



EIT Triennial Work Programme 2015–2017

The EIT – Making Innovation Happen

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1. Introduction

In a rapidly changing world, Europe's pathway to the future rests on growth that is smart, sustainable and inclusive. The Strategic Innovation Agenda (SIA) of the European Institute of Innovation and Technology (EIT) fully contributes to achieving these goals as part of the EU's Innovation Union and in line with other flagship initiatives put forward in the Europe 2020 strategy. The EIT contributes to Europe's sustainable growth and competitiveness by enhancing the Union's ability to innovate and as an integral part of Horizon 2020, the EU Framework Programme for Research and Innovation. It does so through the integration of higher education, research and innovation of the highest standards.

During its first years, the EIT has demonstrated the added value of its concept, unique features and activities by shaping a new approach to entrepreneurial innovation at EU level with specific emphasis on integrating higher education, research and business. The EIT embraces a strong, open and true entrepreneurial culture in setting up new ventures and achieving actual market deployment of innovations in potential high-growth sectors. The EIT concept has proven to nurture talent, support knowledge valorisation and capture the value of research and innovation in society.

The EIT represents a paradigm change in the European innovation landscape via its Knowledge and Innovation Communities (KICs). KICs are highly autonomous and integrated partnerships which bring together leading organisations from higher education, research and business to collaborate in new ways, transcending the borders of disciplines, backgrounds, sectors and countries. Following the set-up and streamlining of both governance and managing structures with its first three KICs, the period from 2015 to 2017 will see a transformation of the EIT from a start-up phase characterised by a limited number of partnerships and corporate processes into a mature organisation with an increased number of KICs, a novel approach to impact investments and effective mechanisms to transfer the lessons learnt throughout Europe.

The EIT's strategic objectives for this period are to prepare for the achievement of the priorities specified in the EIT's SIA (2014–2020) and to incentivise growth, impact and sustainability: firstly, by enlarging its portfolio through the creation of new KICs; secondly, by continuing to strengthen its partnerships with existing KICs; thirdly, by increasing the EIT's impact and role as an Institute for Europe through wide dissemination of innovative practices as well as novel models, attracting and developing entrepreneurial talent from across the EU and beyond. These high-level ambitions call for significantly scaled up, structured and more systematic engagement with all stakeholders, both internal and external, through tailor-made and target group-specific strategies facilitating knowledge exchange and mutual learning, as well as the further exploitation of synergies and complementarities with other EU, national and regional programmes and initiatives. This rolling Triennial Work Programme for 2015 to 2017 outlines the priorities and strategic initiatives planned by the EIT.

1.1 EIT: Promoting synergies and complementarities via the knowledge triangle

The concept and model of the EIT and its KICs are designed in a way that facilitates and actively encourages synergies and complementarities with EU, national and regional initiatives of research and innovation, entrepreneurship and higher education.

The EIT acts as a unique catalyst by building upon and integrating existing strengths and capabilities of organisations and regions that are active in the different areas of the knowledge triangle of higher education, research and innovation. In fact, the EIT KICs are also active participants in other EU, national and regional instruments and programmes.

The EIT KICs bring a European dimension and integrated strategic approach to regional initiatives via their Co-location Centres. These centres offer strong local players the opportunity to closely connect and interact with other excellent partners across borders in the strategic and integrated framework of the EIT KICs.

The societal challenges approach of the EIT KICs is equally conducive to thematic alignment with other initiatives. The EIT KIC themes are strategically aligned with the societal challenges of Horizon 2020 and EU policy priorities.

The EIT KIC funding model is designed to catalyse further investments and align agendas. It encourages KICs and/or their partner organisations to establish further collaboration with other initiatives and apply to other funding instruments in accordance with their rules and on an equal footing with other applicants.

EIT's contribution to the Europe 2020 strategy

The EIT contributes to the implementation of the Europe 2020 strategy in three priority areas:

- **Smart growth:** The EIT is one of the key initiatives of the 'Innovation Union', contributing to its objectives through integrating the knowledge triangle and focusing on delivering actions that tackle key societal challenges. The EIT also has connections with the 'Digital Agenda for Europe' through one of its KICs – EIT ICT Labs – and with 'Youth on the Move' through its entrepreneurial and innovative education and training programmes (cf. Section 3.1).
- **Sustainable growth:** The essence of the EIT and its KICs is to promote the creation and growth of future leading innovative small and medium-sized enterprises (SMEs), as well as to strengthen the competitiveness of European businesses in general. These are also key objectives in the EU industrial policy for the globalisation era. Furthermore, the EIT KICs provide a landmark contribution to the 'Resource-Efficient Europe' initiative as their focus is, among other things, on sustainable energy, smart energy systems, climate change mitigation and adaptation.
- **Inclusive growth:** The EIT develops European entrepreneurship education in connection with 'the Agenda for New Skills and Jobs'. In addition, the EIT seeks to ensure the benefits of its experience are capitalised upon widely including the introduction of new measures such as the EIT Regional Innovation Scheme (RIS) to foster innovation capacity across Europe, contributing to more inclusive growth (cf. Section 3.1).

Fostering EU research and innovation

Being an integral part of Horizon 2020, the EIT brings added value to the existing research and innovation base, notably by accelerating the uptake and exploitation of technologies and research outcomes and by adding an educational dimension to the EU's innovation landscape.

Within Horizon 2020, the EIT contributes to the priorities of Excellent Science, Industrial Leadership and Societal Challenges. It stimulates results-driven innovation and provides additional tools to incentivise the creation of innovative SMEs and leadership in enabling and industrial technologies – such as ICT and advanced manufacturing and processing. There are clear opportunities to complement for example the European Research Council's world-class basic research with multidisciplinary and entrepreneurial education, as well as entrepreneurship, incubation and business support initiatives. The EIT fosters mobility across the boundaries of disciplines, sectors and countries. It can open new avenues in innovation and entrepreneurship and capitalise on other instruments such as the Marie Skłodowska-Curie actions.

The topics of the EIT's KICs are aligned with Horizon 2020 societal challenges, offering opportunities for a multitude of bottom-up synergies and complementarities. The aim is to significantly enhance the EIT's impact across Europe through the integration of the knowledge triangle with entrepreneurship as the driver leveraging innovation through people. This approach helps address the increasingly complex societal challenges specified in Horizon 2020 in a holistic way, bringing together excellent people from different sectors, backgrounds and disciplines – who would otherwise not necessarily meet – to jointly find innovative solutions to the big societal challenges.

As such, the EIT complements and actively promotes thematic synergies with Horizon 2020 initiatives. Synergies and complementarities are developed with public private partnerships, especially Joint Technology Initiatives (JTIs) and contractual public-private partnerships (PPPs) created to implement strategic research agendas and roadmaps in specific technological areas (for example, EIT ICT Labs works closely with the Future Internet PPP). The EIT can play a role in speeding up and fostering the exploitation of the excellent research pooled by these partnerships, as well as by national public research of the Joint Programming Initiatives. Further synergies have been identified and are taking place with the European Strategic Energy Technology Plan (SET Plan) in collaboration with KIC InnoEnergy.

The EIT KICs create linkages with the European Innovation Partnerships (EIPs). For instance, the new KICs to be established in the areas of health, raw materials, food for the future and urban mobility (cf. Section 2.2) will contribute towards the objectives of the EIPs. Through their distributed nature and grass root experience, the EIT KICs help drive innovation forward, nurturing the necessary human capital (highly skilled, innovative and entrepreneurial people) and identifying framework conditions and good practice on policy, regulatory and standardisation issues.

Education in the knowledge triangle

One of the EIT's distinctive aspects is that it brings an education dimension to the EU's policies on research, innovation and entrepreneurship. The main tools are innovative, trans-disciplinary and inter-disciplinary EIT-labelled degrees developed jointly with the KICs. The EIT leads a collaborative effort towards education for innovation and entrepreneurship with clear spill-over effects on the broader 'Agenda for the Modernisation of Europe's Higher Education Systems', thereby promoting 'the European Higher Education Area' (EHEA). The EIT is contributing to the EU initiative of improving the quality and relevance of higher education by promoting stronger co-operation among universities, businesses and research organisations emphasising entrepreneurial education. The EIT offers synergies with the Erasmus+ programme by encouraging student exchanges and training across different regions, countries and sectors, further enhancing partnerships between education providers and business.

Entrepreneurship and growth

A clear role for the EIT in assisting the implementation of the Entrepreneurship Action Plan has emerged, especially through entrepreneurial education and training, through the creation of an entrepreneurial culture and environment, and through developing role models and reaching out to specific stakeholder groups who are not targeted by traditional outreach for business support. The EIT promotes an entrepreneurial mindset and supports the creation of new businesses with the opportunity to further develop their potential in the framework of (for instance) the EU programmes for the Competitiveness of Enterprises and SMEs (COSME) and Eurostars 2.

Regional development

While the regional dimension is becoming increasingly important for the EIT and its KICs via the Co-location Centres model and the EIT RIS (cf. Section 3.1), innovation, education and SME competitiveness play a more prominent role in EU regional policy and its objectives. The EU Cohesion Policy for the 2014 to 2020 period requires EU Member States and regions to strengthen investments in these areas, offering scope to create complementarities between EIT KICs, their Co-location Centres and regional development.

The EIT/KIC contribution to national/regional research and innovation objectives has been clearly highlighted in Member States' partnership agreements for the period 2014 to 2020 (e.g. in Finland and Spain). These partnership agreements explicitly identify as a priority area the support to product and service innovations promoted by the EIT/KICs in connection with their Co-location Centres.

Recognising the EIT KICs' impact on regional innovation capacity and with a view to help unlocking regions' potential for excellence in research and innovation, EU Member States may launch additional measures to prepare national institutions and/or clusters of excellence for participation in the EIT KICs.

EIT KICs' Co-location Centres and/or partner organisations can equally play an active role in the design and implementation of EU Member States' and regions' smart specialisation strategies aimed at boosting regional innovation in a limited set of priority fields.

The EU Cohesion Policy encourages the use of combined funding between European Structural and Investment Funds and Horizon 2020 resources, including those of the EIT, to maximise the impact of the different instruments for regional development. While the European Regional Development Fund (ERDF) most obviously can support the type of actions where complementarities could be built between the KICs and regional development (e.g. in the field of innovation, SME competitiveness), there is also considerable potential with projects financed by the European Social Fund (e.g. in the field of education) and Cohesion Fund.

Making synergies happen

Evidence shows that synergies are happening and can happen in different ways in the thematic areas of KICs. Whilst the concept and model of the EIT and its KICs are designed in a way that facilitates bottom-up synergies and complementarities, the EIT actively encourages full exploitation of these synergies and complementarities.

The EIT will continue to foster synergies and complementarities by creating favourable conditions for collaboration, dialogue and mutual learning, including dissemination of novel practices emerging from the KICs. These actions take place throughout the entire programming cycle, from the KIC selection phase, to the implementation, and to the dissemination of results.

With a view to ensuring that KICs offer a clear potential for synergies, 'synergies with other EU initiatives' is included as a criterion for designating new KICs. Moreover, the EIT liaises with the European Commission regarding the identification of potential evaluation experts familiar with the EU innovation landscape and its various initiatives. To further incentivise the KICs and make use of opportunities as they arise, the EIT continues to work closely with the European Commission, highlighting EU initiatives with potential for synergies.

Subsequent to the KIC designation and during the implementation phase, synergies and complementarities materialise through the KICs. Linkages are developed in a bottom-up manner at KIC level, varying in accordance with the specificities and thematic areas of each KIC (cf. Annex III for further details on the KICs' initiatives concerning synergies and complementarities with other EU, national and regional initiatives).

The EIT will continue to work closely with both institutional and knowledge triangle stakeholders, further enhancing its engagement and reinforcing the potential for developing synergies and complementarities (cf. Section 3.3). Activities include the promotion of structured dialogues and exchanges with other EU, national and regional initiatives and their players.

- Systematic and regular consultations between the EIT, the KICs and the European Commission: The EIT will continue to actively take part in these purposive consultations, including annual meetings, bringing together relevant Commission services, the EIT and its KICs. These consultations and meetings should bring about discussions on possibilities for co-operation and connecting factors with other instruments, helping to align existing and planned EIT/KIC activities.
- The EIT Stakeholder Forum (including the specific Member State configuration) and participation in dedicated events: These meetings will provide the EIT and its KICs with an opportunity to explore and enhance on a continuous basis further co-operation possibilities with European, national and regional stakeholders and respective initiatives (cf. Section 3.3.2).
- The EIT RIS: This structured outreach scheme aims to support the integration of the knowledge triangle and increase the innovation capacity in areas/regions in Europe not directly benefiting from the EIT and its KICs. With a view to fully embracing opportunities for enhancing innovation capacity, the EIT RIS implemented by the KICs aims to capitalise on the untapped potential offered by the diversity of regions in Europe, in particular with regional stakeholders and initiatives in line with smart specialisation (cf. Section 3.1.2).
- Through its dissemination strategy, the EIT will also ensure that good and novel practices emerging from the KICs are systematically made available and can be exploited for the benefit of synergies with other initiatives (cf. Section 3.1).

In the framework of its results-oriented monitoring system, the EIT will also continue to assess the performance and contribution of both the KICs and the EIT as an institute towards the objectives of Horizon 2020 and EU innovation policy (cf. Section 4.3).

2. Incentivising growth, impact and sustainability through the EIT

The EIT fosters the KICs, which are dynamic and open partnerships designed to take the lead in their 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 ecosystems tackling the fragmentation in the innovation field and accelerating market uptake. A KIC generates 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 from all over the world. In essence, a KIC carries out a whole range of world-class activities covering the entire innovation value chain including, amongst others, education and training programmes, research and innovation projects, and incubation and scaling up of start-ups; all of these activities integrate and focus on addressing a societal challenge.

The added value of the unique features of KIC partnerships has been conceptualised, nurtured and validated by the EIT in its first years of operation. A KIC is expected to have a meaningful 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 specified in *the EIT's SIA*, the EIT will expand its portfolio of KICs from three up to eight in the period from 2014 to 2020.

In 2016, an independent external evaluation of the EIT will be launched by the European Commission. It will examine how the EIT fulfils its mission, covering all activities of the EIT and its KICs. This EIT evaluation will provide important and timely input to introduce further improvements in the EIT and its KICs in 2017 and beyond. Moreover, it will feed into the evaluation of Horizon 2020 due in 2017.

2.1. Consolidating, fostering growth and impact of the existing three KICs

The period from 2015 to 2017 will be critical for the first three KICs in terms of the consolidation of their strategies to 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 (cf. Annex III). The EIT and its KICs will continue to foster synergies and complementarities bottom up with Horizon 2020 and other EU instruments. In this period, the EIT funding to the first three KICs will increase from previous years and will reach its peak in 2017. Thereafter, a phasing out of EIT funding is expected to take place as the KICs become increasingly sustainable.

2.1.1 Promoting collaboration and competition among KICs

The EIT continues to foster both competition and collaboration among KICs. The EIT will increasingly encourage fruitful competition among KICs for EIT funding as an important element to stimulate continuous improvement, greater efficiency and stronger impact. In 2013, the EIT operationalised the principles laid down in the 2009 KIC Call for proposals in relation to the allocation of the EIT annual contribution split into support and competitive funding. Therefore, from 2015 to 2017, the EIT will adapt competitive review mechanisms as a major component of its financial allocation to its KICs, taking into account that the first three KICs and the new KICs will grow at different speeds. The competitive review is based on a three-pillar approach; namely: 1) assessment of the KICs' past performance; 2) examination of the KICs' business plans; and 3) KIC annual hearings with the EIT Governing Board. In the period from 2015 to 2017, the EIT will gradually increase the share dedicated to competitive funding as part of its annual financial contribution to the current three KICs. This approach goes hand in hand with a progressive shift towards a results-based system.

The EIT encourages further collaboration among KICs through the implementation of cross-KIC activities in the area of education, entrepreneurship and innovation. The KICs will be incentivised to develop joint activities on cross-cutting issues and share knowledge and novel practices among KICs and beyond. The EIT will foster cross-fertilisation between the first three and the new KICs through dedicated workshops, events and the EIT-KIC forum. Based on the lessons learnt, the relationship and the working modalities between the EIT and its KICs will be adjusted to accommodate the need for improved co-ordination with a larger number of KICs and to increase both the efficiency and effectiveness of decision-making.

Education

In the area of education, the EIT and its first three KICs will consolidate the EIT Label as a recognised quality label on master's and doctoral programmes which excel in the implementation of the knowledge triangle, helping to attract talent from Europe and abroad. Subsequent to the introduction of EIT-labelled master's programmes in 2012 and EIT-labelled doctoral programmes in 2013, the consolidation phase will concentrate on promoting the EIT Label among students and relevant stakeholders, raising awareness of the good practice examples they constitute. Notably, during this period the EIT and its KICs will work together to ensure the appreciation of the label by business. At the same time, with the newly created KICs, the EIT will ensure that the flexibility of the EIT Label framework is adapted adequately to the new themes, while ensuring that the same standards of excellence and knowledge triangle integration are implemented.

The period from 2015 to 2017 will also constitute a stronger consolidation of the KICs, leading to an enhanced alignment of the different agendas of KIC partners. This will involve new education courses, which will satisfy the needs of employers regarding skill sets and competences focused on a wider target group of students. Initiatives such as executive education, post-doctoral courses adapted to bridge the gap between academia and business, and lifelong learning courses will be adapted to the needs of the market, businesses and new research trends. In this way, the EIT and its KICs will contribute to the development of a new complementary model of postgraduate schools among European universities, which is very high on the EU education and research agenda.

The consolidation of KICs will allow the EIT to play a better role in articulating initiatives to identify examples of novel practices of KICs and to promote co-operation across KICs. A first example of this is related to the work already done on open educational resources and learning modules, which will be provided in a single platform for all KICs in a similar setting as in massive open online courses (MOOCs). Furthermore, from 2015 to 2017, the EIT and its KICs will further develop and refine their strategic initiative of developing a massive open online programme (MOOP) in view of offering a master's degree programme, which will have approximately 120 ECTS. The EIT MOOP will be developed on topics of common interest for the EIT/KICs. It will, for instance, encourage entrepreneurship, provide basics on finance and possibly offer courses around climate-neutral urban energy services and smart cities. The EIT reflects a change in the teaching paradigm in terms of learning methodology and outcomes, resulting in an important impact at EIT level. The EIT and its KICs will develop a pedagogical methodology and ICT infrastructure for MOOPs that respond to a philosophical change as exemplified in the EIT Label handbook.

Entrepreneurship

Entrepreneurship is at the core of the EIT's mission to address and narrow down the so-called 'innovation gap' in Europe compared to world-leading nations. From 2015 to 2017, the EIT will step up consultation and co-operation with its KICs to create and add value for a crucial target group of the EIT/KIC entrepreneurship activities: start-up ventures and entrepreneurs emerging from the KICs. The EIT will follow up, analyse and exchange lessons learnt from KIC activities in entrepreneurship. It will continue to disseminate novel practices and to conduct outreach activities through targeted events, workshops and seminars.

To fully exploit potential synergies, the EIT will continue to engage with all relevant stakeholders including EU-level funding institutions (e.g. the European Investment Fund) as well as networks and multiplier organisations from the business angel, private equity and venture capital communities with a view to facilitating and acting as a door opener for the KICs. All lessons learnt from these activities will be shared with and implemented by the new KICs, once they have been designated and they have successfully managed their set-up phase.

Innovation

The main objective of cross-KIC innovation activities incentivised by the EIT will be to support the KICs in achieving structural impact through the creation of new markets and/or sectors, expanding technological frontiers. To achieve this goal, the EIT will identify and codify novel practices on innovation delivery mechanisms and market take-up of European research and 'new to the world' innovation outcomes more effectively and efficiently (cf. Section 4.2).

The newly selected KICs, subsequent to their setting-up phase, will build on lessons learnt from the first three KICs. It is expected that just after achieving their full operational capacity, the new KICs will start to actively contribute to the cross-KIC innovation activities.

2.1.2 Fostering growth and creating impact

Enhancing the EIT's and its KICs' social and economic impact throughout the European Union and the world is a top priority for the EIT in the period from 2015 to 2017. This will be done, for example, via knowledge sharing, dissemination, outreach and international exposure. Built on the experience of excellent KICs, the EIT through targeted dissemination and knowledge sharing measures will ensure that these experiences are being shared beyond the KICs and thereby promote a fruitful process of mutual learning and faster uptake of new innovation practices made possible by integrating the knowledge triangle. In particular, the new EIT RIS will be established to achieve these objectives (cf. Section 3.1.2).

The EIT will pay special attention to measures that will boost the impact of its investments through the KICs on education, research, innovation and entrepreneurship, and new means of innovation governance. The EIT will act as a catalyst, via its KICs, by accelerating the take-up and exploitation of technologies and research outcomes. This will help align and leverage research investments bottom-up by KICs themselves and make education and training activities more responsive to business needs. To measure achievement of its specific objectives, notably on impact, the EIT will regularly track the fulfilment of a set of indicators included in the amended EIT Regulation and its contribution to Horizon 2020 objectives (cf. Section 4.3.1).

The table below summarises what the EIT aims to achieve in this area from 2015 to 2017.

| Action lines | Targets | Implementation year | | |
|--|---|---------------------|------|------|
| | | 2015 | 2016 | 2017 |
| Promoting collaboration and competition among KICs | <ul style="list-style-type: none"> ✓ Foster cross-fertilisation among existing and new KICs through targeted events including the EIT-KIC forum. ✓ Enhanced co-operation with relevant stakeholders (including the European Investment Fund). ✓ Facilitation of access to finance/venture capital community. ✓ Expansion of technological frontiers. ✓ Dissemination of new innovative delivery mechanisms. ✓ Timely adaptation of EIT competitive review mechanisms. ✓ Consolidated EIT Label as a quality label on master's and doctoral programmes appreciated especially by businesses ✓ The EIT MOOP creating wider outreach in Europe and beyond and fostering entrepreneurial culture in society in general. | X | X | X |
| Fostering growth and creating impact | <ul style="list-style-type: none"> ✓ Synergies with Horizon 2020 and other EU instruments actively fostered by EIT. ✓ Annual workshops and regular EIT-KIC forum meetings. ✓ Targeted knowledge sharing and dissemination measures in place. | X | X | X |

2.2. Creating new KICs

To further enhance impact and to incentivise innovation in new areas of societal challenges, as specified in *the EIT's SIA*, the EIT will expand its portfolio of KICs progressively from three up to eight, in the period from 2014 to 2020. The EIT will:

1. designate two new KICs in 2014 in the fields of *Innovation for healthy living and active ageing* and *Raw materials*;
2. designate two new KICs in 2016 in the fields of *Added-value manufacturing* and *Food4Future*;
3. initiate the preparations in 2017 for the designation in 2018 of one additional KIC in the field of *Urban mobility* (subject to the outcome of the EIT evaluation).

The thematic areas of new KICs have been selected after careful examination of their potential to contribute to the delivery of the Europe 2020 agenda. They present an excellent knowledge base and the potential to further strengthen Europe's innovation capacity. In addition, and as highlighted in the SIA, the EIT will ensure that the framework conditions of future KIC selection procedures are conducive to an optimal outcome, notably by providing clear guidance concerning requirements and processes, and by allowing sufficient time for proposers to legally and operationally organise the partnership, putting into place suitable governance and management structures.

Selecting, nurturing and incentivising new KICs in their set-up phase are crucial tasks for the EIT in the period from 2015 to 2017. Lessons learnt from the Calls for KICs in 2009 and 2014 as well as the EIT's progressive operational experience with its existing KICs will be duly taken into account for the 2016 Call for KICs. Additionally, the results of the 2016 EIT evaluation will be fully considered. Findings will trigger the evaluation, designation and set-up of the future KIC on urban mobility.

2.2.1 Setting up the KICs designated in 2014 on *Innovation for healthy living and active ageing* and *Raw materials*

The EIT will provide continuous support to the newly designated KICs throughout 2015 and 2016 with the objective of facilitating their set-up, and incentivise their operationalisation in a smooth manner. Whilst respecting the autonomy of KICs as independent legal entities (LEs), the EIT will closely and constructively accompany their early development, taking into account lessons learnt with the first three KICs.

Experience from the first Call for KICs in 2009 showed that a significant effort is needed from KIC partners to transform the designated partnership into an integrated KIC as envisaged by the EIT. Therefore, the initial set-up phase is critical to getting organised as a KIC and has a substantial impact on the future KIC functioning and operations. It is also during this set-up phase that some defining features outlined at proposal stage are fleshed out and operationalised (e.g. legal set-up, education).

While it is primarily the responsibility of the designated partnership to ensure that the KICs get off to a good start, the EIT will incentivise the KICs to set up the right governance and management structure, in accordance with the commitments made in the proposal. Therefore, the EIT may provide an EIT start-up grant, amounting to EUR 2 to 4 million, to the designated partnership during the set-up phase. This is to support the new KIC in, among other things, the establishment of its legal structures, including the set-up of the KIC LE; recruitment and appointment of a CEO and other core staff; co-ordination and signature of the internal agreements formalising the engagement of partner organisations; and the preparation of the first KIC business plan. In addition, when justified, the start-up grant may also finance initial higher education, research and innovation activities that directly contribute to the rolling-out of this first KIC business plan. The EIT will continuously monitor the implementation of all preparatory actions based on a set of objectives, deliverables and milestones included in the start-up grant. The partnership will be asked to provide a plan of start-up activities together with the estimated budget. Given that the partnership structure is not yet legally ready to receive an EIT grant (as the KIC LE does not yet exist), the EIT may provide a standard model grant, under the EU's Horizon 2020 programme, to the co-ordinator of the KIC proposal and relevant KIC initial partners. Throughout 2015, the EIT will support the new KICs in the implementation of their preparatory actions. Following the successful incorporation of *the KICs' LEs* and the conclusion of internal agreements between KIC partners and the KICs' LEs, it is anticipated that a seven-year *Framework Partnership Agreement*

(FPA) will be signed in the second half of 2015 between the EIT and the new KICs. By the third quarter of 2015, the new KICs will submit their first business plan based on guidelines provided by the EIT. Following assessment of these plans, the EIT Governing Board will decide at the end of 2015 on the financial contribution to the new KICs for 2016. The first grant agreement between the EIT and the new KICs will be signed in the first quarter of 2016.

During the period from 2015 to 2017, priority will be given to the development of the EIT identity. Close collaboration between the EIT and the KICs is of key importance to ensure brand alignment and the sharing of common values. In promoting the EIT identity, a KIC will apply the EIT principles of excellence and innovation relevance in its activities. The EIT Label, which can be awarded to master's and doctoral programmes offered by KIC partners, is an important element of a KIC's approach to building the EIT identity and of raising the visibility of its novel approach to strengthen entrepreneurship in higher education.

The EIT will offer its KICs tailored and targeted communication support to build a consistent and coherent EIT brand. The EIT's communication support to KICs will be carried out by experts in the field, taking into account each KIC's specific needs and working closely with them.

2.2.2 Designating new KICs in 2016 on *Added-value manufacturing* and *Food4Future*

The 2016 Call for KICs will build on the following key features of the KIC concept, which were the hallmark of the 2014 Call:

- *Economic and societal impact:* While impact had been already a distinctive element of the 2009 Call for KICs, in the 2014 Call for KICs it was strengthened and made a central element in the KICs' strategy and partnership. Impact is at the forefront of the KIC model so as to ensure that proposers think first about the desired economic and societal impact and then about the optimal way to achieve it through the KIC model.
- *A robust and diverse partnership:* KICs should be able to attract a diverse set of innovation players going beyond the traditional, recognised players, and thereby creating new value chains and propositions through creative and disruptive sources of entrepreneurial innovation. The 2014 Call for KICs was reinforced by including an explicit reference to diversity in KIC partnerships, the governing bodies and leadership teams in terms of composition and approaches towards innovation.
- *Ensure partners' commitment:* The combined strength and potential of the partnership will be determined, to a large extent, by the collective commitment of its individual partners. The commitment aspect was reinforced throughout the 2014 Call for KICs, in particular by requiring all KIC partners to demonstrate their commitment, including financial commitment, as part of the proposal.
- *Business model and financial plan: achieving sustainability and return on investment:* The importance of a robust business model encompassing all KIC activities and reflecting the KIC strategy has been reinforced throughout the 2014 Call for KICs and, in particular, in the selection criteria. KIC proposers must demonstrate the feasibility of the KIC's business model and its financial plan for achieving return on investment and sustainability in the long-term. A KIC's intellectual property (IP) regime must be clearly linked to its business model and financial plan.
- *International dimension and competitive positioning:* As an excellence-based community, a KIC must have the ambition to become a global player in all areas of the knowledge triangle. Consequently, a KIC must be ready to compete and collaborate with other innovation hubs in the world to generate disruptive innovation, address societal challenges and trigger economic growth for Europe.

Subject to final approval by the EIT Governing Board in 2015, the EIT intends to launch a single call for the designation of two new KICs in 2016 in the fields of Added-value manufacturing and Food4Future. As in 2009 and 2014, the selection criteria will reflect the overall EIT/KIC concept (as a consequence, the same eligibility and selection criteria for all thematic areas will be applied).

Following a clearly defined and transparent evaluation and selection process specified in the call text, the EIT Governing Board will designate one KIC in each of the thematic fields and establish a reserve list with one KIC per thematic area. The reserve list allows for a speedy replacement of a designated KIC should the commitments made in the proposal not be complied with, as substantiated in a decision by the EIT Governing Board (e.g. a significant number of partners in the proposal are not willing to continue). In addition, to ensure equal treatment, the main provisions specified in the seven-year FPA and annual *Grant Agreements* should apply to current and future KICs alike while taking into account their different stages of development.

An updated *Framework of Guidance* document will provide proposers with additional background information on the setting-up and operation of a KIC, which will be largely based on the lessons learnt from the 2014 Call for KICs. The guidance will be published between the fourth quarter 2015 and first quarter 2016. Building on the IT platform used for the 2014 Call for KICs, i.e. Horizon 2020's *Submission and Evaluation Programme* software, the EIT will make available a dedicated IT system for the reception and evaluation of proposals.

To amplify impact, starting in the second half of 2015 and continuing in 2016, the EIT will intensify its participation in events and will organise a KIC Call Information Day. The aim is to raise additional awareness with a view to ensuring wide dissemination of general information such as the EIT concept, lessons learnt and novel practices prior to the call to encourage mobilisation and to facilitate match-making among stakeholders from the knowledge triangle potentially participating in the next wave of KICs. Moreover, throughout 2016, the EIT will disseminate the call text and supporting documentation through various channels; in particular through publication in the Official Journal of the EU and on the EIT's website.

Following the publication of the call in the first quarter of 2016, the EIT will organise the evaluation of proposals. The evaluation process will build on the lessons learnt from the 2014 Call for KICs. Subject to approval by the EIT Governing Board, the selection of experts will be based on clear and transparent criteria such as knowledge triangle integration, experience in the thematic areas and adequacy to the specific profiles needed. Additionally, the EIT will ensure appropriate balance among representatives from the academia, business and research sectors, while the participation of high-level experts from outside Europe will also be considered matching the EIT's and KICs' global ambitions.

Following the end of the expert evaluation stage, in the second half of 2016, the list of all proposals scored and ranked will be finalised by the EIT. Subsequently, shortlisted candidates for each theme will be invited to hearings with the EIT Governing Board by the end of 2016. The EIT Governing Board will designate one KIC per theme.

2.2.3 Setting up designated KICs in 2016 on *Added-value manufacturing* and *Food4Future*

In the first quarter of 2017, the designated KICs will be asked to sign a Start-up Grant Agreement focused on the achievement of a list of indicators, comprising clear milestones, deliverables and expected deadlines. Throughout 2017, the EIT will provide support to the new KICs and closely accompany the implementation of the indicators. Following the successful incorporation of the KICs' LEs and the conclusion of internal agreements between KIC partners and the KICs' LEs, a seven-year FPA is envisioned to be signed in the second half of 2017 between the EIT and the new KICs.

The table below summarises what the EIT aims to achieve in this area during the period 2015 to 2017.

| Action lines | Targets | Implementation year | | |
|--|--|--------------------------------------|--------------------------------------|------|
| | | 2015 | 2016 | 2017 |
| Setting up the KICs designated in 2014 | <ul style="list-style-type: none"> ✓ Successful legal, operational and financial set-up of new KICs. ✓ Timely signature of FPAs. ✓ Signature of Start-Up Grant Agreements and 2016 Grant Agreements. ✓ Continued support to the KICs in the form of services (e.g. communications). ✓ Provision of timely specific advice and guidelines. ✓ Assessment of results (implementation of Start-Up Plan and Business Plans) and continuous monitoring of KIC activities. | X | X | |
| Designating new KICs in 2016 | <ul style="list-style-type: none"> ✓ Timely launch of the Call for KICs. ✓ Refined call text and framework guidance. ✓ IT system operational. ✓ Awareness among potential applicants, including the successful organisation of dedicated events. ✓ Timely publication of the Call in the EU's Official Journal. ✓ Key information on the Call on the EIT's website. ✓ Fair and transparent evaluation process. ✓ Selection of independent experts. ✓ Designation of two new KICs. | X X X X X X X X | X X X X X X X X | |
| Setting up the KICs designated in 2016 | <ul style="list-style-type: none"> ✓ Successful legal, operational and financial set-up of new KICs. ✓ Timely signature of FPAs. ✓ Signature of Start-Up Grant Agreements. ✓ Continued support to the KICs in the form of services (e.g. communications). ✓ Provision of timely specific advice and guidelines. ✓ Assessment of results (implementation of Start-Up Plan). | | | X |

3. Enhancing the EIT's impact

While it is a clear goal of the EIT to strengthen existing capabilities and centres of excellence in Europe, the EIT will also ensure it delivers benefits to areas of the European Union that are not directly participating in KICs. The EIT actively promotes the dissemination of novel practices for the integration of the knowledge triangle 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 benefiting from the KICs. The EIT will also seek to enhance its visibility across the EU. All relevant means and avenues of communication will be used to ensure sufficient access to information on the functioning and scope of the EIT and its KICs.

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. This outreach will ensure that the benefits of the EIT experience promote the development of innovation capacity in these areas.

3.1 Fostering knowledge exchange through dissemination and outreach

The EIT will actively share learnings, novel practices and results that emerge from the activities of its KICs with stakeholders across the European Union, including innovation and entrepreneurship policy makers and practitioners. The EIT will deploy and fully utilise a wide range of communications, dissemination and outreach tools available, particularly focusing on contemporary and innovative tools that will not only allow the Institute to actively share information with its stakeholder community but also exchange practical knowledge and innovation models with them through a 'learning by doing' approach.

3.1.1 Fostering knowledge exchange through dissemination

One of the EIT's unique features and main objectives is to foster the integration of the knowledge triangle. This entails a process which consists of observing the functioning of KICs and of similar non-EIT initiatives, analysis of the findings, description and dissemination of identified novel practices, and the launch of actions with a view to enhancing specific parts of the concept itself and/or in the chain of knowledge triangle activities. This activity will be conducted in close collaboration with the KICs and external stakeholders. Preparatory work includes clarifying and establishing a clear understanding of the concept and practice of the knowledge triangle. This understanding will be further expanded upon in a comprehensive strategy. The next phase will entail the development of a strategy to strengthen the knowledge triangle integration in the KICs and beyond, as well as the translation of the strategy into both EIT- and KIC-level specific actions. Outputs will not only be beneficial for the functioning of the KICs but will also benefit many stakeholders not directly involved with the EIT or its KICs.

During the years 2015 to 2017, the EIT will implement the recommendations put forward in its new communications strategy (reviewed in 2013). The EIT will focus on actively engaging with the media, as media relations will also enable the EIT to reach a wide range of stakeholders and citizens that may not be directly aware of its and the KICs' activities, thereby leveraging interest, existing talent and latent potential. The EIT will also put a strong emphasis on producing and disseminating relevant information focusing on lessons learnt and novel practices that emerge from the wide range of activities of the EIT and its KICs.

As such, a brand review will be conducted in 2014 and implementation will begin in 2015 and be finalised by 2016. Through its brand management activities, the EIT will continue to work with the first three KICs to ensure brand alignment and coherence and will provide support to the newly designated KICs. Guidance to the newly designated KICs will be provided in 2015 and then, based on the lessons learnt, again in 2017 for the KICs designated following the 2016 wave.

3.1.2 EIT Regional Innovation Scheme (RIS)

From 2014 onwards, the EIT RIS will be a new element of the outreach strategy of the EIT and its KICs. The EIT RIS aims to disseminate results from KICs, to share knowledge and to widen participation in KIC activities. The RIS offers a structured way to promote a two-way engagement between the KICs and the wider innovation community across Europe. The operationalisation of the RIS directly builds on the principles established in the amended EIT Regulation and the SIA. From 2015 to 2017, the EIT will provide guidance, support and monitor the implementation of the first RIS carried out by participating KICs and assess its impact and main results to ensure that the objectives are achieved.

Based on the principle of excellence, the EIT RIS provides opportunities to partnerships of higher education institutions, research organisations, companies and other relevant stakeholder organisations to benefit from closer linkages with EIT's KICs, thereby creating a lasting and systemic impact for a better integration of the knowledge triangle across Europe. Based on the idea of people as carriers of tacit knowledge, participants apply the knowledge and expertise gained during mobility actions to benefit not only their institutions but also

the way innovation is approached in their areas of origin. Participating organisations, namely from the business community (including SMEs), universities and research institutes as well as national and regional administration, benefit from EIT RIS activities. While the participating organisations and individuals in the mobility component of the RIS will directly benefit from the scheme, they will act as multipliers of the knowledge and expertise gained within the EIT RIS, sharing the benefits of the scheme among their partnerships and stakeholder networks.

The role of the EIT is to provide guidance and support to the KICs as required; in line with the KIC model the EIT RIS is entirely implemented by the KICs on a voluntary and autonomous basis. Participants will be selected by the KICs through open and transparent processes designed by the KICs. Selected EIT RIS partnerships will primarily use external sources of funding, such as national and regional funding, including EU Structural Fund monies and their own resources to participate in the EIT RIS. To ensure the participation of individuals from diverse backgrounds, KICs may develop structured mobility actions as part of their business plans. Mobility actions within the EIT RIS may be funded from the EIT's outreach budget upon implementation of the EIT RIS key principles by the KICs. This incentive funding will be an integral part of the annual KIC grant cycle process.

The EIT RIS is conceptualised in a way that allows for synergy and efficiency gains not only for practitioners but also for innovation policy makers in regions that are looking for a better integration of the knowledge triangle and which are following other regional initiatives of the European Commission, for instance the *Research and Innovation for Smart Specialisation Strategies (RIS3)* scheme that encourages regions to identify high-value added activities which offer the best chances of strengthening their competitiveness.

In 2015, the EIT will closely collaborate with the KICs and their Co-location Centres refining the scheme in view of an initial review of the RIS scheme in 2016. The new KICs to be designated in 2014 will be incentivised to implement the EIT RIS on a pilot basis in 2016 followed by a full scale implementation in 2017.

The table below summarises what the EIT aims to achieve in this area during from 2015 to 2017.

| Action lines | Targets | Implementation year | | |
|--|--|---------------------|----------------|----------------|
| | | 2015 | 2016 | 2017 |
| Fostering knowledge exchange through dissemination | <ul style="list-style-type: none"> ✓ Knowledge triangle integration practices widely recognised among and adopted by strategic stakeholders. ✓ Brand alignment in the EIT community. | X | X | X |
| EIT Regional Innovation Scheme (RIS) | <ul style="list-style-type: none"> ✓ Support to the first three KICs in the implementation of the EIT RIS delivered. ✓ Mobility actions of specific target groups funded through the EIT's outreach budget. ✓ An outline of the EIT RIS and mobility actions for each newly designated KIC defined, effective support delivered. ✓ EIT RIS refined, reviewed and implemented by the KICs. ✓ Awareness of the benefits of the EIT RIS among relevant stakeholders. | X X | X X | X X |

3.2 Fostering and attracting talent

It is one of the EIT's foremost roles to give talented people the opportunity to use their full potential and to create environments where they can thrive. Through its KICs, the EIT is generating interconnected ecosystems across European borders. However, there is a further need to complement these with strategies for attracting and including top talent from beyond the KICs, benefiting their partnerships, the EIT and Europe as a whole. The EIT complements its efforts to promote talented people and brilliant ideas with other measures, such as the promotion of the EIT Alumni Community, the organisation of competitions for entrepreneurship, innovation and education awards.

3.2.1 EIT Alumni Community

To further enable the potential for innovation and business creation, especially in cross-disciplinary areas, to attract entrepreneurial talent and to promote an entrepreneurial mind-set in Europe and globally, the EIT will continue to support a strong EIT Alumni Community. This community will foster knowledge sharing, joint projects and ventures, and mentoring and networking across the EIT and its KICs, as well as implement specific outreach activities to promote innovation and entrepreneurship beyond the EIT/KIC community. Members of the EIT Alumni Community will primarily be students and graduates from EIT/KIC entrepreneurial education and training activities. With a view to further enhancing collaboration and business creation opportunities, participants of KIC entrepreneurship and innovation activities will also be invited to join, thereby creating a vibrant EIT practitioners' community. As an effective and sustainable community, it is driven by its members, ensuring continued ownership and responsibility for the direction of the community, with the EIT (and its KICs) playing a strategic partnering role. The EIT will provide guidance and financial support for the short-term development of the community during 2015 and 2016 through the procurement of legal and advisory services. The EIT may partially fund it over a longer period via a direct contribution from its budget in the form of a grant once the EIT Alumni Community is legally structured and set up. In the long-run, the community will be encouraged to become self-sustainable.

3.2.2 EIT Awards

The EIT Awards are designed to promote innovation and entrepreneurship in Europe and beyond by spotlighting and encouraging entrepreneurial ventures emerging from the KICs, as well as awarding the innovative achievements of students and alumni as the next generation of entrepreneurs and change agents.

From 2015 to 2017, the EIT will continue to expand the EIT Awards to include additional categories in all areas of the knowledge triangle and showcase achievements in education, research and innovation. The EIT award events will serve to honour highly talented members of the EIT community and, at the same time, demonstrate and celebrate the successes of the EIT and its KICs. For each award category, an attractive implementation plan of the EIT award will be developed in fine detail, tailor-made in a manner which helps the winners to further develop their ideas, activities and businesses, and successfully complementing KICs' own support.

As an Institute for Europe, the EIT will put specific emphasis on the promotional campaign of the EIT Awards event, which is crucial in amplifying the impact of the EIT Awards in promoting innovation and entrepreneurship in Europe and globally. Concrete examples, success stories and testimonies will inspire individuals to follow by leveraging action beyond its own support and that of its KICs.

From 2015 to 2017, a fully fledged mentoring scheme will be developed and implemented in close co-operation with the KICs. This scheme will build upon the present mentoring approaches of the KICs. The EIT and its KICs will join forces, making optimal use of their networks to create a structural engagement with top mentors and coaches for individuals with high potential. A plan for the mechanisms to implement the mentoring scheme, including financial and human resources, will be further developed upon assessment of the piloting phase in 2014.

The table below summarises what the EIT aims to achieve in this area from 2015 to 2017.

| Action lines | Targets | Implementation year | | |
|----------------------|--|---------------------|------|------|
| | | 2015 | 2016 | 2017 |
| EIT Alumni Community | <ul style="list-style-type: none"> ✓ EIT Alumni Community to offer added-value activities to its members and to deliver specific outreach activities. Continuous alignment of EIT Alumni Community vision and activities with overall EIT strategic objectives. | X | X | X |
| EIT Awards | <ul style="list-style-type: none"> ✓ EIT award events with winners in different categories offering new opportunities for winners and enhancing EIT branding. ✓ High-quality mentor network delivering tailor-made support to individuals with high-potential. | X | X | X |

3.3 Enhancing stakeholder engagement

The EIT's strategic objectives in working as an Institute benefiting Europe and its citizens overall will be achieved through a systematic, coherent and integrated approach that involves all concerned stakeholders, and is based on dialogue, partnership and empowerment. In 2015 and 2016, the EIT will define together with key stakeholders the requirements for a web-based tool for supporting knowledge sharing and networking around the EIT with a view to enhancing the EIT's impact and fostering interaction. In 2017, the implementation of this platform will be initiated.

The EIT will seek reciprocal exchanges with other EU initiatives to foster synergies and complementarities within the Innovation Union and fellow Horizon 2020 initiatives both bottom-up through the KIC partners' own involvements and through the actions co-ordinated by the EIT headquarters. Moreover, the EIT will continue to participate in dedicated events of various initiatives (including *European Innovation Partnerships*, *Joint Technology Initiatives* and *Joint Programming Initiatives*) to increase awareness of EIT/KIC activities and complementary competences.

3.3.1 Relations with institutional and knowledge triangle stakeholders

From 2015 to 2017, the EIT will continue to work closely with relevant networks of national and regional authorities, as well as EU-level umbrella business associations and research and academic networks. Engagement with both institutional decision-makers (including the European Parliament, the Council and the European Commission) involved in shaping and implementing innovation and entrepreneurship policies will take place in accordance with legislative requirements. Structured engagement with knowledge triangle stakeholders from academia, research and business communities (focusing in particular on SMEs) will continuously be strengthened. This enhanced engagement will ensure stakeholder involvement in the whole EIT programming cycle while clearly identifying priorities regarding stakeholder categories and means of engagement suitable to create and offer value benefiting Europe. Stakeholders are encouraged to further disseminate awareness of EIT activities and results.

As the specific needs of and demands from the stakeholder groups as well as the motivations to engage with EIT and potential service offerings therein will differ substantially, an approach including different formats and tools of engagement will be proposed in response. Furthermore, the EIT will work in close collaboration with *the EIT Foundation*, created with the objective of supporting and advancing the EIT's mission.

3.3.2 EIT Stakeholder Forum

Besides conferences, workshops and bilateral meetings (formal and informal), one major tool for enhanced stakeholder interaction is the EIT Stakeholder Forum, open to the wider EIT community. Organised on an annual basis, this event introduced in 2014 and supported by online engagements will enhance the mutual learning on good practices benefiting KIC partnerships, the EIT and Europe as a whole. It will further facilitate the dissemination of results emerging from EIT/KIC activities and will help in exploring synergies and complementarities with EU, national and regional initiatives as well as help align agendas and funding. Moreover, EU Member State representatives will meet within a special configuration of the EIT Stakeholders Forum with a view to ensuring timely communication, appropriate flow of information and synergies and complementarities with national programmes and initiatives.

3.3.3 EIT Roundtable of Entrepreneurs

The EIT roundtables have been positioned as top-class events in Europe, bringing together stakeholders from the knowledge triangle. Their objective has been to amplify the EIT's voice in the mainstream global discussion on entrepreneurial innovation around grand societal challenges, to contribute to a strong branding of the EIT, and to reflect on the practices of the EIT and its KICs within selected topics of interest.

From 2015 to 2017, the EIT will further develop and fine-tune this initiative into a strategic and forward-looking instrument. Topics which are essential for the operation of the KICs, including entrepreneurship, innovation, education and their integration, will be carefully selected. These topics will be discussed in well-prepared, small scale roundtables. A limited number of well-established experts from within and outside the KICs will be invited to participate. Experts range from scholars and practitioners from larger corporations to SMEs and research institutes. The outcome of these EIT roundtables will be presented through scientific papers and/or thorough reports with a view to deepening and strengthening operations of the KICs and accelerating the assimilation of the experiences of the EIT and its KICs by other stakeholders. The roundtables will contribute to the high profile of the EIT, demonstrate thought leadership in its domain and act as an important stepping stone in building a strong pan-European network of stakeholders (i.e. entrepreneurs, educators, innovators, etc.) committed to the EIT and its objectives.

3.3.4 Relations with third countries and international organisations

Considering its education, entrepreneurship and innovation agendas as a means to provide added value to its KICs, the EIT and its KICs should attract partners, organisations and students from all over the world to contribute to the EU's competitiveness and reinforce international attractiveness. In this way, the EIT will increase its ambition to create synergies beyond Europe against those agendas, to contribute to the efforts on the European Union's and Member States' international engagement to continuously enhance innovation success on the global scene. Strategies for selected countries should result in concrete value propositions, e.g. exchange of students, acceleration of ventures, etc. Horizon 2020 will offer new opportunities for synergies and complementarities as regards *the EU International Strategy for Research and Innovation* and initiatives such as *Destination Europe*.

As of 2015 and based on the EIT's analysis on third countries carried on in 2013, the EIT will further refine its global outreach strategy in close co-operation with its KICs. Moreover, in the pilot phase which runs until 2017, the EIT will participate in targeted events in the BRIC countries and the US and engage in alliances with relevant international organisations, for instance the *OECD* and the *World Economic Forum*, for mutual benefit and concrete synergies.

The table below summarises what the EIT aims to achieve in the area of stakeholder relations from 2015 to 2017.

| Action lines | Targets | Implementation year | | |
|--|--|---------------------|------|------|
| | | 2015 | 2016 | 2017 |
| Relations with institutional and knowledge triangle stakeholders | <ul style="list-style-type: none"> ✓ Reinforced dialogue with key institutional stakeholders including annual engagements with Council and Parliament. ✓ Enhanced structured dialogue with key knowledge triangle EU-level networks of stakeholders. | X | X | X |
| EIT Stakeholder Forum | <ul style="list-style-type: none"> ✓ Annual EIT Stakeholder Forum and dedicated EU Member State configuration. ✓ A web-based tool for enhanced knowledge sharing and networking around the EIT. | X | X | X |
| EIT Roundtable of Entrepreneurs | <ul style="list-style-type: none"> ✓ High-level expert events contributing to EIT thought leadership in the field of entrepreneurship and innovation, strengthening the EIT brand and KIC practices. | X | X | X |
| Relations with third countries and international organisations | <ul style="list-style-type: none"> ✓ Enhanced engagement with international organisations (e.g. OECD and WEF) and key stakeholders in non-EU countries (focusing on BRIC countries and the US). | X | X | X |

4. New delivery mechanisms and result-oriented monitoring

The EIT continues to improve its operational functions to steer its KICs to maximum performance and make novel results widely available. 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 new approaches by fully empowering the KIC LEs, considering the growing scale and scope of their partnerships' composition.

The EIT will continue to enhance its sound and solid 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.

4.1 EIT-KIC relations

To provide the KICs with appropriate framework conditions, the contractual relations with the EIT as well as organisational and procedural arrangements are developed further. Building on the efforts in earlier years, the EIT continues to develop in close co-operation with its KICs a capacity within the EIT headquarters to facilitate cross-KIC exchanges and learning. In this regard, the EIT will organise annual workshops with KICs to enhance strategic dialogue at the highest level. Moreover, the EIT-KIC forum, a platform to enable regular exchanges between the KIC CEOs and the EIT Director, will be further streamlined to ensure optimal results.

The EIT will also provide a number of added-value services to its KICs on horizontal issues, for example on communications, EIT branding and IP policies, where efficiency gains can be achieved. Key areas to explore for cross-KIC innovation activities during the period from 2015 to 2017 will be: novel practices on IP, enabling effective implementation of the KICs' business models; assurance of world-class level and market-oriented KIC activities; and Co-location Centres as a primary delivery mechanism of KIC innovation projects. In addition, the EIT will support its KICs in promoting their achievements and innovative outcomes (including products, services and/or processes) at EU and Member State level. The EIT will undertake anticipation and foresight activities to explore future directions for the EIT and its KICs.

The table below summarises what the EIT aims to achieve in this area from 2015 to 2017.

| Action lines | Targets | Implementation year | | |
|-------------------|--|---------------------|------|------|
| | | 2015 | 2016 | 2017 |
| EIT-KIC relations | <ul style="list-style-type: none"> ✓ Enhanced communication with the KICs and strategic alignment through the EIT-KIC forum and annual workshops with the KICs. ✓ Timely added-value services to the KICs (e.g. IP policies) | X | X | X |

4.2 Simplification

Simplification, implemented in a responsible and accountable manner, is a must for the EIT to achieve effective results, promote innovation breakthroughs and for the involvement of the academic and business community in particular. There is still room for the EIT to exploit its regulatory flexibility to the maximum to push simplification further. Striking a balance between accountability and flexibility is key to the EIT in successfully fostering a unique partnership with its KICs. Furthermore, as a 'smart investor' in its KICs, the EIT considers simplification as a dynamic process, embedded in the EIT's strategy and operations – as specified in *the EIT's SIA*. To this end, for the years 2015 to 2017, the overall objective of the EIT's simplification strategy is to:

- reduce unnecessary administrative burden for the KICs as regards planning, implementation and reporting requirements by further exploiting current and future derogations;
- ensure predictability, timely decisions, coherence and clarity as regards requirements;
- align and optimise EIT/KIC business processes;
- achieve a result-oriented approach.

Flexibility granted to the EIT requires accountable and sustainable conditions as regards the financing, monitoring and evaluation of its KICs. In this context, the EIT has been developing in close co-operation with the first wave of KICs a solid risk management and assurance strategy adequate for coping with the scaling up of operations and funding to the KICs in the mid- to long-term future.

Being part of Horizon 2020, the EIT will primarily focus on consolidating and aligning its operating procedures with the new legal bases. To that end, the EIT will continuously review and explore opportunities in areas where its KICs may benefit from further derogations.

The EIT will further develop its 'trusted partner' concept whereby it intends to optimise its management system in view of an increasing number of KICs coupled with increasing empowerment. As a first step, the feasibility of the concept will be explored with the first three KICs in 2015. Furthermore, the use of simplified costs shall be further widened to converge towards a fully fledged result-oriented approach. The use will be extended in 2015 and should be gradually widened in subsequent years.

Concerning funding flows and with a view to ensuring the quality of KIC financial reporting, a thorough risk assessment strategy will continue to be implemented and strengthened in the 2015 to 2017 period striking the right balance between systematic *ex post* in addition to *ex ante* verifications. This canvas of measures to

ensure the quantitative and qualitative aspects of results (at the planning, monitoring and reporting stages) achieved by the KICs is to incentivise them to outperform. The EIT will further explore the potential benefits and practical implications of applying financial instruments either alone or in combination with grants.

The table below summarises what the EIT aims to achieve in the area of simplification from 2015 to 2017.

| Action lines | Targets | Implementation year | | |
|----------------|---|---------------------|------|------|
| | | 2015 | 2016 | 2017 |
| Simplification | ✓ Alignment with Horizon 2020 legal framework with regard to procedures, legal texts aligned. | X | | |
| | ✓ 'Trusted partner' concept feasibility tested and legal and procedural aspects established. | X | | |
| | ✓ EIT-specific derogations approved. | X | X | X |
| | ✓ The ratio of simplified costs extended. | X | X | X |
| | ✓ Study on feasibility of using financial instruments ¹ . | | X | |

4.3 Result-oriented monitoring

From 2015 to 2017, the EIT will continue to ensure excellence, quality of results and increasing impact, in particular by further enhancing and refining its Performance Measurement System (PMS) introduced in 2013. This comprehensive system for continuous monitoring at all governance levels is a major component of the EIT's result-oriented monitoring. During the period from 2015 to 2017, the EIT will place a strong emphasis on improving its monitoring-related activities towards its KICs and develop a comprehensive operational strategy for continuous monitoring, evaluation and assessment of the impact of the EIT in view of the next wave of KICs and the EIT's contribution to Horizon 2020. As stated in its amended regulation, the EIT is part of the mainstreaming of climate change expenditure as defined in Horizon 2020. All of the first three KICs, especially Climate-KIC and KIC InnoEnergy, are particularly well positioned to meet the EIT spending target of at least 35% contributing to climate actions. Furthermore, in connection with its business plan guidance for KICs and in line with Horizon 2020, the EIT will further encourage the KICs to identify climate action-related activities in their annual budgeting and subsequent cost reporting in accordance with the tracking system based on 'Rio markers'. This will allow the EIT to monitor spending targets and track actual expenditure on climate actions.

4.3.1 EIT Performance Measurement System (PMS)

Designed in 2012, the EIT's PMS pioneered a system to track performance, which proved to be successful to the extent that Horizon 2020 has adopted some of its innovation indicators. The overall objective of PMS is to support a result-oriented monitoring of the implementation of the EIT 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 its KICs. Performance measurement will be carried out at four levels:

- *KIC level:* Monitoring of a KIC on the basis of its individual targets and key performance indicators (KPIs) stipulated in the KIC business plans. The indicators are defined by the KICs based on their internal strategies and organisation as well as to define their activities and mobilise the resources needed.

¹ The feasibility study will take into account the principles and provisions of Financial Regulation 966/2012, notably Article 139(4), and the Financial Regulation for the European Institute of Innovation and Technology (EIT).

- *Cross-KIC level:* The EIT monitoring of all KICs, which will focus on a series of the EIT's strategic objectives, as identified in the EIT Scoreboard, covering a common set of indicators across all KICs. The indicators cover the attractiveness of education programmes, number of new graduates, number of business ideas incubated, number of start-ups created, knowledge transfer and adoption, and new or improved products, services and processes launched.
- *EIT level:* The monitoring of the EIT's own activities that add value to the KICs and their stakeholders, combining quantitative and qualitative indicators in a medium-term perspective. It monitors operational excellence as well as its positioning using indicators; e.g. due dates for Grant Agreement completion, reporting acceptance and payment execution, percentage of processes formalised, talent on the job and level of satisfaction on EIT services.
- *Horizon 2020:* Monitoring and evaluation of the EIT as an EU innovation institute under Horizon 2020. The indicators for assessing the performance of the EIT are: organisations from universities, business and research integrated in the KICs; collaboration inside the knowledge triangle leading to the development of innovative products, services and processes; and new performance indicators in Horizon 2020.

The review due in 2015 will include an analysis of the use and application of the existing KPIs as well as an assessment of the monitoring processes in place in the EIT and their effectiveness. In a second step, the current EIT PMS will be reviewed where appropriate, focusing on improving the effectiveness of the current KPIs, ensuring the robust PMS application, introducing new KPIs (where justified), and improving the workflows related to the monitoring of KPIs (including IT support). The EIT will implement in 2016 and 2017 the reviewed PMS synchronised for both the first three KICs as well the new ones joining its increasing portfolio, whilst continuously adapting it to emerging needs and innovation trends.

4.3.2 Result-oriented monitoring of KICs

Throughout 2015, 2016 and 2017, the EIT will provide continuous support to its first three KICs and closely accompany the implementation of their activities through a refined monitoring system geared towards results and impacts. Concretely, following the revision of the FPA in 2015, with a view to aligning it with Horizon 2020 provisions and to benefit from improvements as a result of lessons learnt and following a consultation with its KICs, a revised seven-year FPA is envisioned to be signed by the first three KICs in 2016. The new FPA will serve as contractual base between the EIT and its KICs for an additional seven years (i.e. from 2016 until 2022).

As part of the EIT's enhanced monitoring of its KICs, particular attention will be given to their contribution to Innovation Union priorities, specifically: skills through the promotion of the EIT-labelled degrees, innovative procurement, IP policies, access to finance for KICs' start-ups and innovative companies, knowledge transfer involving all players in the knowledge triangle, and promoting co-operation with top-class innovation players outside the EU benefiting Europe, the EIT and its KICs.

Subject to an EIT Governing Board decision, a continuously improved grant cycle will apply in 2015, 2016 and 2017. Special attention will be placed on gradually moving from a cost-oriented to a results-oriented system, aiming at an increasingly flexible and tailor-made approach. Typically, in the first quarter of each year, a Grant Agreement will be signed between the EIT and its KICs, implementing the decisions taken at the end of the previous year by the EIT Governing Board. Building on lessons learnt, the EIT will issue timely guidelines for the submission of KIC business plans. Key business processes will be aligned, as follows:

- Regarding planning in year N, the plans will be assessed by the EIT with the assistance of external experts in the last quarter of the year. The outcomes of the business plan evaluation will be communicated to the EIT Governing Board who, subsequently, will hold annual hearings with its KICs to decide on the financial contribution to each KIC for the following year.
- Regarding reporting in year N+1, in the second half of the following year, the EIT will conclude its assessment of its KICs' cost and performance reports on the grant implementation and, where needed, issue corrective measures and recommendations while ensuring its enforcement by the KICs. Moreover,

additional simplification measures, such as lump sums and flat rates for specific KIC activities funded by the EIT grants, will be introduced progressively to enable more efficient grant management processes.

In co-operation and consultation with its KICs, the EIT will develop, implement and refine a cross-KIC methodology for monitoring research and innovation projects, including their impact and consistency with the EIT's strategic objectives. The system will cater not only for quantitative but also qualitative assessment and identification of results and novel practices going beyond KPIs. A review of the result-oriented monitoring approach of innovation in KICs will be conducted to study how KICs assess, monitor and measure innovation activities. The study, to be concluded in 2015, will feed into the review and revision of the overall EIT PMS.

4.3.3 Continuous monitoring, evaluation and impact assessment

In 2015, the EIT will consolidate its activities in monitoring, evaluation and impact assessment and will develop a comprehensive strategy integrating all elements using a strong knowledge management and continuous monitoring function, benefiting not only KICs but the EIT as an Institute for Europe. This system will encompass all related EIT activities ranging from the annual KPI data collection, continuous monitoring, and the contribution of EIT to Horizon 2020, its methodologies to assess impact and the EIT's own monitoring.

The table below summarises what the EIT aims to achieve in this area from 2015 to 2017.

| Action lines | Targets | Implementation year | | |
|---|---|---------------------|------|------|
| | | 2015 | 2016 | 2017 |
| EIT Performance Measurement System (PMS) | <ul style="list-style-type: none"> ✓ Timely review and implementation of the EIT's PMS' ✓ Study on how KICs assess, monitor and measure innovation activities; ✓ Target setting and expenditure tracking for climate-related actions in place. | X | X | X |
| Result-oriented monitoring of KICs | <ul style="list-style-type: none"> ✓ Review of FPA' ✓ Improved annual grant cycle (including Business Plan and Cost & Performance Report Assessments). | X X | X | X |
| Continuous monitoring, evaluation and impact assessment | <ul style="list-style-type: none"> ✓ Integrated strategic approach on monitoring, evaluation and impact assessment. | X | X | |

5. ANNEXES

- Annex I: Estimate of financial needs and sources of funding 2015–2017**
- Annex II: Estimate of human resources requirements at the EIT headquarters 2015–2017**
- Annex III: Future outlook for existing EIT Knowledge and Innovation Communities (KICs)**

Annex I: Estimate of financial needs and sources of funding 2015–2017

Table 1 – Estimate of financial needs 2015–2017

| Current cost in EUR, commitment appropriations | | | | | | |
|---|--------------------|-------|--------------------|-------|--------------------|-------|
| | 2015 ¹ | % | 2016 ² | % | 2017 ³ | % |
| Title 1: Staff expenditure | 5 248 450 | 1.8% | 6 000 000 | 1.8% | 7 200 000 | 1.8% |
| Title 2: Infrastructure and operating expenditure | 951 800 | 0.3% | 1 500 000 | 0.4% | 1 300 000 | 0.3% |
| Title 3: Operational expenditure | 280 587 283 | 97.9% | 328 885 000 | 97.8% | 399 776 000 | 97.9% |
| <i>of which KIC grants</i> | <i>276 177 283</i> | | <i>308 855 000</i> | | <i>377 776 000</i> | |
| TOTAL | 286 787 533 | | 336 385 000 | | 408 276 000 | |

Figures for 2015 to 2017 are indicative and shall be revised to take into account the outcome of the budgetary procedures including agreement on the contribution from EIT budget line to other Horizon 2020 horizontal activities or any other modifications necessary.

¹ EIT draft budget adopted by the EIT Governing Board on 5.12.2013 that is subject to appropriations provided in the EU budget for 2015 after its final adoption by the budgetary authority or if the budget is not adopted as provided for in the system of provisional twelfths.

² Based on the adopted Multiannual Financial Framework 2014–2020.

³ Based on the adopted Multiannual Financial Framework 2014–2020.

Table 2 – Estimates of financial needs and source of funding 2015

REVENUE

| Title chapter | Heading | Budget 2015 Commitment appropriations (CA) | Budget 2015 Payment appropriations (PA) |
|----------------------|--|---|--|
| 2 | EUROPEAN UNION SUBSIDY | | |
| 20 | EUROPEAN UNION SUBSIDY | 276 839 302 | 267 907 648 |
| | Title 2 - Total | 276 839 302 | 267 907 648 |
| 3 | THIRD COUNTRY CONTRIBUTIONS (INCLUDING EFTA AND CANDIDATE COUNTRIES) | | |
| 30 | CONTRIBUTIONS BY THE EUROPEAN FREE TRADE ASSOCIATION MEMBER STATES | 8 388 231 | 8 117 602 |
| | Title 3 - Total | 8 388 231 | 8 117 602 |
| 4 | OTHER CONTRIBUTIONS | | |
| 41 | CONTRIBUTIONS BY THE HOST MEMBER STATE | 1 560 000 | 1 560 000 |
| | Title 4 - Total | 1 560 000 | 1 560 000 |
| 5 | REVENUE ACCRUING FROM THE ADMINISTRATIVE OPERATION OF THE INSTITUTION | | |
| 52 | REVENUE FROM INVESTMENTS OR LOANS GRANTED, BANK AND OTHER INTEREST | | |
| 57 | OTHER CONTRIBUTIONS AND REFUNDS IN CONNECTION WITH THE ADMINISTRATIVE OPERATION OF THE INSTITUTIONS | | |
| | Title 5 - Total | 0 | 0 |
| 6 | SURPLUS, BALANCES | | |
| 60 | SURPLUS, BALANCES | | |
| | Title 6 - Total | 0 | 0 |
| 7 | CONTRIBUTION AND REFUNDS IN CONNECTION WITH THE OPERATIONAL ACTIVITIES OF THE INSTITUTION | | |
| 70 | REPAYMENT OF UNUSED KIC GRANTS | | |
| 71 | REPAYMENT OF AMOUNTS PAID IN CONNECTION WITH THE OPERATIONAL ACTIVITIES OF THE INSTITUTION | | |
| | Title 7 - Total | 0 | 0 |
| | GRAND TOTAL | 286 787 533 | 277 585 250 |

EXPENDITURE

| Title chapter | Heading | Appropriations 2015 | |
|---------------|---|---------------------|--------------------|
| | | Commitment | Payment |
| 1 | STAFF EXPENDITURE | | |
| 11 | STAFF IN ACTIVE EMPLOYMENT | 4 429 000 | 4 429 000 |
| 12 | RECRUITMENT EXPENSES | 45 900 | 45 900 |
| 13 | MISSION | 382 500 | 382 500 |
| 14 | SOCIO-MEDICAL INFRASTRUCTURE | 107 650 | 107 650 |
| 15 | TRAINING | 100 400 | 100 400 |
| 16 | EXTERNAL STAFF AND LINGUISTIC SUPPORT | 181 000 | 181 000 |
| 17 | REPRESENTATION | 2 000 | 2 000 |
| | Title 1 - Total | 5 248 450 | 5 248 450 |
| 2 | INFRASTRUCTURE AND OPERATING EXPENDITURE | | |
| 20 | BUILDING AND ASSOCIATED COSTS | 49 600 | 49 600 |
| 21 | INFORMATION AND COMMUNICATION TECHNOLOGY | 439 000 | 439 000 |
| 22 | MOVABLE PROPERTY AND ASSOCIATED COSTS | 27 200 | 27 200 |
| 23 | CURRENT ADMINISTRATIVE EXPENDITURE | 194 000 | 194 000 |
| 24 | PUBLICATIONS, INFORMATION, STUDIES AND SURVEYS | 48 000 | 48 000 |
| 25 | MEETING EXPENSES | 194 000 | 194 000 |
| | Title 2 - Total | 951 800 | 951 800 |
| 3 | OPERATIONAL EXPENDITURE | | |
| 30 | GRANTS | 276 177 283 | 267 380 000 |
| 31 | KNOWLEDGE AND INNOVATION COMMUNITIES | 2 655 000 | 2 320 000 |
| 32 | COMMUNICATION AND OUTREACH | 1 650 000 | 1 500 000 |
| 33 | STRATEGY AND STAKEHOLDER RELATIONS | 105 000 | 185 000 |
| | Title 3 - Total | 280 587 283 | 271 385 000 |
| | GRAND TOTAL | 286 787 533 | 277 585 250 |

Annex II: Estimate of human resources requirements at the EIT headquarters 2015–2017

| Staff categories | | 2015 | 2016 | 2017 |
|------------------|-----|-----------|-----------|-----------|
| TA | AD | 34 | 35 | 37 |
| | AST | 5 | 5 | 5 |
| CA | | 20 | 20 | 20 |
| SNE | | 1 | 2 | 2 |
| TOTAL | | 60 | 62 | 64 |

TA – Temporary agent
 AD – Administrator
 AST – Assistant
 CA – Contract agent
 SNE – Seconded national expert

Source: The Proposal for a regulation of the European Parliament and of the Council amending Regulation (EC) No 294/2008 establishing the European Institute of Innovation and Technology (3.2.3. Estimated impact on EIT's human resources of an administrative nature) taking into account the changes to the Establishment Plan as adopted and amended by the EIT Governing Board.

Annex III: Future outlook for existing EIT Knowledge and Innovation Communities (KICs)

- Future outlook 2015–2017: **Climate-KIC**
- Future outlook 2015–2017: **EIT ICT Labs**
- Future outlook 2015–2017: **KIC InnoEnergy**

Future outlook 2015–2017: Climate-KIC



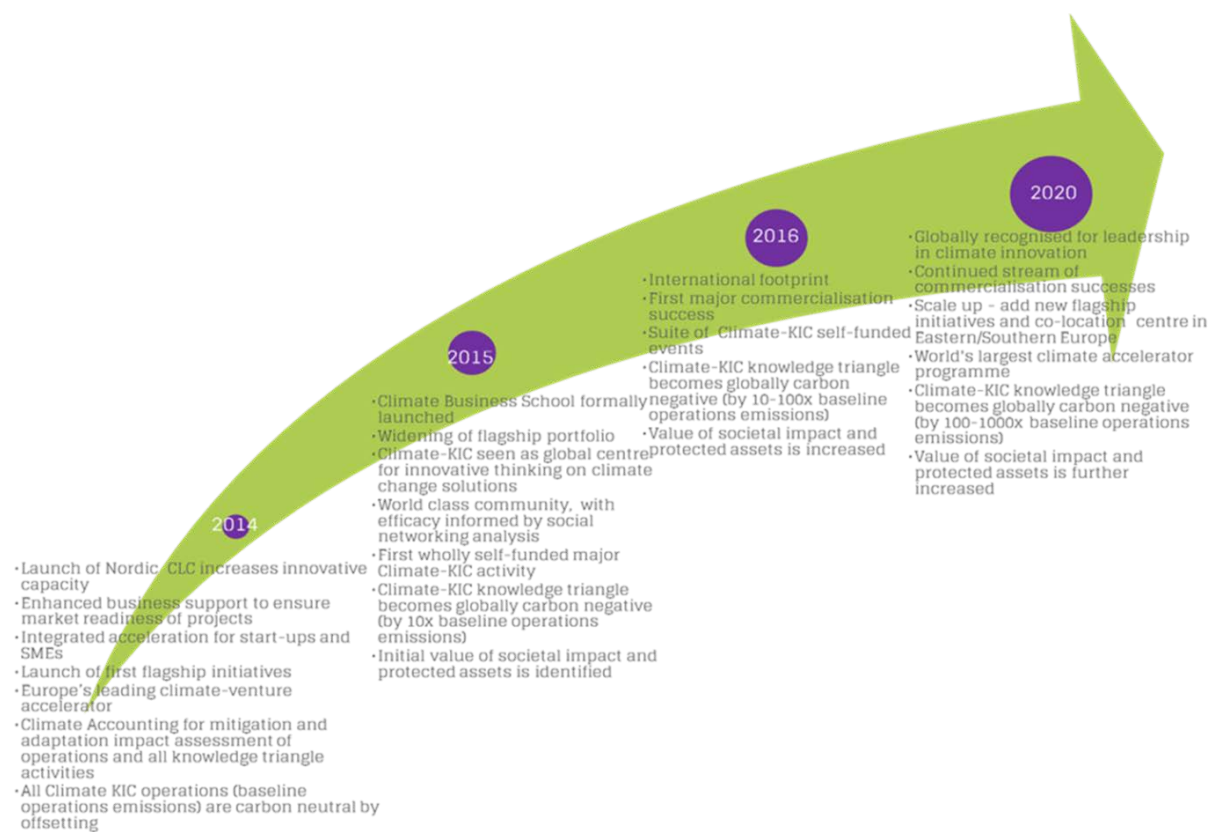
The Intergovernmental Panel on Climate Change (IPCC) 5th Assessment Report highlights the stark future facing the world and the need for climate action. Lessons learnt at global, supranational and national level show that this is difficult to address in a political context. The economics of climate change are also disturbing. The carbon bubble threatens another financial crisis, we overvalue our infrastructure and the global recession has provided an excuse for 'business as usual'. In the face of these scientific, political and economic observations, we must be ready for the future, and anticipate the climate tipping point².

It is clear that government funding cannot alone address the climate problem. It is important to develop a thriving and sustainable green economy, with green business development, growth and green job creation. To achieve this within Europe we need to transform our attitude to green entrepreneurship, create a European climate innovation community and create global climate innovation markets for Europe. We need models for a climate-resilient society. Climate-KIC now is well positioned to deliver on all of these, occupying a pivotal position as Europe's largest PPP for innovation in climate change adaptation and mitigation – and its near-term outlook is defined by this.

- Climate-KIC supports and accelerates critical areas of climate innovation that would otherwise be stalled.
- It supports Europe in facing the challenges of climate change through innovation that:
 - a. reduces greenhouse gas emissions;
 - b. cleans up greenhouse gas that has been emitted;
 - c. creates physical resilience to the weather extremes driven by global warming.
- It supports Europe's ability to engage vigorously in the climate change markets that will inevitably emerge and dominate economic activity across the globe.

To boost climate impact in a sustainable way, Climate-KIC has introduced a range of new strategies based on sustainable catalysis, thoughtful focus, synergistic integration, targeted growth, intelligent expansion and proactive opportunity creation. The figure below summarises the main steps planned from 2014 until 2020.

² Annex: [World Bank. 2012](#). Turn down the heat: why a 4°C warmer world must be avoided. Washington DC: World Bank.

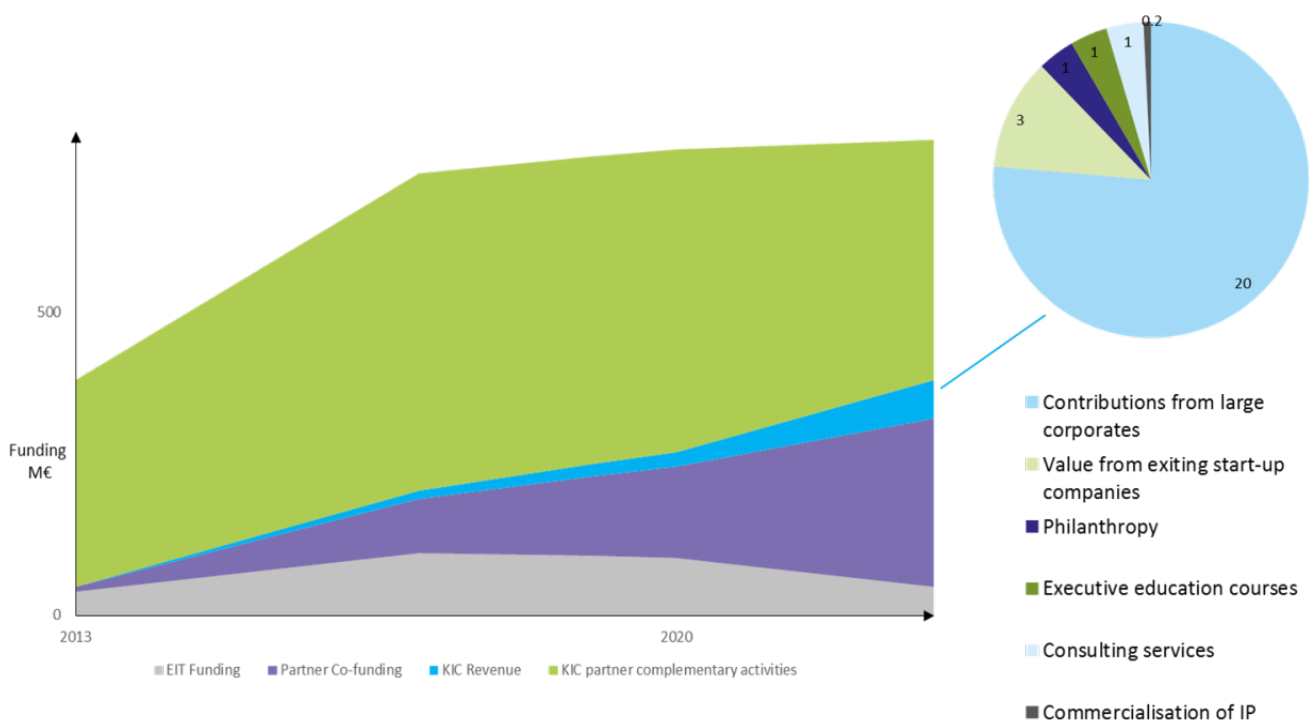


The following table provides an overview of the predicted performance in view of selected indicators. The figures provided reflect only the current KIC assessment and are subject to future revision in the light of the resources available and the results of the competitive funding process.

| Our ambitions | 2014 | 2015 | 2016 | 2020 |
|---|------|------|------|-------|
| Start-ups | 70 | 90 | 117 | 171 |
| New jobs as a result | 200 | 225 | 290 | 425 |
| Entrepreneurs and change agents trained | 690 | 791 | 951 | 1 133 |
| Numbers joining alumni association | 400 | 450 | 500 | 550 |

Financial summary

Assessing the trajectory to financial self-sustainability of Climate-KIC is challenging. The need for climate innovation has a strong scientific basis and there is broad agreement that a transition to a green economy would generate a multi-trillion euro per year market. Climate-KIC would thrive under these circumstances, but we are not there yet. Political indecision and legislative inaction is stalling this transition and therefore it is difficult to predict when market momentum will turn. Even in the absence of political action it is assumed that this would create a clear signal to businesses for greater investment in low-carbon and climate-adaptive technologies. Translating ideas and inventions into innovations and successfully moving them into the markets is at the heart of what Climate-KIC does with its unique value proposition. This is especially true in relation to Climate-KIC's strong relationships in Europe, and the support of its expert and creative network of partners. Climate-KIC targets two major sources of revenue: substantial contributions from building partnerships with companies, mainly larger international ones, and capturing value from equity in its start-up companies and innovation projects.



The estimates provided reflect only the current KIC assessment and are subject to future revision in the light of the resources available and the results of the competitive funding process.

Cooperation with other EU, national and regional initiatives

A key new feature in the forthcoming Business Plan will be the development and delivery of a cross-climate KIC programme to ensure that Climate-KIC is visible and demonstrating clear impact in time for the COP21 negotiations. This will strengthen internal partner relationships, forge new external ones and hone deliverables to (a) meet the needs of cities/regions; (b) develop new education and capacity-building initiatives; and (c) better focus the strengths of Climate-KIC's network and expertise to meet critical policy agenda. To ensure this priority is met within the pressing 2014 to 2015 timelines, Climate-KIC is optimising its leadership team to better focus on developing its ability to operate internationally and provide strategic leadership in developing relationships and impact across Europe. It has also appointed an EU programmes and partnerships manager to underpin this programme by raising Climate-KIC's profile and strengthening its relationships from the Brussels office.

European institutional and agency relationships

Developing strong, integrated relationships across the DGs is crucial to meeting Europe's climate change and sustainable development goals within the COP21 and post-2015 dialogue programme(s). Climate-KIC has a key role to play and will conduct structured outreach with DG CLIMA, DG RTD, DG EAC, DG ENER, DG REGIO & CoR and others in the coming months and include EIT in this where appropriate. Climate-KIC's network operates with increasing agility across these domains, though there is a pressing need for improvement in Europe in this regard. In parallel, Climate-KIC is reaching out to forge strategic alliances with ESA, EEA, EIB and JRC amongst others.

Climate-KIC will work with the EIT to prioritise ensuring the new intake of MEPs and Commissioners understand the importance of the EIT/Climate-KIC response to innovating for climate impact from the latter part of 2014. Climate-KIC wants to play a more active role in developing strong 'friends of EIT' and ensure that its mission is clear to this group and attracts wider interest in the Parliament, drawing on the importance of its network.

The fundamentally international nature of Climate-KIC's mission dictates that relationships and capacity for impact are developed beyond Europe. The starting point for this is to develop Climate-KIC as a trusted partner of choice in developing and delivering climate-related DG instruments with priority countries and markets aligned with European policy. The KIC's USP in this regard is (a) the pan-European and multi-dimensional nature of Climate-KIC's network and expertise and (b) its ability to be an 'honest broker' in developing partnerships able to develop and deliver the most appropriate scalable solutions. Climate-KIC will work with the European External Action Service and European Diplomatic Programme to prioritise its outreach – leveraging its European credentials with the UN family and multinational bank/donor communities (e.g. World Bank). It has already begun to build capacity in this regard, targeting Chinese and Brazilian pilot projects in 2014. It is also developing climate impact-facing relationships with a number of Member State actors within this context.

Climate-KIC has already begun to gain experience in supporting the inward and outward exchange and deployment of partner and central staff to develop strategic relationships with European (and national) bodies across Europe. It will target the development of this capacity in future and ensure it is linked to Climate-KIC's education, innovation and entrepreneurship pillar programmes.

Programmes

The Climate-KIC network has considerable experience in successful participation with the Framework programmes. Looking forward to H2020 it will build on this through the multi-faceted nature of its mission. The clear articulation of the LIFE Climate Action intent is the shift towards a resource-efficient, low-carbon and climate-resilient economy: prioritising (a) mitigation of greenhouse gas emissions, (b) adaptation to climate change, and (c) governance and information. Looking forward, Climate-KIC expects to develop a more intimate and strategic relationship with the H2020 instruments and priorities. It is now of the scale that it could influence the development of priorities and co-fund/develop initiatives where a need is identified.

Developing multi-actor partnerships is at the core of Climate-KIC's 'Making transitions happen' platform, which aims to develop and drive transformative change at city/regional level in Europe. This is aligned closely with meeting the needs of the ERDF for a low-carbon economy, as well as innovation and research to support SMEs. Its outreach under the EIT RIS presages its focus in this regard, and with the expansion of its network into new Member States it will prioritise developing ways to better meet ERDF priorities. There are clear resonances with COSME in this regard. Furthermore, Climate-KIC partners in the regions have direct responsibility for developing and managing parts of their smart programmes for 2014 to 2020. They are particularly well positioned to align Climate-KIC strategies and resources with those of regional policy and needs.

Developing a new approach to education and capacity development at all levels is required to meet the systems integration needed to face climate challenges. Establishing new products aimed at senior private and public sector leaders is key, and Climate-KIC intends to consult and target Europe's key DGs early in the development and delivery of its climate business school. It will collaborate closely with DG EAC in demonstrating alignment with its priorities, particularly through demonstrating education innovation to meet business needs.

Sustainability

So far, Climate-KIC has focused on co-ordinating EIT and KIC partner contributions to fund its activities. Only limited efforts have been made to involve Climate-KIC in wider opportunities. However, the potential benefits for Climate-KIC (as a single LE or a collection of KIC partners) from participating in EU-funded programmes and projects are considerable. It will:

- enable Climate-KIC to expand its programme of activities in key areas to meet the challenges outlined above;
- provide substantial sources of revenue and co-funding;
- provide opportunities to develop new strategic alliances within and beyond Europe.

In addition, advocacy support to increase the visibility of Climate-KIC among EU decision-making and implementation processes is a key priority. This would enable Climate-KIC's voice to be heard where appropriate and have a smart impact in collaboration with EU policy and programme makers.

Climate change, sustainable development and resource utilisation are cross-cutting issues requiring a horizontal, systems-focused response. This, and the global imperative to act with speed and scale, make Climate-KIC's mission different to other KICs'. Climate-KIC already sees the need to better integrate activities concerning energy and ICT challenges for sustainable urban development. Launching a KIC targeting mobility will increase the requirement for integration. Climate-KIC anticipates working with the EIT and the other KICs to be at the vanguard of systems integration.

Future outlook 2015–2017: EIT ICT Labs



The strategy of EIT ICT Labs is to drive European ICT innovation for economic growth and quality of life by breeding entrepreneurial ICT talents and bringing research-based ICT innovations to life, building on a deep integration of education, research and business.

In pursuit of this strategy, EIT ICT Labs establishes a pan-European education and research-driven innovation ecosystem based on excellence. This ecosystem is characterised by an open and collaborative way of working that mobilises talents, technologies and business across Europe and beyond, by means of:

- inspiring the innovation spirit within the existing European ICT industry;
- speeding up the transformation of ideas and technology into real products, services and business;
- fostering entrepreneurship, creating a new breed of entrepreneurial engineers;
- catalysing the birth of strong SMEs and helping them to grow to become future world leaders.

The medium- to long-term goal is to develop EIT ICT Labs into a sustainable education and innovation organisation that supports European ICT players in acting as world-leading suppliers of ICT talent and ICT innovations. This outlook describes the major priorities of EIT ICT Labs for the next three years (2014 to 2016).

Value creation via action lines: The strategy to bring research-based ICT innovations to the market is driven by the overall vision of a blending of physical and virtual life in a connected world where the amount of data and communication is growing at staggering speeds.

EIT ICT Labs addresses this vision via a focused set of action lines that target the essential topics allowing Europe to be competitive in such a world and that have been selected based on their high relevance for Europe's ICT industry, their business potential and the strengths within the EIT ICT Labs partner network. In core ICT these are Future Networks, Cloud Computing and Privacy/Security. In applied ICT these are a restricted number of societal domains that offer specific opportunities for EU ICT players to be world-class based on inherent European strengths in those areas (Cyber-Physical Systems, Health and Wellbeing, Smart Energy Systems, Urban Life and Mobility and Smart Spaces).

The action lines consist of carefully selected portfolios of coherent education, research and business activities that bring research-based technologies to the market via a diverse set of mechanisms (start-up, SME, large industries, standardisation, open source, etc.). The strategy towards 2016 demands an increased focus via priority areas and high-impact initiatives targeting promising markets, deep integration of education via summer schools and master's and doctoral student participation in action line activities, significant value delivery via the Business Development Accelerator, several venture capital and business angel investments in EIT ICT Labs innovations and a flourishing community of entrepreneurs in and around the co-locations.

Education: The strategy to breed entrepreneurial ICT talents is a systemic approach towards blended education consisting of the development of three schools that deliver so-called T-shaped talents that combine deep technical ICT knowledge with broad entrepreneurial skills (Master School, Doctoral School and Professional School). These schools are building on the EIT ICT Labs partner university education programmes, the Co-location Centres, and an e-learning/MOOC platform. By combining these schools and tools a unique and innovative blended pan-European education system focusing on excellence is put in place, serving as a lighthouse for ICT education in Europe.

Research-based innovation: The research pillar of EIT ICT Labs is responsible for identifying mid-term technology trends to enable agenda setting within the action lines, timely scouting of promising technology to mature or scale up through large living lab pilots and test-bed-based experiments, while contributing to standardisation for international deployment and open source advancement. The action line set-up is reviewed on an annual basis and new action lines may be incubated on the basis of societal needs, partner interests, and technology and business foresight. A key strategy towards optimised value creation is a balanced portfolio of a limited number of high-impact initiatives targeting significant breakthroughs combined with targeted innovation activities. In this way, EIT ICT Labs is uniting the strengths that the EIT ICT Labs partnership can bring to the table.

Business and entrepreneurship: The business pillar of EIT ICT Labs is mainly responsible for extracting value from the action lines. It manages the unique pan-European network of business developers (Business Development Accelerator). These business developers identify, analyse and support a large number of innovation opportunities (new ventures or existing SMEs) within the scope of the action lines, with the objective of leading them towards successful commercialisation and further growth, thereby extracting value for Europe.

Co-location Centres and ecosystem: EIT ICT Labs is a pan-European ecosystem of ICT innovation hotspots that has been carefully built up and will be further expanded. The physical co-location of activities and mobility of people, ideas, technologies and investments in this pan-European ecosystem is at the heart of the approach. Towards 2016 the co-location activities will continue to grow, by developing London as a full node (2014) and strengthening the profile of Madrid and Budapest. The importance of the Co-location Centres will be further emphasised by operating the high-impact initiatives from there, which will significantly increase the interactions that physically take place at the co-locations.

Outreach: From 2014 onwards, the X-Europe programme will be expanded for EU-28-wide outreach. A bi-directional link with Silicon Valley will be established. Specific initiatives will be developed to increase collaboration with other KICs, including the new ones anticipated for 2016 and beyond. The main goals are to increase the market space of EIT ICT Labs partners and coached companies and to grow and strengthen the overall partnership. Over time, the international footprint of EIT ICT Labs will be further expanded, in particular in the BRIC countries.

EIT ICT Labs management: Following the progress made in establishing a pan-European ICT innovation ecosystem, the business orientation will be further strengthened, driven by excellence in research. The innovation strategy support function will provide further assistance to the action lines. EIT ICT Labs uses its communications programme as a strategic tool to interact with its stakeholders on the established strategy, operations, achievements and brand. The strategic communication objective is to establish EIT ICT Labs as a recognised innovation brand in education and business development, to build trust amongst stakeholders and to better understand their needs and demands. EIT ICT Labs has been successful in establishing strategic alliances and will leverage these relationships as well as continuing to set up additional ones.

Financial implications: EIT ICT Labs expects a gradual growth until 2016, at which time EIT ICT Labs will have reached its anticipated size. The share of the EIT contribution to the budget will remain at the level of 25%. Financial support from third-party sources (e.g. international ICT companies) is expected to increase over the years with direct investments in the vicinity of Co-location Centres.

The following table provides an overview of the predicted performance in view of selected indicators. The figures provided reflect only the current KIC assessment and are subject to future revision in the light of the resources available and the results of the competitive funding process.

| KPI code | KPIs | Definition/Formula | Value for 2012 | Estimate for 2013 | Target for 2014 | Target for 2015 | Target for 2016 | Target for 2017 |
|---------------|--|--|----------------|-------------------|-----------------|-----------------|-----------------|-----------------|
| EIT.01.01(a) | Attractiveness of educational programmes | Number of eligible applicants for EIT-labelled master's programmes | 560 | 1 100 | 1 600 | 2 400 | 3 000 | 3 000 |
| EIT.01.01(b) | | Number of eligible applicants for EIT-labelled PhD programmes | 59 | 100 | 150 | 250 | 300 | 300 |
| EIT.01.02 | | Number of eligible applicants to education programmes (besides the EIT-labelled PhD and master's programmes) that will include KAVA once the definition and quality criteria for these programmes are agreed upon by the education panel | 0 | 400 | 540 | 740 | 860 | 1 000 |
| KEIT.02.01(a) | Number of new graduates | Number of new graduates from EIT-labelled master's programmes | 0 | 0 | 80 | 180 | 300 | 340 |
| KEIT.02.01(b) | | Number of new graduates from EIT-labelled PhD programmes | 0 | 0 | 0 | 20 | 60 | 120 |
| EIT.02.02 | | Number of new graduates from education programmes (besides the EIT-labelled PhD and master's programmes) that will include KAVA once the definition and quality criteria for these programmes are agreed upon by the education panel | 0 | 0 | 80 | 80 | 80 | 100 |
| EIT.03 | Number of business ideas incubated | Number of formalised commitments established between KICS and entrepreneurs. The commitments that the venture is accepting should be clearly stated as well as, if applicable, what the venture gives in exchange. | 51 | 90 | 130 | 150 | 150 | 160 |
| EIT.04 | Number of start-ups created | Number of start-ups created | 12 | 18 | 25 | 30 | 30 | 35 |
| EIT.05.01 | Knowledge Adoption | Number of knowledge adoptions (by KIC partners) that are output of a KIC activity | 26 | 35 | 50 | 60 | 60 | 70 |
| EIT.05.02 | Knowledge Transfer | Number of knowledge transfers (from one KIC partner to another or to third parties) that are output of a KIC activity | 23 | 40 | 70 | 100 | 100 | 120 |
| EIT.06 | New or improved products/services/processes launched | Number of new or improved products/services/processes that are direct output of a KIC activity | 16 | 30 | 50 | 60 | 60 | 70 |

Cooperation with other EU, national and regional initiatives

By capitalising on the content priorities of its action lines, EIT ICT Labs is actively collaborating with EU, national and regional initiatives in the domains of research, business and education.

In research, by teaming up with the Future Internet PPP and ETSI, EIT ICT Labs is contributing to placing Europe in the foreground of the Future Internet and 5G developments, supporting its partners in maintaining their leading positions in areas where large capital investments are expected (annual global forecast of EUR 300 billion for 2016). These collaborations are targeted at ecosystem building, start-up and SME involvement, long-term sustainability and market creation. In these activities, EIT ICT Labs' nodes play a major role, acting as hubs for start-ups and places for knowledge communities, experimentation and learning. In addition, EIT ICT Labs is actively collaborating with the European Research Council (ERC) by proactively soliciting ERC laureates to get involved with the organisation and contribute to both its innovation and education activities.

In business, EIT ICT Labs has signed a Memorandum of Collaboration with the European Investment Fund to accelerate access to finance. This strategically commits the two organisations to jointly improve the prospects for European ventures and entrepreneurs in accessing capital. More broadly, the KIC's business developers are working in close connection with local seed investors and venture capitalists to leverage pan-European coverage and boost start-ups throughout Europe. In addition, EIT ICT Labs has launched a pan-European start-up contest; the Idea Challenge. Held in two waves in eight cities, leveraging local incubators and accelerators, the Idea Challenge reaches out to European start-ups in any of the organisation's eight innovation action lines. The first wave, held in the spring of 2014 and focusing on four action lines, boasted 311 submissions from start-ups all over Europe – a huge success in every sense. The second wave on the four remaining action lines is due in the autumn of 2014.

On the education side, EIT ICT Labs has recently established a collaboration with the 'European Association of Chief Information Officers (EuroCIO)', a network that organises the Chief Information Officers (CIOs) in Europe. This collaboration is related to its professional learning module; it targets the new professional métiers catalysed by ICT.

EIT ICT Labs is also engaging with regional ecosystems across Europe through its 'X-Europe Outreach Programme'. This programme aims to disseminate and promote EIT ICT Labs' activities in European countries that are not yet covered by the existing nodes (Finland, France, Germany, Italy, Sweden, the Netherlands, UK) and associate partners (Hungary, Spain) as well as support existing local ecosystems. Special attention has been paid so far to the Central and Eastern European countries. Through this initiative, EIT ICT Labs is setting up a process for connecting X-Europe regional innovation clusters and representative organisations (companies, universities, research institutions, start-ups, incubators, accelerators) to the KIC. In particular, EIT ICT Labs is reaching out to new companies in X-Europe countries, connecting them to activities within its action lines, the Business Development Accelerator, the Idea Challenge and other EIT-related innovation programmes and entrepreneurial activities. The activities are being executed with the help of identified X-European start-up ecosystem actors such as Garage 48 in Estonia or TechCrunch Baltics in Latvia. The programme will also award grants to start-ups in target X-Europe countries, to companies selected as winners or participants in EIT partner-run developer programmes (e.g. AppCampus), start-up coaching activities (e.g. Startup Sauna, TechPeaks) or innovation contests (e.g. Deutsche Telekom Innovation Contest). The programme builds goodwill, concretely helps innovators through coaching and grants, and increases bandwidth of collaboration between ecosystems in EIT ICT Labs nodes and start-ups and their regional ecosystems in X-Europe countries. It will also contribute to creating a working model for connecting with X-Europe regional innovation clusters and related start-ups.

The X-Europe programme also has an educational element, consisting of scholarship schemes supporting talented ICT students from outreach countries to join the EIT ICT Labs Master School.

Finally, EIT ICT Labs is establishing an outpost in Silicon Valley. The goal of the Silicon Valley outpost is to complement already ongoing activities with catalyst activities that add real value. These are built on the EIT ICT Labs' DNA of taking an integral knowledge triangle approach across education, research and business. The Silicon Valley outpost is anticipated to address ERB development through connections with local universities and ICT business players.

Future outlook 2015–2017: KIC InnoEnergy



The vision of KIC InnoEnergy is to be the leading engine for innovation and entrepreneurship in the field of sustainable energy. The results obtained so far, the financial framework for 2014 to 2020 and its novel positioning in the SET Plan discussions allows KIC InnoEnergy to present a continuity in its strategy with some adjustments to increase efficiency in its operations and some complements in areas that the KIC will develop as it goes along (i.e. venture capital, impact modelling, the BoostWay, continuous benchmarking, outreach).

KIC InnoEnergy has established multi-year commitments of between two and four years with its partners in the segments consuming most of the budget, which leads to a high predictability of what will be done in 2015 to 2017. Looking into the details of KIC InnoEnergy:

- **Education:** the master's programmes are two-year engagements with the entering intake, the PhD School is at least three years, and the Executive programmes are between one and two years. These programmes will not change radically.
- **Innovation projects:** the length of the signed contracts is on average three years, which gives stability and predictability. The energy challenges are not changing overnight.
- **Business creation:** the ventures enter the Highway™ for an average time span of two years, but again the stability of the business model is clear.

The industrial plan of KIC InnoEnergy for the near future is shared through the subsequent graphics, the targets pursued (in terms of contribution to the EIT Scoreboard) and the means to achieve them.

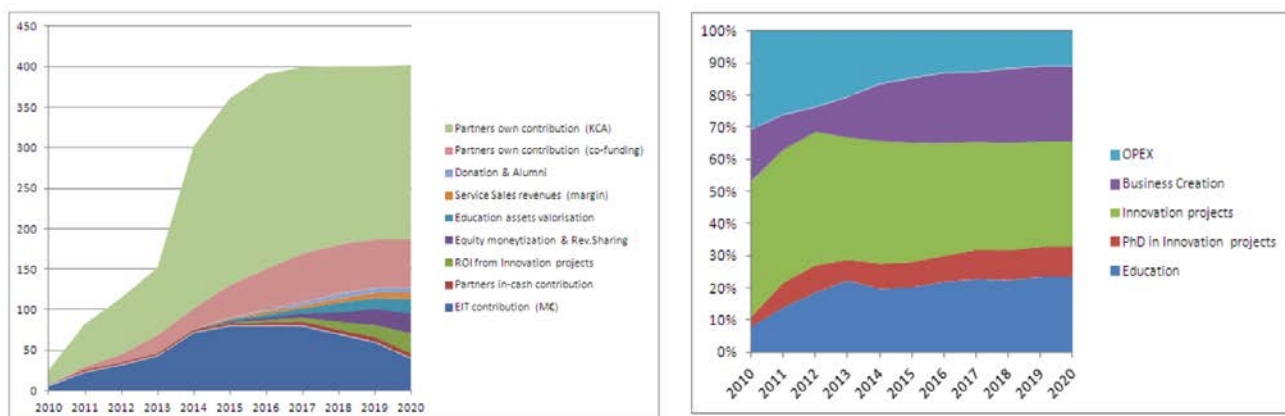
The following table provides an overview of the predicted performance in view of selected indicators. The figures provided reflect only the current KIC assessment and are subject to future revision in the light of the resources available and the results of the competitive funding process.

| | | | 2012 audited | Current forecast 2013 | 2014 targets | 2015 plan | 2016 plan | 2017 plan | Explicit Objectives back in 2010 (as per GA2010 page 22) |
|-----------------------------|--------------------------------------|---|-----------------|-----------------------------|--------------|--------------|--------------|--------------|--|
| Talent | Attractiveness of Education programs | # total new seats covered (per intake), with minimum 1/8 ratio accepted/eligible applicants | 241 | 246 | 310 | 380 | 450 | 500 | not explicit then |
| | Number of graduates | Number of graduates (incremental) | 44 | 146 | 169 | 221 | 279 | 342 | 433 |
| New Ventures | Number of business ideas incubated | # new ventures being incubated (incremental) | 25 | 34 | 39 | 55 | 70 | 70 | not explicit then |
| | Number of start-ups created | # new ventures created (incremental) | 8 | 10 | 15 | 20 | 25 | 30 | 15 |
| Growth of Existing Business | Potential growth | # Knowledge Transfer & adoptions (incremental) | 2 | 5 | 10 | 15 | 20 | 30 | 27 |
| | | # new or improved product/services/processes launched into the market (incremental) | 0 | 9 | 15 | 25 | 30 | 30 | |
| | | # patents filled por patenting (incremental) | 12 | 15 | 20 | 20 | 25 | 30 | 20 |

KIC InnoEnergy's contribution to the EIT Scoreboard from 2011 to 2017, and comparison with the objectives set in 2010.

This graph shows that just halfway through the seven-year plan initially specified, KIC InnoEnergy has already proven the concept, and is in fact ahead of the plan regarding most KPIs.

The means to achieve those targets and the split of investment per business line are planned as follows:



Sources and use of funding 2010 to 2020. The estimates provided reflect only the current KIC assessment and are subject to future revision in the light of the resources available and the results of the competitive funding process.

Some key messages on this prospective sourcing plan for the permanent regime (EUR 400 million of the annual business plan budget, 2016 onwards) are as follows:

- The partners' own contribution is high: EUR 300 million. To put this amount into perspective, the current industrial partners' annual total technology investments (annual technology CAPEX and R&D budgets) is currently EUR 61 billion. The EUR 300 million own contribution represents 0.5% of this total technology investment, which proves the feasibility of that leverage.
- Sources generated by KIC InnoEnergy business model will represent, in the long run, 20 to 25% of the total budget.
- The EIT contribution remains substantial, as expressed previously, for some activities like education and partially for business creation, but the ratio decreases from 25% over the total budget to around 10%. The table below shows the total expected amounts of necessary EIT investment to implement KIC InnoEnergy's multiannual industrial plan.

| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---------------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| EIT contribution (EUR million) | 6.2 | 23 | 32 | 43 | 72 | 80 | 80 | 80 | 70 | 60 | 40 |

The figures provided reflect only the current KIC assessment and are subject to future revision in the light of the resources available and the results of the competitive funding process.

Cooperation with other EU, national and regional initiatives

KIC InnoEnergy is an additional piece of the European innovation landscape in sustainable energy. As such, it was created, and the complementarities and synergies were preidentified, at the design phase.

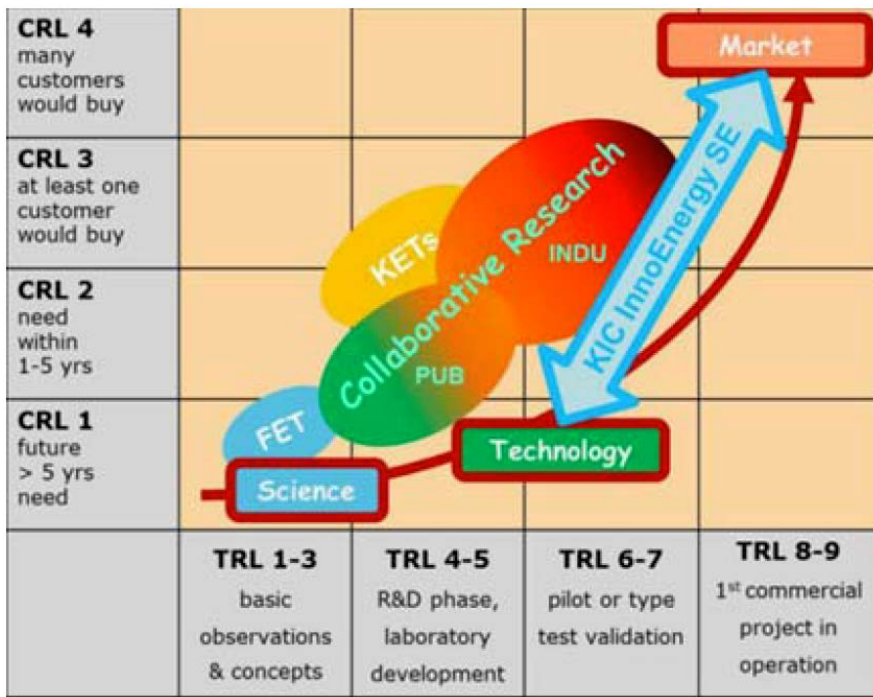
The following table maps the strategic positioning that KIC InnoEnergy is currently developing, the existing contracts and the specific objectives for 2015 to 2017 vis-à-vis the Commission services, and the national and regional ones in the geographies where it is present.

| | Strategic Positioning | Current (2014) contracts/agreements | Specific Targets 2015-2017 | |
|---------------------|--------------------------|--|--|---|
| Commission services | DG EAC | KIC is a member of the SET Plan Education roadmap group (leading 6 groups) | contract Pathways (Cofund) | |
| | DG R&D&I | | contract Magrenov Innovation Readiness Level™ (Process), and KIC InnoEnergy Innovation call for proposals processes adopted by DG ENER as portfolio management tool. Become the neutral unbiased undisputed reference for Innovation (TRL6-8, CRL 3-4) in sustainable energy in the fields of our choice, as the current understanding is (see picture). | |
| | JRC | KIC is a member of the SET Plan integrated Roadmap (Member of Coordination Group and member in 3 Working groups) | Members of JRC EIT Board Design, apply and deploy an Innovation valorization model (1€ of investment in innovation, how many jobs it creates?) | |
| | DG ENER | | contract Insight-E Innovation Readiness Level™ (Process), and KIC InnoEnergy Innovation call for proposals processes adopted by DG ENER as portfolio management tool. Make the use the Competence Mapping for mobilizing the European players that can make a difference in Innovatin in Energy. | |
| | ETP/EII/JTI/EERA | See the strategic positioning in the charter below | Observers in EERA Exec Committee | |
| | DG REGIO | Agent of RIS3 for topics 1 (R&D), 4 (Low Carbon Economy) and 11 (Education) | MOU with Malopolska Region | 5 additional regions where we will be agents of the Managing Authorities (MA) in co-implementing their Operational Programs (OP). Target countries Romania, Bulgaria, Hungary, Slovenia |
| | DG Enter | | | IP valorization for SMEs (as per Boyle Act) |
| | DG Connect, DG Environ. | | | Public procurement as demand side for innovative products |
| | European Investment Fund | | | Exploration of possible cooperation |
| | | | | Evaluate including the EIF in KIC innoENERgy VC Community, as an investor of our VCs. |
| Nat/Regional | Poland | | NCBR (from Ministry of Economy) | |
| | Germany | | MWK (for Education) | |
| | Sweden | | Vinnova, Swegrid | |
| | France | | Poles de compétitivité | |
| | Spain | | CDTI | |

Taking **DG Energy** as an example, which is the DG that handles the core societal challenge of KIC InnoEnergy in the Commission, the following can be noted:

- KIC InnoEnergy's strategic positioning is framed by the SET Plan, and it co-operates with all the constituencies (DG R&D, JRC, DG Ener, JTIs, ETPs, EIIs, EERA) to draw the 2014–2020 Strategic Energy Technology Plan. The SET Plan integrated roadmap will define the key areas of investment for the European Energy players (public and private) for the next seven years.
- KIC InnoEnergy is currently implementing a contract (Insight-E), the customer being DG ENER, where KIC InnoEnergy and the consortium respond to DG ENER challenges, and propose topics from other geographies (i.e. USA, Korea) and that of interest in the European Energy development.
- The specific targets for 2015 to 2017 with DG ENER are to convince the DG to use KIC InnoEnergy's Innovation Readiness Level (IRL) process and tool for the portfolio management of its investment.

Considering **DG R&D&I**, KIC InnoEnergy has somewhat won its position in the integration chain in TRL 6–8 and CRL 3–4. It is the missing link between the results from applied research and the market uptake, as the graphic shows. The strategy going forward is to reinforce that position, and measure the leverage effect that KIC has in the Innovation Energy European ecosystem.



KIC InnoEnergy positioning in the European innovation landscape

With regard to **DG Regio**, since 2012 KIC InnoEnergy has contributed to framing the RIS by answering the questions from the policy makers on how it should be implemented to create highest impact, as well as establishing links with DG Regio to identify how KIC InnoEnergy can complement the operational programmes of the 144 regions (it is targeting six of them), supporting the regions to leapfrog to excellent nodes for innovation. KIC InnoEnergy will use its means to identify the excellent players (universities, research facilities and energy companies) to disseminate the efficiency gains of the knowledge triangle integration and to co-create innovative activities.

KIC InnoEnergy's outreach activities in EU-12 use the Regional Environmental Center (REC) as its main field partner in the area. Its extensive stable network built over the last 30 years in the EU-12 brings predictability, field knowledge, efficiency (time to market) and transparency.