in their selection of projects to mitigate the risk of conflict of interest with final beneficiaries. In cases where controls are not adequate or effective, the EIT will request corrective actions.	implementation of good governance principles and their code of conducts including procedures to manage the risk of conflict of interest. Identification and dissemination of best practices.			
IAS.23	Revise the EIT grant assurance strategy	The EIT will update its overarching grant assurance strategy to reflect recent improvements in the building blocks of assurance (e.g. improved procedures for ex-ante and ex-post verifications, EIT monitoring strategy).	Revised EIT grant assurance strategy.	31/3/2016	PAM	
IAC	Develop a comprehensive risk register for KIC grant management	Improving the existing risk register for the unit managing KIC grants.	Revised risk register.	31/3/2016	PAM	
IAC	Develop and implement a risk management action plan for grant management	Improving the existing risk management action plan for KIC grants.	Revised risk management action plan.	31/3/2016	PAM	
IAC	Implement a management and IC system for the prevention and detection of fraud	Implementing the action plan annexed to the EIT Anti-Fraud Strategy as regards actions foreseen for 2016.	Actions implemented.	31/12/2016	DIR	
IAC	Implement a continuous &	Implementation of the EIT monitoring strategy through targeted monitoring activities in 2016.	Monitoring actions included in the AWP	31/12/2016	PAM	

	systematic monitoring process for the KICs		2016 implemented.			
IAC	Explicitly demonstrate the intervention logic linked to the setting of objectives and the development of relevant performance indicators	Approve the document setting out the EIT Intervention Logic.	EIT Intervention Logic document	31/3/2016	PAC	
IAC	Conduct and document an information needs analysis	In the framework of the Task Force Simplification, conduct a thorough document and information needs analysis in order to reduce unnecessary administrative burden on the EIT and KICs.	Documented information needs analysis. Simplified requirements for KIC Business Plans and Reports.	31/7/2016	PAM	
IAC	Manage the information on KICs, KIC grants and KIC's projects through a single IT system or database	Revise the Business Planning and Reporting Modules of the grant management system and develop a proper Business Intelligence tool as foreseen in the AWP 2016.	Revised Business Planning and Reporting Modules. Fully operational Business Intelligence Module.	31/12/2016	PAM	

5.7 Implementations of the 2016 EIT Awards

Basic act: Regulation (EC) No 294/2008 establishing the European Institute of Innovation and Technology amended by the REGULATION (EU) No 1292/2013 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 December 2013

Legal basis: Article 91 of the EIT Financial Regulation of 27 December 2013, and Article 138 of Financial Regulation No 966/2012 of the European Parliament and of the Council of 25 October 2012

Budget line: 3203

A) CRITERIA FOR THE EIT AWARDS:

The criteria for participation are as follows:

1. **EIT Venture Award**: in order to participate in this Award competition, ventures need to fulfil the **eligibility and exclusion criteria** as follows:

   The applicant venture:

   - Is legally incorporated at the competent national authority of its country of establishment;
   - Is legally registered at the competent Chamber of Commerce (if mandatory in accordance with the applicable national law);
   - Is not in an exclusion situation described in Article 106 of the Regulation (EU, EURATOM) No 966/2012 of the European Parliament and of the Council;
   - Is not in an exclusion situation of Article 107 of the Regulation (EU, EURATOM) No 966/2012 of the European Parliament and of the Council.

   Evidence: Registration Certificate, Statues, Declaration of Honour

   Selection criteria: The applicant venture:

   - Offers a product or service which is innovative and marketable, with a European perspective and the potential to expand globally;
   - Has already at least one customer(s) or investor in case of long-term science-based projects;

   - Comprises a team of a minimum three Full Time Equivalents (FTEs) that convincingly demonstrate that it has the competences to successfully develop the product or service and bring it to the market;

   - Has received business creation support by a KIC, i.e. the venture has gone through a structured business support process offered by a KIC;
   - Is willing to add value to a KIC, for instance by providing internships to students and contributing to the strengthening of entrepreneurial strategies, practices and culture of a KIC.

   The evidence to be provided by the venture as part of the application package consists of the following documents:

- A description of how the above selection criteria are met (e.g. on the product or service, on the applicant venture's team, on the customer or investor, on the link to a KIC) including the business plan of the venture and relevant accompanying information (see under award criteria).
- A written statement about the willingness of the applicant venture to add value to the KIC.

Based on the Eligibility, Exclusion and Selection Criteria listed above, each KIC organises its own specific internal selection process and nominates two candidate ventures to participate in the EIT Venture Award, six months prior to the 2017 EIT Awards Event, during which the candidate ventures will present their elevator pitch to the EIT Awards Jury.

Award Criteria: an international jury composed of experts will evaluate the applications and the elevator pitches based on the following criteria:

Criteria (equal weighting)	Explanation
1. Commercial characteristics / potential	✓ Need for (or prospect of) product or service ✓ Target customers and customer engagement ✓ Addressable market size ✓ Market growth ✓ Competitors ✓ Competitive advantage ✓ Description of the incumbents' power
2. Technical characteristics / potential	✓ Description of the uniqueness and features of product or service ✓ Technology validation ✓ Product development risk ✓ Intellectual property position
3. Financial characteristics / potential	✓ Quality and relevance of the description of the business model (pricing, downstream value, scalability, funding strategy) ✓ Profit potential
4. Societal impact	✓ Degree of the societal impact in line with the scope of the KIC
5. Team characteristics	✓ Role of the team members ✓ Quality of the description of the internal organisation of work ✓ Possible near-term talent gaps and strategy to fill them
6. Pitch/Presentation	✓ Quality and persuasiveness of the oral presentation ✓ Professionalism: the clarity, demeanour and professional delivery of the team and its presentation ✓ Quality of answers during the Q&A portion of the presentation

The evidence on which the award decision is based comprises:

1. For award criterion 1-5: A description on how the above award criteria are met, included in the application package. It is imperative that the information provided enables a proper assessment of the Award criteria. To this end, as a minimum the business plan and accompanying documents

should provide the following information:

- The market need, or customer pain point the venture addresses and the reason to solve this particular issue;
- The product/service developed and discerning (technical) features;
- Customers and market opportunity;
- The unique value proposition relative to the competition, a competitor analysis and an explanation how the venture will stay ahead of the competition;
- Domestic and foreign patents and patent applications;
- Important technical know-how;
- The venture's organisational chart with the management team, the background of its members, and plans to fill any positions that are (yet) not covered;
- The venture's list of shareholders and number of shares held by each;
- Any projections, capital budgets and strategic plans;

2. For award criterion 6: The applicant ventures will have to present their application with respect to award criteria 1-5. Under this criterion the quality of the presentation will be assessed.

The award decision will be made by the EIT Authorising Officer based on the recommendation made by the jury. The EIT Award winner will be announced at the 2017 EIT Stakeholder Forum.

2. **EIT CHANGE Award**: in order to participate in the EIT CHANGE Award competition, applicants need to fulfil the following **Eligibility and Exclusion Criteria**:

The applicant:

- Has graduated from an EIT labelled education programme;
- Is not in an exclusion situation in accordance with Article 106 of the Financial Regulation. Only Applicants not in the situation of Article 107 of the Financial Regulation may be awarded a prize.

Evidence: Copy of passport, Declaration of Honour

Selection criteria: The applicants

- Have the capacity to spur innovation and entrepreneurship in the thematic areas addressed by the EIT and KICs, and how it has been facilitated by the EIT labelled education programme.

Evidence:

- Copy of the EIT labelled degree of the applicant,

- Submission of the 'Innovation Story' demonstrating the innovation and entrepreneurship capacity and how this was facilitated by the EIT labelled education programme as follows:

  o Innovativeness and entrepreneurial/intrapreneurial nature of the nominee's achievement;
  o The (potential) societal and economic impact of the achievement;
  o How the achievement has been facilitated by the EIT labelled education programme.

Based on the above Eligibility, Exclusion and Selection Criteria, each KIC nominates two graduates who will participate in the EIT CHANGE Award and pitch their 'Innovation Story' at the 2017 EIT Stakeholder Forum.

Award Criteria: An international jury composed of experts will evaluate the EIT CHANGE Award nominees' innovation stories and their presentations/pitches based on the following criteria:

Criteria (equal weighting)	Explanation
1. Pro-active attitude and entrepreneurial drive	✓ Display of pro-active attitude and initiative ✓ Degree of thinking outside boundaries and (systematic) exploration and generation of new ideas
2. Quality of innovative achievement	✓ Degree to which the achievement is innovative and entrepreneurial
3. Link to EIT labelled education programmes	✓ Quality of the description of how EIT labelled education programmes have supported and facilitated the nominee in obtaining and implementing the initiative
4. Pitch/ Presentation	✓ Quality, creativity and persuasiveness of the innovation story presented

Evidence:

- For award criterion 1-3: Description on how the above award criteria are met

- For award criterion 4: The applicants will have to present their application with respect to award criteria 1-3. Under this criterion the quality of the presentation will be assessed.

The award decision will be made by the EIT Authorising Officer based on the recommendation made by the jury. The EIT Award winner will be announced at the 2017 EIT Stakeholder Forum.

3. **EIT Innovators Award**: in order to qualify for the EIT Innovators Award, the applicant teams have to satisfy the following **Eligibility and Exclusion Criteria**:
   - The teams shall involve individuals from the Knowledge Triangle:

     - At least three KIC partners from both research and business;

     - At least one KIC partner that will commercialise the product, service or process;

     - KIC partners shall come from at least two different co-locations;

     - A team may have only one non-KIC partner;

     - The team has received funding for their project by a KIC between 01/01/2011 and 30/10/2016.

   - The team members are not in an exclusion situation in accordance with Article 106 of the Financial Regulation. Only team members not in the situation of Article 107 of the Financial Regulation may be awarded a prize.

   Evidence: Description of the team, Declaration of Honour of the team members

Selection Criteria: Applications will be assessed by each KIC based on the following four criteria:

- Team must have successfully achieved the pre-commercialization stage
- The team has the capacity to spur innovation and entrepreneurship in the thematic areas addressed by the EIT and KICs.

Evidence:

- Document proving that the pre-commercialization stage has been successfully achieved,
- Submission of the documents 'Project plan' and 'Innovation journey' demonstrating the innovation and entrepreneurship capacity as follows:
    o Innovativeness and entrepreneurial/intrapreneurial nature of the nominee's achievement;
    o The (potential) societal and economic impact of the achievement;

Based on the above criteria, each KIC nominates two teams to participate in the EIT Innovators Award six months prior to the 2017 EIT Stakeholder Forum, during which the nominees will present their achievements to the EIT Awards Jury.

Award Criteria: An international jury composed of experts will evaluate the supporting documents (innovation journeys) and presentations/pitches based on the criteria described below. The basis for the assessment will be the innovation and the way that it has been achieved using the project plans, narratives and presentations.

Criteria (equal weighting)	Explanation
1. Originality of the new product, process or service	✓ Uniqueness and features of product/process/service ✓ Degree to which product/process/service is disruptive
2. The efficiency and effectiveness of the conversion of the idea into the outcome	✓ Resources (time and finances) used to transform the idea (i.e. starting point) into a product/process/service ✓ The degree to which the intended innovation has been achieved
3. Social and potential and real economic impact of the outcome	✓ Prospects to address a societal challenge tackled by the EIT and KICs ✓ Profit potential ✓ Plan/arrangements for commercialisation
4. The innovation process	✓ Team: roles, functions and dynamics ✓ Innovation process ✓ The creation of common meanings, goals and work plans ✓ Positive interdependencies, i.e. team members perceive that they need others to reach goals ✓ The social and learning climate, i.e. mutual trust, respect for different opinions, culture of sharing ✓ Reciprocal commitment: mutual responsibility for the outcomes ✓ The way challenges were overcome

5. Presentation	✓ Quality and persuasiveness of the presentation ✓ The clarity, demeanour, and professionalism of the presentation of the team and the business case

Evidence:

- For award criterion 1-4: Description on how the above award criteria are met - project plan, description of the outcome achieved, a narrative of the "innovation journey"

- Innovativeness and entrepreneurial/intrapreneurial nature of the nominees' achievement:
- The product/service/process developed: an explanation why it is innovative and its discerning (technical) features;
- The market need, or customer pain point the innovation addresses and the reason to solve this particular issue;
- Customers and market opportunity;
- The unique value proposition relative to the competition;
- Domestic and foreign patents and patent applications;
- The (potential) societal and economic impact of the new product, service or process developed;

- For award criterion 5: The applicants will have to present their application with respect to award criteria 1-4. Under this criterion the quality of the presentation will be assessed.

The award decision will be made by the EIT Authorising Officer based on the recommendation made by the jury. The EIT Award winner will be announced at the 2017 EIT Stakeholder Forum – INNOVEIT 2017.

B) APPOINTMENT AND COMPOSITION OF THE JURIES

Each award category will have a jury.

Each jury will consist of 3 members: one EIT Governing Board Members and two external high-level experts. The composition of the jury shall include in a balanced manner representatives of higher education, business (creation), innovation and the investor community. All members shall be experienced specialists with prominence in their field and will be competent to evaluate the nominations given the scope of the different awards. Jury members will be appointed by the EIT Director.

The selection and appointment procedure shall comply with the equal treatment and no conflict of interest principles. The jury members shall declare that they are not in a situation of conflict at the time of appointment and that they undertake to inform the Authorising Officer if any conflict of interests should arise in the course of the evaluation procedure.

C) INDICATIVE TIMETABLE

Timing	Action
End September 2016	Publication of the EIT Awards competition (EIT CHANGE and Innovators Awards)
End November 2016	Close of applications for EIT Award competitions
Mid December 2016	Publication of nominations
January-April 2017	Promotion of nominees via different media channels
May 2017	EIT Awards presentations/pitches and Award Ceremony during the EIT Stakeholder Forum INNOVEIT 2017
June 2017	Complete transfer of financial contribution to the EIT Awards winners