



European Institute of
Innovation & Technology

ANNUAL WORK PROGRAMME

2014

European Institute of Innovation and Technology

Budapest – Hungary

www.eit.europa.eu

INTRODUCTION

The 2014 Annual Work Programme shows how the EIT plans to give practical effect to the priorities and strategic objectives set out by the EIT Governing Board. The Annual Work Programme translates the mid-term strategy into specific objectives, reflecting:

- the EIT Governing Board's main priorities, in particular as set out in the Strategic Innovation Agenda and the Triennial Work Programme 2014-2016;
- the available resources as included in the budget.

The purpose of the Annual Work Programme is to:

- help the EIT Headquarters units align their own objectives with the EIT's overall strategic objectives;
- plan and manage activities to achieve objectives, using resources efficiently;
- set performance indicators for monitoring progress during the year;
- identify the main risks which may have an impact on achieving objectives and ways to address them;
- provide a basis for reporting on results in the annual activity report of the EIT Director.

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1.1.1 Mission statement

The EIT is a body of the European Union established in March 2008. The EIT's mission is to:

'contribute to sustainable European economic growth and competitiveness by reinforcing the innovation capacity of the Member States and the Union in order to address grand challenges facing European society. It shall do this by promoting synergies and cooperation among, and integrating higher education, research and innovation of the highest standards including by fostering entrepreneurship. The EIT' General Objectives, Specific Objectives and result indicators for the period 2014-2020 are defined in Horizon 2020.'¹

The EIT is the first EU initiative to fully integrate all three sides of the Knowledge Triangle (higher education, research and business) by way of so-called Knowledge and Innovation Communities (KICs). The integration of all three sides and the effective transmission, nurturing and sharing of knowledge, information and skills for joint exploitation is crucial to delivering the jobs and growth opportunities that Europe is seeking, as excellent researchers, business, students and entrepreneurs working in isolation are much less efficient in delivering the results needed and wanted by the market, societies and citizens.

By connecting European higher education, business and research, businesses stand to gain as they will be given fresh opportunities to commercialise the most up-to-date and relevant research findings, with the aim of giving Europe first-mover advantage in the latest technological and non-technological fields as well as in 'new to the world' innovations. In return, research organisations will benefit from additional resources, an enhanced networking capacity, and new perspectives stressing interdisciplinary approaches in areas with strong societal and economic importance. By adding higher education into the mix, businesses will be able to nurture a workforce with talent, skills tailored to their needs, able to drive their market share forwards as well as to create new markets through entrepreneurial initiatives; students will benefit from 'interconnected ecosystems' working across European borders that will make them more attractive to future employers and also more able to contribute to the development of future businesses, successfully redressing Europe's relative deficit of young leading innovators in the last 25 years. .

2 Challenges in 2014

During its first years, the European Institute of Innovation and Technology (EIT) has been able to demonstrate the added value of its concept, unique features of its 'living partnerships' with its Knowledge and Innovation Communities (KICs) and their Knowledge Triangle Integration activities by shaping a new approach to innovation at EU level to help Europe bridge its innovation gap. The EIT thus represents a paradigm shift in the European innovation landscape in shaping and implementing next generation innovation policies.

Following the set up and learning by doing with its first three KICs, the year 2014 will see a substantial change in the Institute as it becomes an organisation at cruising speed, that is to say there will be a transformational evolution from the early start-up phase, characterised by a limited number of KIC partnership and corporate EIT processes, to a fully mature European Union body. The EIT will become fully

¹ Article 3 of Regulation of the European Parliament and of the Council of 21 November 2013 amending Regulation (EC) No 294/2008 establishing the European Institute of Innovation and Technology

capable of managing a budget of approximately EUR 2.5 billion over the next multiannual financing period through a growing portfolio of KICs.

The EIT's strategic objectives for the years 2014-2020 are set out in the EIT's Strategic Innovation Agenda² which are further detailed in the Institute's rolling Triennial Work Programme 2014-2016³ and subsequently in the Institute's Annual Work Programme 2014.

The global objectives of the EIT are two-fold: to deepen the role of the Institute and provide effective decision-making and working arrangements.

More specifically, in 2014 the EIT aims to:

Consolidate and foster the growth and impact of the existing KICs

The EIT will consolidate its grant management cycle and take due account of the rules and provisions of the Horizon 2020 Framework Programme. In addition, the Institute will undertake a review of the EIT's grant assurance strategy covering both ex-ante and ex-post concepts. It will also revise the KIC continuous monitoring strategy. The collaboration amongst KICs will be further strengthened by the implementation of Cross KIC Agendas: Cross-KIC Education collaboration (facilitated by the development of a joint Massive Open Online Programmes (MOOP) and proper application of the EIT label degrees) and intensify work in the Cross-KIC Entrepreneurship (benefiting from EIT Awards and Roundtable) and Cross-KIC Innovation Agenda.

Creating two new KICs

In 2013 EIT focused significant attention and resources on the preparations for a call for new KICs, taking on board lessons learned in a timely and transparent manner, with a view to creating a comprehensive and equal level playing field for all potential bidders. The EIT aims to designate two new KICs in the field of *Healthy Living and Active Ageing* and *Raw Materials* before the end of 2014. In order to achieve this, the EIT will launch a call on 14 February 2014 and put in place the relevant provisions (legal, procedural, and documentation such as guidance documents and supporting information and communication activities).

Enhancing EIT's impact beyond the KICs

From 2014 onwards, the Regional Innovation Scheme (RIS) will be a new element of the EIT and the KICs outreach strategy. The RIS will be designed as one of the main instruments to achieve the EIT's mission, in particular by sharing good practices and experiences of the KICs with external stakeholders who are not KIC partners or project participants. The EIT will focus its communications activities on one overarching objective, namely increasing the level of awareness, visibility and understanding of the EIT among its stakeholder community, and begin to implement recommendations put forward in its revised 2013 Communications Strategy, such as a brand review exercise, consolidation of the Institute's digital communications portfolio and a re-launch of the website with more concrete cases, stories and testimonies.

An EIT ALUMNI community will secure the EIT's investments in talent development, including education, entrepreneurship and innovation outcomes which will be instrumental in building and promoting the EIT brand. As a follow-up to the very successful EIT Student and Alumni Kick-off event in November 2013, the EIT will refine its strategy and implementation plan to support the organisation and development of the EIT alumni community, in close collaboration with the KICs and their respective alumni associations.

² SIA: http://eit.europa.eu/fileadmin/Content/Downloads/PDF/EC_SIA/proposal-for-decision-sia_en.pdf

³ TWP 2014-2016: http://eit.europa.eu/fileadmin/Content/Downloads/PDF/TWP/EIT_Triennial_Work_Programme_2014-2016.pdf

Providing new delivery mechanisms and results-oriented monitoring

Striking a balance between accountability and flexibility is key to the EIT, particularly with regard to its unique 'living partnerships' with the KICs. Monitoring and simplification are dynamic processes embedded in the EIT's strategy and operations. To this end, the EIT will focus on consolidating its monitoring, reporting and funding processes. Additionally, the EIT will identify simplified approaches in the management of KIC grants that can help the KICs cope with emerging needs and enhance their impact.

Engaging with stakeholders

The Institute will further intensify its engagement with stakeholders. In particular, a new platform for stakeholder interaction, the EIT Stakeholder Forum, will be introduced as set out in the EIT's Strategic Innovation Agenda for mutual learning on good practices and for exploring synergies and complementarities with national and regional initiatives benefiting KIC partnerships, the EIT and Europe as a whole. The engagement with the wider innovation community will be structured around given planning and reporting engagements; a permanent support group of EU-level networks will be set up with multiplier organisations from the Knowledge Triangle (academia, research and business communities), third countries and international organisations.

Studies and success stories relevant to Knowledge Triangle integration at KIC, EU and global levels will allow the EIT to avail itself of the knowledge available and to disseminate widely results, emerging practices and innovation models that stakeholders can consider putting in place as part of their corresponding innovation policy support portfolios, thereby amplifying the support the EIT provides itself through its KICs.

Providing fit-for-purpose services and facilities

Horizontal activities range from strategy implementation and co-ordination of the Institutes activities, implementation of the planning, programming and reporting cycle to - the EIT being an autonomous body of the European Union- fully-fledged administrative support services for its staff located in the Headquarters in Budapest. These activities allow for proper day-to-day business operations and to this end ensure fulfilment of the EIT's mission and compliance with the rules and regulations in force. A smart human resources strategy is key to retain and attract staff at a high professional level, and this must include suitable opportunities for training and professional and career development. The EIT will strive to externalise routine services wherever possible.

3 Operational activities

3.1 Consolidating and fostering growth and impact of the existing KICs

3.1.1 Consolidating and streamlining the grant cycle

The EIT will consolidate its grant management cycle and adapt it to the rules and provisions of the Horizon 2020 Framework Programme:

In particular the EIT will carry out the following actions:

- Full adaptation of legal text to Horizon 2020 and new Framework Financial Regulation
 - Contract signature of GA⁴ 2014 in January 2014 and amendments throughout the year should these prove necessary;
- By end of January 2014, adoption of the principles for funding, monitoring and evaluating the KICs.
- Guidance to KICs (continuous):
 - Provision of formal guidance documents to the KICs in relation to the implementation of the GA 2014 (e.g. Financial Guide, CFS⁵ Guide) and the preparation of the GA 2015 (GA 2015 guidance pack by April 2014 at the latest);
- Ex-ante verifications:
 - Verification of GA 2013 performance and cost reports (between 31 March and 31 July 2014)
 - with the aim of assessing the reality and eligibility of expenditure reported as well as the legality and regularity of underlying transactions.
 - On the basis of CFS received, identification of the financial impact on total costs declared by the KICs, as well as of any of systemic errors and their financial impact.
 - Taking into account the results of ex-ante verifications of GA 2013 performance and cost reports, final payments to the KICs by end August.
 - Verification of GA 2015 business plans (between 30 September and 31 October 2014)
 - Verification of entry and exit of KIC partners with the aim of registering the starting date of the eligibility period.
- Ex-post audits:
 - In relation to GA 2012, finalisation of ex-post audit reports and implementation of any corrective action required, as well as launch of recovery process if needed and or other follow-up action required based on the result of the ex-post audit.
 - In relation to GA 2013, selection of external audit service provider using the European Commission's Audit Framework Contract, selection of KIC partners to be audited on the basis of a random and risk-based sample, receipt of all audit reports from external supplier, and implementation of any corrective actions required.
- Development of a set of IT tools to support grant management:
 - IT platform for reporting relating to GA 2013 and GA 2014
 - IT platform for 2015 business plans
 - Electronic workflow for entry and exit of KIC partners.

⁴ GA = Grant Agreement

⁵ CFS = Certificate of Financial Statements

In addition, the EIT will undertake a review of the EIT's grant assurance strategy, with a special focus on the ex-ante and ex-post concepts. It will also revise the KIC continuous monitoring strategy.

Objective: Obtain reasonable assurance that the implementation of EIT grants to the KICs comply with EIT objectives set under the Framework Partnership Agreement and annual Grant Agreements, as well as that KIC added-value activities funded are legal and regular.		
Indicator	Target	Main outputs
Signature of GA 2014	By end January 2014	Signed annual grant agreements with three KICs
Timely processing and finalisation of ex-ante verification of GA 2013 performance and cost reports	By end July 2014	Three Assessment reports on GA 2013 performance and cost reports Three final balance payments
Timely processing and finalisation of ex-post audits GA 2012 and selection of service provider for ex-post audits GA 2013	By end September 2014	Finalised ex-post audit report on GA2012 Signed contract for ex-post audit on GA2013
Timely processing and finalisation of assessment of business plans relating to GA 2015	By end October 2014	GB decision on the allocation of 2015 funds to KICs Guidance documents for preparation of the Business Plans for 2015
Simple, user-friendly and efficient IT tools for supporting grant management	By end 2014	IT platform for reporting relating to GA 2013 and GA 2014 IT platform for 2015 business plans Electronic workflow for entry and exit of KIC partners

3.1.2 Fostering collaboration, outreach and impact

EIT will foster collaboration among the KICs through the implementation of 2014 grants as well as through the implementation of Cross KIC Agendas for the three pillars of the Knowledge Triangle (Education, Entrepreneurship and Research/Innovation).

Cross KIC Agendas

Cross-KIC Education Agenda

As regards the development of the Cross-KIC Education Agenda the EIT will carry out the following actions:

- Incentivise and facilitate the development of a joint Massive Open Online Programmes (MOOP), an online program aimed at unlimited participation and open access via the web
- Promote EIT label degrees

Cross-KIC Entrepreneurship Agenda

As regards the development of the cross-KIC Entrepreneurship Agenda, the EIT will carry out the following actions:

- Continued consultation and cooperation to create and add value for the KICs and their start-up ventures.
- Follow-up, analysis and exchange of lessons learned from KIC activities in entrepreneurship, and dissemination of good practices and outreach activities, through one or two workshops with the KIC Entrepreneurship Directors.

Cross-KIC Research/Innovation Agenda

Given the priority accorded the preparation of the new KIC call, no continuous activity is envisaged throughout the year. However, one or two workshops will be organised with the KIC Innovation Directors and the identification of the building blocks of the agenda will also benefit from

- Continuous monitoring activities, informal contacts with Research/Innovation Directors, discussions at the EIT KIC Forum with CEOs.
- Internal reflection activities conducive to events in 2015 (e.g. other Award categories).

Objective: Development of new joint educational courses and cross-KIC Entrepreneurship Agenda		
Indicator	Target	Main outputs
Timely delivery of the Massive Open Online Programmes (MOOP)	By end 2014	Launch of one joint Massive Open Online Programme
Timely and effective implementation of the EIT guidelines for the labelling of KIC Masters and PhD programmes	By end 2014	120 Masters and PhD courses that apply the EIT label
Organisation of a workshop with KIC Entrepreneurship Directors	By end 2014	Dissemination of recommendations through the KIC Entrepreneurship Directors
Organisation of workshops with KIC Research/Innovation Directors	By end 2014	Dissemination of best practices across KICs

Integration of the Knowledge Triangle:

One of the EIT's main objectives is to foster the integration of the actors in the Knowledge Triangle. This entails a process which consists of observing the functioning of the KIC and of similar non-EIT initiatives,

analysis of the findings, description and dissemination of identified good practices, and the launch of actions with a view to enhancing specific parts of the concept itself or the inter-linkage of activities.

In 2014, in close collaboration with relevant stakeholders of the Knowledge Triangle, the EIT will develop and agree on a guiding definition, description and further elaboration of the Knowledge Triangle concept and its objectives. Upon elaboration of the concept, a comprehensive strategy will be developed and implemented to identify and disseminate good practices emerging from the KICs.

<p>Objective: Further elaboration and clarification of the Knowledge Triangle concept and its integration. Identification of good practices emerging from the existing KICs and of potential areas for improvement and learning.</p>		
Indicator	Target	Main outputs
<p>Identification and formation of an expert group supported by outstanding scholars to further elaborate the Knowledge Triangle Integration concept ;</p> <p>Timely completion of a paper clarifying the Knowledge Triangle and its integration concept.</p>	<p>Expert group and group of outstanding scholars established by Q1/2014</p> <p>Two successful meetings with invited experts held in Q2/2014</p> <p>Draft Knowledge Triangle Integration concept by Q3/2014</p>	<p>Clarification of the concept of the Knowledge Triangle and its integration, including short-term implementation plan</p>
<p>Timely preparation of a strategy identifying good practices and areas from the existing KICs regarding the integration of the Knowledge Triangle.</p>	<p>Good practices emerging from the existing KICs regarding the integration of the KT.</p>	<p>EIT paper comprising a number of good practices emerging from the existing KICs finalised.</p>

3.1.3 Investing in KICs: EIT-KICs relations

EIT will strengthen its relations with the KICs at the level of the CEOs and the EIT Director through the EIT KIC Forum as well as at operational level through regular meetings with KIC CFOs, COOs (through the partnership management Tasks Forces set up to date for Monitoring/KPIs and Finance/ Simplification) as well as KIC Directors of the three pillars of the Knowledge Triangle and Communication Directors.

The EIT will:

- Continue coordinating KIC activities through the EIT KIC Forum facilitated by the EIT Director in each of the areas of the knowledge triangle by running thematic meetings through the education, entrepreneurship, innovation and communication panels and/or partnership management taskforces

- Organise a workshop with CLC managing directors as a get together across all three KICs for the first time and to allow the EIT to better understand which are the different approaches that emerge, making good practice models transferable and driving the learning processes.

Objective: Systematic and trust-based interaction between the EIT and the KICs to achieve maximum efficiency		
Indicator	Target	Main outputs
Number of meetings of EIT-KIC Forum and of Partnership Management Task Forces	4	Minutes of the Meeting, decision implemented
Number of meetings of Education and Innovation working groups	3	Minutes of the Meeting, decision implemented

3.2 Creating new KICs

3.2.1 Designation of the new KICs

In 2014, In line with the EIT Regulation and the Strategic Innovation Agenda, the EIT will designate two new KICs in the fields of *Healthy Living and Active Ageing* and *Raw Materials – sustainable exploration, extraction, processing, recycling and substitution*.

In order to achieve the identified objective, the EIT will:

- finalise the preparations to launch the Call for the selection and designation of KICs in the first quarter of 2014 and launch the Call on 14 February 2014, namely: the Call text (which will include the selection criteria and details of the evaluation process), the Framework of Guidance to applicants; and the logistical preparations and necessary adaptations to use the Horizon 2020 IT system for the reception and evaluation of the new KICs proposals.
- whilst the Call is open, which will be for at least six months, monitor the submission of proposals, reply to queries from applicants and maintain an updated FAQ page on the EIT's website within a section dedicated to the KICs Call;
- identify and select experts for the evaluation of proposals; develop and implement all administrative and logistic aspects relating to the contracting of experts; organise briefings for experts;
- implement the agreed evaluation process leading to a fair and transparent evaluation of the proposals received within the Call deadline;
- organise GB hearings with representatives of the selected top two proposals, which will result in a GB Decision on the designation of two new KICs by the end of 2014 in the fields of raw materials and healthy living and active ageing;

- inform the designated KICs of the GB's decision and initiate the process towards the signature of the Start-Up Grant Agreement (SUGA) in the first quarter of 2015.

Objective: Designation of two new KICs in the fields of <i>Healthy Living and Active Ageing</i> and <i>Raw Material</i>		
Indicator	Target	Main outputs
Timely launch of the Call for Proposals, including comprehensive Framework Guidance document setting out relevant information for applicants	14 February 2014	Publication of the Call in the OJ and of the Framework Guidance document on the EIT website
Timely designation of two new KICs	December 2014	GB Decision on the designation of two new KICs

3.2.2 Communication activities relating to the new KIC Call

In order to ensure that the EIT's stakeholder community is well informed about the 2014 Call for KICs, the EIT will undertake a number of communications activities directly linked to the call in the course of 2014. This will consist of the development, production and dissemination of appropriate information material and of the development of a dedicated sub-site as part of the EIT website for the 2014 call. Through this sub-site, the EIT will ensure equal access to information by publishing all the latest information and documents relating to the call and by actively maintaining a dedicated 2014 Call for KICs FAQ page on its website.

The main element of the EIT's communications activities linked to the 2014 call will be the organisation of an Information Day on 14 March 2014 following the launch of the call on 14 February 2014. Through this event, the EIT will present the call and application procedure and allow its stakeholders to raise any questions they may have directly.

Objective: Successful organisation of an Information Day		
Indicator	Target	Main outputs
Successful organisation of an event	300 participants with 95% satisfied or fully satisfied with the delivered content of the event (to be measured using a questionnaire to participants)	Stakeholders will have the opportunity of attending an information day and of asking questions relating to the KIC Call directly to the EIT

3.3 Enhancing the EIT's impact

3.3.1 Encourage participation in outreach activities - Regional Innovation Scheme (RIS)

From 2014 onwards, the Regional Innovation Scheme (RIS) will be a new element of the EIT and the KICs outreach strategy. The RIS will be designed as one of the main instruments to achieve the EIT's mission, in particular by sharing good practices and experiences of the KICs with the wider innovation community. The RIS will promote a two-way engagement between the KICs and the innovation community across Europe. It is envisaged to operate on two levels: mobility schemes for innovators and entrepreneurs and actions stimulating new regional partnerships of higher education institutions, research organisations, companies and other relevant stakeholder organisations which will tap into the knowledge base of Knowledge Triangle practices developed by the EIT and its KICs. The RIS will be implemented by the KICs. The EIT will incentivise the RIS set-up by providing appropriate support to the KICs.

Objective: Development of strategic guiding principles and implementation mechanisms for an overarching EIT RIS Framework

Indicator	Target	Main outputs
Timely preparation of strategic guidance	Strategic guidance approved by the EIT by Q2/2014 at the latest (allowing for pilot implementation in 2015)	Strategic guidance for EIT RIS as integral part of the EIT guidelines for the 2015 grant allocation to the KICs.

3.3.2 Knowledge sharing through communications and dissemination

In the course of 2014, the EIT will focus its communications activities on one overarching objective, namely increasing the level of awareness, visibility and understanding of the EIT among its stakeholder community.

To achieve this, the EIT will begin to implement the recommendations put forward in its revised 2013 Communications Strategy and will conduct a brand review exercise of its community consisting of the EIT, its KICs (existing and future) as well as the EIT Foundation. The overall purpose of the brand review will be to develop a coherent branding strategy for the growing EIT Community. The strategy should be ready for implementation by the beginning of 2015 and it should facilitate communications about the EIT and the KICs as well as help stakeholders understand the EIT and its KICs. As recommended in its integrated Communications Strategy, additional communications and dissemination activities will focus on strengthening its collaboration with the existing three KICs, on consolidating its digital communications portfolio and on establishing a media strategy.

As part of the digital communications portfolio, a new modern website for the EIT will be launched in early 2014. It will assist the EIT in presenting itself and its activities clearly and coherently, thus enabling its stakeholders to increase their level of understanding of the EIT.

Objective: Develop a brand strategy for the EIT Community to facilitate communications about the EIT and the KICs as well as the stakeholders’ understanding of the EIT and its unique partnership with the KICs. Provide the EIT with a modern website that will assist the EIT in presenting itself and its activities clearly and coherently, thus enabling its stakeholders to increase their level of understanding of the EIT.

Indicator	Target	Main outputs
Timely development of the brand strategy.	Brand strategy adopted by the EIT Governing Board by end 2014.	A coherent branding strategy
Timely launch of the new website. Quantitative increase in visits to EIT website. Feedback from stakeholders	New website launched by March 2014. 10% increase in unique visitors to the EIT website thereafter, based on 2013 unique visitor statistics. Positive, above average feedback received (as measured by a satisfaction survey conducted in Q4/2014).	A new modern website with a new look and new functionalities for improved content, structure, and navigation.

3.3.3 EIT Alumni Community

An EIT Alumni community⁶ will foster the EIT’s investment in entrepreneurship and innovation in the longer term and thereby strongly contribute to the EIT’s mission. It will be instrumental in building and promoting the EIT brand. Such a community will act as a ‘focus group’, provide valuable advice and feedback to the EIT and promote the EIT’s visibility across Europe and beyond.

As a follow-up of the successful EIT Student and Alumni kick-off event in November 2013, the EIT will refine its strategy and implementation plan to support the organisation and development of the EIT Alumni Community, in close collaboration with the KICs and their respective alumni associations. This will include, among other things, the development of a vision and mission and well-defined goals, proposals for a fit-for-purpose governance and management structure as well as a portfolio of added-value activities across the Knowledge Triangle.

⁶ Network of graduates from EIT/KIC educational and training activities

Objective: Refined strategy and implementation plan for an EIT Alumni Community

Indicator	Target	Main outputs
<p>Timely identification of relevant stakeholders by Q1/2014.</p> <p>Timely production of a refined strategy and implementation plan for an EIT Alumni Community, including mission, vision, goals, governance and management structure and portfolio of activities</p>	<p>Refined strategy and implementation plan defined and adopted by Q3/2014.</p>	<p>Core team comprising relevant stakeholders established to define portfolio of activities and to support its implementation,</p> <p>Refined strategy and implementation plan</p>

3.3.4 EIT Awards

Organised in close collaboration with the KICs, the EIT Awards competition spotlights start-up entrepreneurs and the next generation of entrepreneurs and change agents. This EIT initiative helps them to further develop their ideas and grow their businesses successfully. In 2014, the EIT will ensure the delivery of tailor-made awards packages for the 2013 competition winners based on their specific needs. In addition, the EIT will continue to broaden the scope of the EIT Awards, initiate the next round of competitions, and prepare for the award event in spring 2015, including a communications campaign focusing on the nominees.

Objective: Further development and refining of the EIT Awards scheme with a view to enhancing its attractiveness to beneficiaries and contributing to the development of their business while remaining manageable for the EIT. Broadening the EIT Awards by introducing new categories in order to spotlight outstanding achievements of members of the EIT and KIC communities and so to encourage and incentivise (positive rivalry) within the communities and motivate its members to perform on a higher level to showcase achievements and underlying processes in the Knowledge Triangle to external stakeholders.

Indicator	Target	Main outputs
<p>Attractiveness of the scheme and level of satisfaction with awards package</p>	<p>Positive feedback received from the KICs on the attractiveness of the scheme</p>	<p>EIT Awards packages for all six 2013 Award winners implemented.</p>
<p>Timely implementation of award packages</p>	<p>Above-average feedback received from beneficiaries on satisfaction with awards package</p> <p>EIT Awards packages for all six 2013 Award winners implemented by Q2/2014</p>	<p>Positive feedback on attractiveness of the scheme.</p> <p>Above-average feedback on satisfaction with awards package.</p>

New EIT Award category conceptualised and made public on the occasion of the next EIT Awards event	Concept for at least one new Award category developed and internally agreed with a view to implementation in spring 2015	New Award category introduced for spring 2015 event
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3.4 New delivery mechanism and results-oriented monitoring

3.4.1 Simplification

Striking a balance between accountability and flexibility is key to the EIT, particularly with regard to its unique 'living partnership' with its KICs. Monitoring and simplification are dynamic processes embedded in the EIT's strategy and operations – as set out in the Strategic Innovation Agenda.

To this end, in 2014 the EIT will focus on consolidating its monitoring, reporting and funding processes. In addition, the EIT will identify simplified approaches in the management of the KIC grants that can help the KICs to cope with emerging needs and to enhance their impact.

The overall objective of the EIT's simplification strategy is to:

- reduce unnecessary administrative burdens on the KICs as regards planning, implementation and reporting requirements by exploiting current and future derogations;
- establish predictability, timely decisions, coherence and clarity as regards requirements;
- increase the accountability of the process, thus reducing the need for submissions to be reworked;
- align and optimise EIT-KIC business processes;
- achieve a results-oriented approach.

Specific consolidation actions planned in 2014 are as follows:

- Adaptation of the legal framework for the EIT/KICs in line with rules for participation in H2020.
 - Introduce derogation from the Framework Financial Regulation and from the rules for participation in H2020
- Adapt the GA 2014 and FPA/GA 2015 text to the Framework Financial Regulation, EIT Financial rules and to the rules for participation in H2020.
 - FPA/GA template development
- Development of the Trusted Partner concept
- Development of a consolidated KAVA/KCA⁷ concept

⁷ KAVA = KIC Added Value Activities, KCA = KIC Complementary Activities

- Widening of the use of simplified costs
- Revision of the EIT grant assurance strategy

Objective: Development of simplification measures for the grant management cycle		
Indicator	Target	Main outputs
Timely delivery of simplification measures	By end 2014	Revised Grant Assurance Strategy and updated guidelines New GA/FPA templates Trusted Partner concept Consolidated KAVA/KCA concept

3.4.2 Results-oriented monitoring

EIT will strengthen its results-oriented monitoring system and will implement the following:

- Case studies to analyse how KICs develop knowledge triangle integration

At the request of the Impact and Accountability working group, the EIT will undertake case studies on the Knowledge Triangle Integration in KICs. These case studies should go beyond statistical data and include measures of impact in knowledge triangle integration. Timing: Q3 2014

- Study on results-oriented monitoring approach for innovation in KICs

The study will evaluate how KICs assess, monitor and measure innovation activities. The study should feed into the review and revision of the EIT Performance Monitoring System.

- Study on Improvement of the EIT Performance Monitoring System, including review and revision

The study will analyse the experience of the EIT Performance Monitoring System and undertake a review of its effectiveness and relevance. The study will furthermore revise the current EIT PMS with a view to introducing better indicators and indicators which have so far not been covered. Timing: Q3 2014

Objective: Strengthening of the EIT's results-oriented monitoring system		
Indicator	Target	Main outputs
Knowledge triangle integration	By end 2014	Case studies to analyse how KICs are developing knowledge triangle integration
Monitoring of innovation in KICs	By Q3/2014	Study on results-oriented monitoring approach for innovation in KICs
Review and revision of EIT performance monitoring system.	By Q3/2014	Study on Improvement of the EIT Performance Monitoring System including review and revision

3.5 Engaging with stakeholders

3.5.1 Relations with institutional and Knowledge Triangle stakeholders

Engagement with both institutional stakeholders (including European Parliament, Council and European Commission) and multiplier organisations of the Knowledge Triangle (academia, research and business communities) will be established in a more systematic, structured, focused and tailored manner as of 2014.

Objective: Liaising with institutional stakeholders and with multiplier organisations representing Knowledge Triangle stakeholders

Indicator	Target	Main outputs
Regular exchange with institutional stakeholders (based on joint meetings held and/or events attended).	Informal exchanges with key institutional stakeholders (including at least one high-level meeting including EIT management and GB)	Structured dialogue established with key stakeholders with a view to ensuring that the EIT's mission, concept and main activities are understood and supported.
Regular exchange with representatives of Knowledge Triangle stakeholders (based on joint meetings held and/or events attended).	Quarterly engagement with multiplier organisations of Knowledge Triangle stakeholders through EIT permanent support group.	Structured dialogue established with key KT stakeholders with a view to ensuring that the EIT's mission, concept and main activities are understood and supported.

3.5.2 EIT Stakeholder Forum

A new platform for stakeholder interaction, the EIT Stakeholder Forum, will be introduced in 2014 as set out in the EIT's Strategic Innovation Agenda for mutual learning on good practices and for exploring synergies and complementarities with national initiatives. The EIT Stakeholder Forum will be open to representatives of national, regional and local authorities, European umbrella organisations and national networks from higher education, research and business, as well as civil society, specialised investors and cluster organisations. Moreover, EU Member State representatives will meet within a special configuration addressing their specific needs in a tailor-made manner.

Objective: Conceptualisation and implementation of an annual EIT Stakeholder Forum as a tool for structured engagement with the wider EIT stakeholder community. Conceptualisation and implementation of a regular meeting with EU28 Member State representatives ('Member State Configuration')

Indicator	Target	Main outputs
Coverage of targeted stakeholder categories (types of stakeholders and geographical coverage)	Introduction of a new tool for enhanced engagement with the wider EIT community	First EIT Stakeholder Forum and Member State configuration meeting in 2014

	Balanced representation of targeted stakeholder categories, including institutional and Knowledge Triangle stakeholders Positive, above-average feedback received from participants	Positive, above-average feedback received from participants
Coverage of targeted stakeholder categories (types of stakeholders and geographical coverage)	Introduction of a new tool for enhanced engagement with the EU28. Participation of at least two thirds of all EU Member States Positive, above-average feedback received from participants as measured by a dedicated survey.	First EIT – Member State configuration meeting in 2014. Positive, above-average feedback received from participants Lessons learnt from the first meetings to feed into future meetings.

3.5.3 EIT Roundtable of Entrepreneurs

The EIT Entrepreneurship Roundtable is positioned as a top-class global event in Europe, bringing together for a global think-tank exercise stakeholders in KICs, business leaders, potential investors, political decision-makers (incl. relevant European Commission services) as well as global leaders in the innovation arena. The EIT Roundtable aims to have a balanced representation of the main stakeholders, including entrepreneurs, representatives of Venture Capital firms, governmental organisations, academia, and representatives of the EIT community (including the EIT Governing Board and Headquarters as well as KICs). This high-visibility event contributes to a strong branding of the EIT and reflection on the good practice emerging from the EIT and its KICs.

In 2014, the EIT will implement a new model for the EIT Roundtable of Entrepreneurs in preparation for the next event, to be held in spring 2015.

Objective: Contributing to EIT thought leadership in the field of entrepreneurship and innovation by providing outstanding contributions to European and global discussions and building upon the conclusion from the 2013 EIT Roundtable of Entrepreneurs.

Indicator	Target	Main outputs
Timely preparation of and internal agreement on a draft refined concept for the next EIT Roundtable. Timely initiation of the implementation phase, including setting up a project team, an agreed project plan, milestones and deliverables.	Internal agreement on a draft concept and theme for the next EIT Roundtable by Q3/2013. Project team established by Q3/2014.	Refined concept for the EIT Roundtable of Entrepreneurs. Initial preparations for the next high-level EIT Roundtable of Entrepreneurs in 2015.

3.5.4 Third countries and international organisations

In 2014, the EIT will further develop a global outreach strategy in close cooperation with the KICs and thus increase its ambition in striving to create synergies beyond Europe too. The EIT will select and liaise with targeted third countries and international organisations to increase awareness of EIT and KIC activities, to develop strategic intelligence and concrete opportunities for collaboration and to explore synergies, complementarities and future plans of benefit to KIC partnerships, the EIT and Europe overall.

Objective: Awareness raising and liaising with prioritised Third Countries and International Organisations

Indicator	Target	Main outputs
Identification of relevant stakeholders and agreement on suitable channels to establish initial contacts in KIC prioritised Third Countries. Coverage of targeted countries	Initial engagement with at least two thirds of the targeted countries.	Identification of and initial engagement established with key stakeholders in non-EU Member States.
Identification of relevant stakeholders and agreement on suitable channels with targeted International Organisations.	Initial engagement with at least two thirds of the targeted International Organisations.	Identification of and initial engagement established with key stakeholders in prioritised International Organisations.

3.5.5 EIT Foundation

The objective is to further strengthen relations with the EIT Foundation, recognising its potential for enhancing the EIT's social impact. Relations are to be strengthened via the EIT's contribution to the EIT Foundation Work Programme and participation in the EITF Board, Strategic Committee and relevant EITF working groups.

Objective: Liaise with the EIT Foundation with a view to ensuring optimal alignment between the EIT and the EIT Foundation and make use of the Foundation's potential for further enhancing the EIT's social impact.

Indicator	Target	Main outputs
Number of EITF Board and working group meetings attended. Timely preparation and hosting of an EITF Board in Budapest in Q1, presentation of EIT and follow-up. Regular informal exchange on issues at stake – both strategic and operational.	Attendance at all EITF Board meetings and at least two thirds of all relevant meetings to which the EIT is invited At least one exchange among EIT and EITF Board Members including the Chair of the EIT Governing Board on strategic issues at stake.	Enhanced strategic and operational alignment of EIT and EITF.

4 Horizontal activities

4.1 Corporate coordination

The activity 'Corporate Coordination' includes all actions that steer or coordinate the strategic and management priorities and operations of the EIT. The actions under this activity contribute directly to the success of the EIT through proper governance and decision-making.

This activity gives the necessary impulse to the high-level policies needed to achieve the overall mission of the EIT within the timescales laid down in the EIT Strategic Innovation Agenda. It promotes the development of a strategic planning culture within the EIT similar to the European Commission's strategic planning and programming cycle. It also actively promotes the main policies of the EIT through information sharing and internal communication. It contributes to the coherence of the different activities within the EIT, ensuring liaison with the HQ units, the EIT Governing Board and other EU institutions and bodies.

This activity includes the following functions:

- Strategy coordination
- Planning, programming and reporting
- Internal communication

4.1.1 Strategy coordination

Objective: 'Implement the general strategy of the EIT and give the necessary impulse, direction and coordination to policy definition, preparation and implementation in accordance with the EIT objectives and the provisions of the EIT Regulation, the Strategic Innovation Agenda (SIA) 2014-2020, the Triennial Work Programme (TWP) and guidance provided by the EIT Governing Board to ensure that the overall mission of the EIT is fulfilled in a consistent manner, as framed and planned.

Ensure effective and efficient representation of the EIT's interests and close involvement in internal deliberations, including among relevant Commission services and other external for a, with a view to reinforcing the overall strategy and activities of the EIT and thus benefitting EIT stakeholders at large.'

Provide support services (Secretariat) to the EIT Governing Board (GB), including the smooth running of, and follow up to Governing Board and Executive Committee meetings as well as GB Working Group meetings and advisory activities to the GB Chair, GB Members and the EIT Director. This activity includes content coordination, all logistical preparations (travel, catering, meeting services) as well as administrative file handling.

Indicator	Target	Main outputs
Quality of collaboration between the members of senior and middle management measured by the number of meetings of senior and middle management held in 2014	On-going feedback collection among senior and middle management to assess quality of collaboration and to identify areas of improvement	Regular management team meetings, Regular meetings of the Director with the units, ad-hoc project oriented cross-unit meetings as needed, quarterly workshops

Effective and timely preparation and conducting of Governing Board Meetings, Executive Committee meetings, GB Working Groups meetings, Panel and Advisory Groups meetings and other meetings attended by GB Members	Preparation and submission of agenda to the GB members two weeks before the meetings and supporting documents one week before the meetings	Five regular GB meetings (including one extra GB meeting(day) for decision designating new KICs), five regular Executive Committee Meetings, four to six extraordinary Executive Committee meetings, one KIC Hearing, one GB-KIC spring workshop
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4.1.2 Planning, programming and reporting

Objective: 'Implement the EIT annual cycle of planning, programming and reporting processes so that the EIT delivers its objectives, contributing to its overall strategy in an effective, timely, efficient, coherent and accountable manner.'

Indicator	Target	Main outputs
Timely production and transmission of the documents provided for in the SPP cycle, namely Budget, AWP, AMP, MSPP, AAR, Budget implementation report, Report on budgetary and financial management	1. Budget 2015, Draft budget 2016, AWP 2015, MSPP 2015-2017, AAR 2013, Budget implementation report 2013, Report on budgetary and financial management 2013 produced and transmitted on time 2. EIT Governing Board adopts budget2015, AWP2015 and DB2016 by mid-December 2014	Budget 2015, Draft budget 2016 AWP 2015 MSPP 2015-2017 AAR 2013 Budget implementation report 2013 Report on budgetary and financial management 2013
Timely delivery of quality reports	On-time delivery	Monthly budget execution reports for the Management Team, mentioning any deviation from the forecast Monthly procurement reports for the Management Team, mentioning any deviation from the forecast Quarterly workshop on 2014 AWP/AMP implementation for all staff

4.1.3 Internal communications

Objective: 'Develop, monitor and implement communication channels and tools in order to ensure that all EIT staff are aware of the EIT's strategy, operational actions, priorities, achievements and general developments within and around the Institute. EIT staff to be kept informed about the available range of tools and services at their disposal with the aim of keeping EIT staff equally and transparently informed about all relevant developments in and around the Institute.'

Indicator	Target	Main outputs
Number of hits and users of the Intranet (SharePoint)	50% staff become regular SharePoint users	Constantly updated SharePoint platform
Number and assessed quality of EIT Town Hall meetings and participation rate of staff	One or two per month	12-20 EIT Town Hall Meetings including Units' ABCD ⁸ reporting
Level of staff satisfaction with initiatives taken by the EIT Design Team and active contributions by staff	75% participation rate in annual quality survey, above 50% satisfaction rate with the work of the EIT Design Team	Design Team Report including survey
Level of satisfaction of Internal communication	60% of staff satisfied with internal communications	EIT Annual Survey

4.2 Administrative support

The Activity 'Administrative support' includes actions that are necessary for the functioning of the EIT as such.

This Activity promotes and maintains sound and efficient management of human, financial and IT resources within the EIT, and ensures that resources are allocated to achieve the objectives of the EIT in a timely and efficient manner. It ensures the soundness of internal control established as part of the EIT's operational management and its financial accounting and reporting systems and provides internal audit advice within the EIT.

This Activity includes the following functions:

- Human resource management
- Finance, procurement and accounting
- Information and communication technologies (ICT) and document management

⁸ ABCD report = Achievements of the previous week, Benefits to stakeholders, Concerns, Do-plans for the following week

- Logistics and building management
- Internal audit
- Internal control and risk management

4.2.1 Human resource management

Objective: Recruit, develop and retain highly qualified staff and provide comprehensive human resource management services to ensure the effective and efficient functioning of the EIT, as well as the promotion of transparency and equal opportunities within the Institute.

- Provide reliable human resources planning and procedures and continue to ensure the availability of highly qualified staff to meet the EIT's objectives;
- Support the professional development of staff and further strengthen their competency and skills base, as well as their efficiency;
- Ensure a high quality working environment and promote equal opportunities;
- Ensure a sound framework for the management and administration of the EIT's staff.

Indicator	Target	Main outputs
Compliant organisation and completion of selection procedures to fill in vacant posts	Less than 20% on an annual basis	Posts are filled according to the adopted staffing plan
Introduction of the new performance appraisal system	All staff appraised	GB decision on performance appraisal system Info Session for staff Completed appraisal
Number of in-house training sessions	According to widest interest among the staff	Three in-house training sessions Hungarian language courses
Training strategy, including training opportunities for professional development of HQ staff	By Q1/2014	Training strategy for 2014 adopted

4.2.2 Finance, procurement and accounting

Objective: Ensure that budgetary implementation follows forecasts and makes effective use of resources. Optimise financial procedures.

Indicator	Target	Main outputs
No of training sessions, information sessions and guidance	According to demand and need identified	One ELC training One training session on procurement basics and in practice training Guidance documents for preparation of the budget 2015 and draft budget 2016 and AWP/AMP 2015

Adoption and entry into force of new/ revised SOPs and templates	By end 2014	List of SOPs covering all financial processes New templates (commitment, payment, recovery, credit operation, reimbursement request) Preparation of the EIT's financial rules, as a follow-up to the FFR Update of the Document on Strategic Planning, Programming and Reporting
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4.2.3 Management of Information and Communication Technologies (ICT) and document management

Objective: Set up, maintain and develop high quality Information and Communication Technology (ICT) infrastructures, tools and services so that staff are adequately supported in their operational and administrative tasks.

Indicator	Target	Main outputs
Response time of IT help desk	Less than one day	n.a.
Availability of internally hosted IT services	99%	n.a.
Completion of projects included in the IT Steering Committee Roadmap	80%	Completed projects
Replacement of the end of life PCs and installation of new PCs for new staff	By Q3/2014	New PCs

4.2.4 Logistics and building management

Objective: Manage the EIT's offices and infrastructure efficiently and effectively

Indicator	Target	Main outputs
Completed inventory	By end June	All assets are labelled and registered in ABAC Assets
Response time to building-related issues	Within one day	n.a.
Optimised use of office space	Construction work completed by end 2014	Refurbished offices

4.2.5 Internal audit

Objective: Advise the GB and the Director on financial and administrative management and control structures within the EIT, on the organisation of financial links with KICs and on any other subject requested by the GB.

Indicator	Target	Main outputs
Timely preparation of the audit plan	Audit plan adopted by the EIT GB by March 2014	Audit plan for 2014-2016
Timely production and transmission of audit reports	Submitted to the Director and subsequently to the Governing Board by December 2014	Report on audit findings and recommendations in line with audit plan Annual Internal Audit Report

4.2.6 Internal control and risk management

Objective: Implement, maintain and report on an effective and reliable internal control system so that:

- Reasonable assurance can be given that resources assigned are used according to the principles of sound financial management;
- Risk of errors in operations is under control and,
- The control procedures put in place give the necessary guarantees concerning the legality and the regularity of the underlying transactions.

Indicator	Target	Main outputs
Number of critical risks reported in the Annual Work Programme	Fewer than 10	Report on critical risks in the Annual Work Programme Updated risk register
Number of reservations in the AAR	0	n.a.
Number of material financial exceptions that could have been avoided (ICS 8)	0	Report on exception and non-compliance events
Number of internal/external audit recommendations considered as implemented	100%	Updated action plan relating to audit recommendations

ANNEX I. RESOURCE ALLOCATION PER ACTIVITY

Activity	TA	CA	SNE	Operational HR ¹	Operational exp., EUR ²	Overheads, EUR ³	Total cost (operational exp. and overheads), EUR
Consolidating and fostering growth and impact of the existing KICs	10,5	4,0	0,0	14,5	233 662 601	1 327 801	234 990 402
Creating new KICs	4,5	0,5	0,0	5,0	630 000	457 863	1 087 863
Enhancing EIT's impact	3,3	2,5	1,0	6,8	1 555 000	618 114	2 173 114
New delivery mechanism and result-oriented monitoring	3,5	0,5	0,0	4,0	430 000	366 290	796 290
Engaging with stakeholders	3,3	2,5	0,0	5,8	410 000	526 542	936 542
Strategy Coordination	10,0	0,5	0,0	10,5		961 511	961 511
Administrative support	4,0	9,5	0,0	13,5		1 236 229	1 236 229
TOTAL	39,0	20,0	1,0	60,0	236 687 601	5 494 350	242 181 951

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

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

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

ANNEX II. GRANTS

1. Grants awarded on the basis of Framework Partnership Agreements

Basic act: Regulation (EC) No 294/2008 of the European Parliament and of the Council of 11 March 2008 establishing the European Institute of Innovation and Technology.

In 2009, the EIT launched a call for proposals for the designation of three KIC in the fields of climate change, renewable energy and the next generation of information and communication technologies.

As a result of the call, the three following KICs were designated by the EIT Governing Board:

1. Knowledge and Innovation Community Stichting Climate KIC
2. Knowledge and Innovation Community EIT ICT Labs IVZW.
3. Knowledge and Innovation Community KIC InnoEnergy SE

In application of Article 75.4 of the EIT Financial Rules, the grants to the KICs may form part of a framework partnership agreement establishing a long-term cooperation which duration may not exceed 7 years.

Consequently, Framework Partnership Agreements (FPA) were signed between the EIT and each of the three KICs, respectively on 16 February 2011, 13 December 2010 and 17 December 2010. On this basis, grants will be awarded to the KIC in 2014.

Budget line: 3000 KIC grants

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

The 2014 Business Plans must include initiatives that specifically contribute to fostering the following strategic objectives derived from the EIT Scoreboard:

1. Integration of the knowledge triangle within KIC's priority themes;
2. Education plans, with a particular focus on EIT labelled degree programmes;
3. Innovative research, leading to the creation of new products, services and business models;
4. Business creation and entrepreneurship plans;
5. Dissemination of good practices and outreach across the European.

Award criteria:

Given the long term partnership established between the EIT and the KICs, the annual grants are awarded in such a way as to balance the requirements to support the KICs long-term strategy of establishment and consolidation, while rewarding each KIC for its performance and ambitions in the short term. Therefore, a two-pronged approach is applied with a split between support funding, which is equally distributed between the KICs, and competitive funding.

By Decision of 7 of March 2013, the EIT Governing Board defined the criteria applicable for the determination of the competitive funding in 2014 as follows:

1. KIC Past Performance
2. Proposed KIC Business Plan and indicative Budget
3. Outcome of the Hearing with the EIT Governing Board;

Indicative amount of award: EUR 232 547 601

Maximum possible rate of co-financing: up to 100% of the eligible costs of KIC Added Value Activities for each KIC.

Methodology used for lump sum and flat rate financing: explained in section 3 to this annex.

Specific grant agreement: The specific grant agreements will be signed on January 2014.

2. Call for the selection and designation of new KICs

Basic act: Proposal for a Regulation of the European Parliament and of the Council, amending Regulation (EC) No 294/2008 establishing the EIT adopted by the European Commission on 30 November 2011.⁹

Objectives to be fulfilled and expected results:

In the framework of the EIT's Strategic Innovation Agenda (SIA) (proposal for a decision of the European Parliament and the Council on the Strategic Innovation Agenda of the EIT¹⁰), the EIT will contribute to the general objective and priorities of 'Horizon 2020 - The Framework Programme for Research and Innovation', with the specific objective of integrating the knowledge triangle of higher education, research and innovation.

The aim of the call is to select and designate the next wave of KICs to contribute to the EIT strategic objectives proposed in the SIA.

A partnership shall be selected and designated by the EIT to become a KIC following a competitive, open and transparent procedure. The selection of the KICs will be based on the principles of excellence and innovation relevance. External and independent experts shall be involved in the selection process

In application of the Article 2.1.2 of the SIA, the EIT will

- Timely prepare a selection procedure for each wave of KICs.
- Launch a call for 2 new KICs in 2014 in the themes of "healthy living and active ageing" and "raw materials".
- Make best efforts to ensure that as many potential interested parties as possible are made aware of the future KIC selection procedures.
- Ensure that 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 organise the partnership.

Timetable of the call

The launch of the Call will take place during the first quarter of 2014.

The evaluation process and designation of the two new KICs will be completed by December 2014.

⁹ COM(2011)817, 30.11.2011

Eligibility criteria

- a complete proposal compliant with the instructions announced in the call must be submitted by the call deadline;
- the proposed KIC must contain at least three independent partner organizations established in at least three different Member States;
- at least two thirds of the partner organizations forming the proposed KIC shall be established in the Member States;
- the proposed KIC shall include at least one higher education institution and one private company.

Only proposals satisfying all of the eligibility criteria shall pass to the subsequent evaluation stage.

Selection criteria

The selection criteria decided by the EIT Governing Board and based on the overarching criteria defined in Article 7 of amended EIT Regulation are the following:

1. STRATEGY

1.1 STRATEGIC APPROACH

Relevance and applicability of the KIC model to tackle the societal challenge via a multidisciplinary approach by integrating the Knowledge Triangle and fostering entrepreneurship. [10 points max]

1.2 ADDED-VALUE, INNOVATIVENESS AND SYNERGIES

Novelty of the strategic market oriented approach and competitive position; readiness to establish concrete synergies and complementarities with EU and other relevant global initiatives. [10 points max]

1.3 KIC PARTNERSHIP

The combined strength of the partners forming a diverse, balanced, collaborative and world-class partnership. [10 points max]

2. OPERATIONS

2.1 KIC GOVERNANCE

Quality and relevance of the KIC governance model for implementing the KIC's strategy including the choice and suitability of the KIC Legal Entity and involvement of partners' top management in the KIC's governance. [10 points max].

2.2. LEADERSHIP AND OPERATIONS

Quality of the leadership team profiles and their executive power over all of the KIC's strategy and business plan implementation. Effectiveness of the operational structure including connectivity among co-location centres; quality and demonstration of how activities (education, research, and innovation) are integrated in the entrepreneurship-driven Knowledge Triangle. [10 points max]

2.3 KIC BUSINESS MODEL AND FINANCIAL PLAN

Feasibility of the KIC's business model and financial plan for achieving market targets and strategic milestones; Financial plan for achieving return on investments and financial sustainability in the long-term with a progressive phasing out of the EIT's funding; cash-flow including EIT's funding and

partners' investments and other non-EIT resources; a plan for the management and exploitation of intellectual property supporting the KIC's business model. [15 points max]

3. IMPACT

3.1 IMPACT AND COMPETITIVENESS

Short, mid and long-term potential pan-European impact on human capital, job creation, economic growth and its relevance in the context of the KIC's strategy and the EIT's Strategic Innovation Agenda. [15 points max]

3.2 OUTPUTS (KPIs) AND KIC SCOREBOARD

Relevance of the expected outputs, Key Performance Indicators (KPIs) included in a KIC Scoreboard consistent with the KIC's activities, and contribution to the EIT Scoreboard. [10 points max]

3.3 COMMUNICATION, OUTREACH AND DISSEMINATION

Quality and relevance of the KIC communication strategy including the contribution to building the EIT identity; quality and relevance of the outreach and dissemination plans, including sharing best practices, within, between and beyond the KICs, across EU Member States, regions and institutions. [10 points max]

Eligible proposals will be evaluated against selection criteria by Panels of high level, independent experts.

The EIT will appoint a high level Independent Observer who will give an opinion on the conduct and fairness of the evaluation process carried out by the Panels of Experts.

The two top highest-ranked proposals from each thematic area together with their associated evaluation reports will be assessed by a Final Recommendation Panel of high level independent experts, which will make recommendations concerning the selection of the designated KICs and the way in which the two top highest-ranked proposals need to be improved or strengthened.

On the basis of the Final Recommendation Panel recommendations, the EIT GB will hold hearings with representatives of the top two highest-ranked proposals from each priority area. The EIT GB will designate one KIC per theme and will establish a reserve list with one KIC per theme.

The EIT GB will designate a maximum of two KICs, one per thematic area. This choice will be based on:

- the scores awarded by the Panel of Experts to each proposal;
- the recommendations of the Final Recommendation Panel;
- the outcome of the hearings;
- the interests of the EIT particularly in relation to its ambition, mission, identity and coherence.

The long-term cooperation between the EIT and each KIC will be formalised within an initial seven-year Framework Partnership Agreement (FPA). This agreement will specify the common objectives, the nature of activities planned and the general rights and obligations of each party. The FPA may be renewed. Within this framework, the EIT may award specific grant agreements with a KIC.

The EIT intends to sign a FPA for a period of seven years with the designated KICs within a period of 9 months after designation.

The designation of the KICs will be finalised once the KICs have signed the FPA with the EIT.

Start-up Grant Agreement

Following the designation, the EIT may award a grant to the designated partnership in order to support the efficient setting up of the KIC. The grant may cover the eligible costs of, inter alia, the following activities: establishment of legal structures, including the set-up of the KIC Legal Entity; recruitment and appointment of a CEO and other core staff; coordination and engagement of partner organisations; preparation of the first KIC Business Plan.

During 2014, the EIT Governing Board will decide the modalities of the grant.

1. Methodology for lump sums, flat-rate and unit cost financing

The KIC LE and KIC partners may declare their costs on KIC added-value activities based on lump sums and flat rates for unit costs according to the following sections. Declaring costs using lump sums and flat rates excludes the reimbursement of costs actually incurred for the same cost item.¹¹

Persons with special needs may benefit from specific financing measures. A person with special needs is defined as a potential participant whose individual physical, mental or health-related situation is such that his/her participation in the activities would not be possible without extra financial support. The additional grant towards both subsistence and travel costs will be assessed case-by case and based on real costs incurred. In such case, the grant may provide for the subsistence and travel costs of an accompanying person if justified. The individual situation should be described and the particular needs and extra costs attached to it should be detailed in the application for special needs costs to the EIT. Based on these explanations, and the availability of funding, the EIT will then judge whether extra support can be granted.

1. Funding of Masters and doctoral courses

Costs of the course management, scholarships or fellowships, and also participation costs (for doctoral courses) and scholar grants (for masters) will be eligible for KIC partners when they are delivered by KIC partners. A course is considered to be delivered by KIC partners when the degree awarding institutions are members of a KIC (not necessarily the same one).

Scholarships are applicable for students, PhD candidates, postgraduates and other KIC partners. There are two types of scholarships: full scholarships (covering all necessary costs of the individuals during their study period), and financial contributions (covering individuals' costs while following their studies, such as mobility actions). These two types of scholarships are mutually exclusive for a same student per academic year (i.e. a person receiving a full scholarship cannot receive under any circumstances any other financial contribution from the EIT budget).

Taking into account the EIT labelled degree concept developed by the EIT and the KICs, which requires for its implementation a more demanding set of activities ensuring effective training of students and PhD candidates on the knowledge triangle relevant skills, EIT labelled degrees will be eligible for higher "Maximum amount" as specified below. In order for a degree to be eligible for the higher EIT labelled

¹¹ According to Article 111, paragraph 4 of the Financial Regulations, under no circumstances shall the same costs be financed twice by the budget.

degrees amounts, the EIT label must have been awarded with enough guarantees of having been awarded as a result of an open, fair and transparent process, according to the EIT QALE model handbook 12.

a. Masters

The financial contribution to the internal management costs, full scholarships, and scholar grants will be the following:

Table IV.1: lump sums and flat rates for master courses

Categories of cost	Amounts			
	Non EIT-labelled degrees		EIT-labelled degrees	
	calculation	Maximum amount	Calculation	Maximum amount
Costs related to course management (for 12 months)				
Course management of non-joint, multiple or double degree	--	--	--	€ 10000/year
Course management for joint, multiple or double-degree	€ 2500 flat rate per participating HEI/year	€ 7500/year	€ 15000 flat rate per participating HEI/year	€ 35000/year
Costs related to grants				
Full student scholarship (per month)	--	€ 1000 per month	--	€ 2000 per month
Teacher grants	€ 1200/2 weeks flat rate, min. 2 weeks and max. 3 months	€ 7200 per year and teacher	€ 1200/2 weeks flat rate, min. 2 weeks and max. 3 months	€ 14000 per year and teacher

Similarly as in the Erasmus Mundus programme 2009-2013 guide, the following definitions apply:

- Joint degree - a single diploma issued by at least two higher education institutions offering an integrated programme and recognised officially in the countries where the degree-awarding institutions are located;
- Double or Multiple Degree - two or more national diplomas issued by two or more higher education institutions and recognised officially in the countries where the degree-awarding institutions are located.
- Participating HEI - an establishment providing higher education and recognized by a competent national authority of a European country, and which acts as degree-awarding organisation in the context of the master

12 Decision of the GB decision of the EIT 00251.EIT.2012.GB of 28 June 2012 on the EIT Quality Assurance and Learning Enhancement Model Handbook

- Teachers will be eligible for master grants only when they are members of the staff of a participating HEI. In case of non-academic institutions recognised as a formal partner of the master (i.e. that play a decisive role in the management and implementation of the project cooperation activities), staff from those will also be eligible.

It should be noted that:

- “Full scholarships” cover all necessary costs of the student during his/her study period. To avoid double financing (prohibited by Article 111 FR), a student awarded with a full scholarship cannot benefit from any further costs such as for individual mobility.
- No teacher can be awarded a scholarship for more than 3 months per year (i.e. up to 6 scholarships of 2 weeks). What exactly is a “scholarship” for a teacher?

For more details on the rules on the application of these lump sums /flat rates please consult the "Programme Guide for Erasmus Mundus 2009-2013" available at:

http://eacea.ec.europa.eu/erasmus_mundus/programme/programme_guide_en.php

b. Doctoral courses

The financial contribution to the internal management costs, full fellowships, and career training activities will be the following:

Table IV.2: lump sums and flat rates for PhD courses

Categories of cost	Amounts			
	Non EIT-labelled degrees		EIT-labelled degrees	
	calculation	Maximum amount	Calculation	Maximum amount
Costs related to course management (for 12 months)				
Course management of non-joint, multiple or double degree	--	--	--	€ 5000/year
Course management for joint, multiple or double degree	€ 2500 flat rate per participating HEI/year	€ 7500/year	€ 15000 flat rate per participating HEI /year + € 5000 for the coordinator/year	€ 50000/year
Costs related to fellowships				
Full fellowship with “employment contract” ¹³ (per month)	--	€ 2800* per month	--	€ 3167* per month

¹³ Similarly as for Erasmus Mundus and Marie Curie programmes, "Employment contracts" refer to the doctoral candidates' recruitment method that guarantees adequate and equitable social security provisions (including sickness and parental benefits, health and accident insurance, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. Provided these conditions are met, KICs can opt for the most suitable enrolment framework.

Full fellowship without "employment contract" (per month)	--	€ 1400* per month	--	€ 1583* per month
Costs related to career training activities				
Participation costs in career training activities	--	€ 600 per month	--	€ 1800 per month

**Figures for Correction coefficient index 100. Rates for individual countries are obtained by applying to these rates the correction coefficients for cost of living, as referred in Table IV.10.*

Similarly as for masters, the following Erasmus Mundus programme 2009-2013 guide definitions apply:

- Joint degree - a single diploma issued by at least two higher education institutions offering an integrated programme and recognised officially in the countries where the degree-awarding institutions are located;
- Double or Multiple Degree - two or more national diplomas issued by two or more higher education institutions and recognised officially in the countries where the degree-awarding institutions are located;
- Participating HEI - an establishment providing higher education and recognized by a competent national authority of a European country, and which acts as degree-awarding organisation in the context of the doctoral programme. For the context of flat rates, HEI includes also doctoral/graduate/research schools and research organisations on the condition that they provide doctoral training and research activities, and deliver doctorate degrees recognised as such by KIC eligible countries authorities of the country concerned.

As a general rule, and in line with the principles defined in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, KIC partners must recruit their PhD fellowship holders under "employment contracts" except in adequately documented cases (where national regulation would prohibit this possibility). If such a contract may not be awarded (this will have to be duly justified), KIC partners may opt for another approach compatible with national legislation and the necessary social security coverage for the fellowship holders.

Similarly as for the masters, it should be noted that "full fellowships" cover all necessary costs of the PhD candidate during his/her doctoral education period, and therefore a PhD candidate awarded with a full fellowship cannot receive any further costs such as for mobility (see section 2 in this Annex).

For more details on the rules on the application of these lump sums /flat rates please consult the "The People Work Programme 2012" available at: http://cordis.europa.eu/fp7/wp-2012_en.html

2. Individual mobility grants

For all mobility actions, the contribution to subsistence costs will be calculated as an overall amount on the basis of the duration of stay. Subsistence costs cover accommodation, meals, local travel, the cost of telecommunications, including fax and Internet, as well as other sundries.

a. Student, trainee and staff mobility grants

For mobility actions with duration of up to and including 12 weeks, travel and subsistence costs are reimbursed on the basis of real costs. For mobility actions with duration longer than 12 weeks, the lump sum constitutes an overall amount considered to include also travel costs. The principle of proportionality justifies the approach of including travel costs for mobility actions of duration longer than 12 weeks, as the contribution towards the travel costs represents only a minor part compared to the global amount for subsistence. This is justified by the shorter duration of the stay, where the grant amount is calculated as a pro rata of the monthly rate.

The following flat rates and lump sums featured in the aforementioned programme are eligible to be used under the GA 2014 (the rates below do not include travel costs which can be (partially) reimbursed based on real cost):

Table IV.3: Subsistence - Maximum rates (in EUR) per host country

Host country		Monthly rate
Belgique/Belgie	BE	640
Bulgarija	BG	401
Česká republika	CZ	539
Danemark	DK	858
Deutschland	DE	607
Eesti	EE	484
Ellas	EL	607
España	ES	625
France	FR	743
Eire/Ireland	IE	698
Italia	IT	682
Kypros	CY	536
Latvija	LV	476
Lietuva	LT	464
Luxembourg	LU	640
Magyarország	HU	507
Malta	MT	526
Nederland	NL	666
Österreich	AT	680
Polska	PL	493
Portugal	PT	544
România	RO	445
Slovenija	SI	573
Slovensko	SK	512
Suomi/Finland	FI	764
Sverige	SE	759
United Kingdom	UK	860

Island	IS	648
Liechtenstein	LI	939
Norge	NO	939
Schweiz/Suisse/Svizzera	CH	939
Hrvatska	HR	591
Türkiye	TR	525

For mobility destinations outside these countries, a monthly flat rate of € 300 will be applied.

For the case of KIC staff mobility (i.e. staff from the KIC legal entity or from a KIC partner), and based on the Erasmus mobility figures for staff mobility of 2009/10, the lump sum applicable for subsistence will be € 90.5 per full working day. A full working day corresponds to 5 working hours. The maximum duration of staff mobility is 6 weeks. No staff can be awarded a scholarship for more than 6 weeks per year.

For more details on the rules on the application of lump sums/flat rates please consult the "Official Programme Guide for Lifelong Learning Programme" available at: http://ec.europa.eu/education/lip/doc848_en.htm (Part I – General Provisions).

b. Mobility actions with outstanding KIC added value component

In duly justified cases, and after the approval of the EIT on a case-by-case basis, some KIC mobility actions will be considered of "outstanding KAVA" allowing KICs declaring higher mobility costs for some of them. KICs concerned will have to present the proposal for approval to the EIT on the case-by-case basis in the context of their Business Plan. The following table describes the lump sums that can be applied to declare costs for mobility actions under these conditions, indicating in each case the minimum and maximum durations:

Table IV.4: Subsistence - Maximum rates (in EUR) per host country including travel, for mobility actions with outstanding KAVA

	Amounts	
	calculation	Maximum amount
Type of individuals (& purpose of mobility, when relevant)		
Trainees (undergraduate and others) – study mobility	€ 1000* per month	€ 10000*
Trainees (undergraduate and others) – placement mobility	€ 1158* per month	€ 11580*
Master student – study mobility	€ 1000* per month	€ 12000*
Master student – placement mobility	€ 1158* per month	€ 13896*
Early stage researcher (doctoral student)	€ 1500* per month	€ 12000*

Experienced researcher (postdoctoral staff or	€ 1800* per month	€ 18000
KIC Staff (legal entities or partners)	€ 2500* per month	€ 7500

*Figures for Correction coefficient index 100. Rates for individual countries are obtained by applying to these rates the correction coefficients for cost of living, as referred in Table IV.10.

For more details on the rules on the application of these lump sums /flat rates please consult the "Programme Guide for Erasmus Mundus 2009-2013" available at:

http://eacea.ec.europa.eu/erasmus_mundus/programme/programme_guide_en.php
(see Action 2 – Erasmus Mundus Partnerships)

3. Organisation of other KIC training activities

The contribution to organisation costs of training activities other than masters and PhD courses will be calculated as an overall amount on the basis of the duration of stay. Organisation costs cover accommodation, meals, local travel, the cost of telecommunications, including fax and Internet, as well as other sundries.

In duly justified cases, and after the approval of the EIT on a case-by-case basis, some KIC training activities will be considered "Outstanding KAVA activities". KICs will be allowed to declare higher costs of these Outstanding KAVA activities. KICs concerned will have to inform the EIT accordingly in the context of their Business Plan. Based on the experience of the Erasmus intensive programmes and the Jean Monnet programme, the following table of flat rates applies:

Table IV.5: lump sums and flat rates for organisation of education programmes other than master and PhD courses

	Amounts			
	Standard KAVA activities		Outstanding KAVA activities	
Duration of the education programme	Calculation	Maximum amount	Calculation	Maximum amount
Up to 60 teaching hours (up to 1 full week)	€ 3000* per 5 working days (= 1 full week); proportional to duration if less	€ 3000*	min. teaching hours * teaching cost per hour per country,	€ 10000*
60-240 teaching hours (duration of 1 to 3 weeks, up to 5 CTS)	€ 6000* per 10 working days (= 2 full weeks); proportional to duration if less	€ 5000*	min. teaching hours * teaching cost per hour per country	€ 20000*
5 – 15 ECTS (duration: 1-3 months)	€ 6000* per 10 working days (= 2 full weeks); proportional to duration if less	€ 6000*	€ 6000* per 10 working days (= 2 full weeks); proportional to duration if less	€ 25000*
15-30 ECTS (duration: 3-6 months)	€ 6000* per 10 working days (= 2 full weeks); proportional to duration if less	€ 7000*	€ 6000* per 10 working days (= 2 full weeks); proportional to duration if less	€ 30000*

30-60 ECTS (duration: 6-12 months)	€ 6000* per 10 working days (= 2 full weeks); proportional to duration if less	€ 7500*	€ 6000* per 10 working days (= 2 full weeks); proportional to duration if less	€ 35000*
Additional costs per student (subsistence)			€ 250 / month	€ 1750*

*Figures for Correction coefficient index 100. Rates for individual countries are obtained by applying to these rates the correction coefficients for cost of living, as referred in Table IV.10.

Teaching hour costs could also be covered for outstanding KAVA activities. The cost of a teaching hour per country is specified in the following table:

Table IV.6: National teaching cost per hour for teaching modules

EU Member states	Teaching cost scales (€)	Other countries	Teaching cost scales (€)
Austria	200	Antigua and Barbuda	94
Belgium	193	Australia	200
Bulgaria	80	Bahrain	177
Cyprus	148	Barbados	97
Czech Republic	125	Brunei Darussalam	200
Denmark	200	Canada	199
Estonia	100	Croatia	101
Finland	182	Equatorial Guinea	102
France	180	Hong Kong, China	200
Germany	196	Iceland	177
Greece	151	Israel	143
Hungary	98	Japan	176
Ireland	176	Korea Republic	145
Italy	166	Kuwait	200
Latvia	87	Libya	87
Lithuania	89	New Zealand	140
Luxembourg	200	Norway	200
Malta	120	Oman	129
Netherlands	200	Russian Federation	97
Poland	98	Saudi Arabia	127

Portugal	121	Seychelles	89
Romania	80	Singapore	200
Slovakia	114	Switzerland	200
Slovenia	139	Trinidad and Tobago	133
Spain	167	United States	200
Sweden	200		
United Kingdom	198	All other countries	80

For more details on the rules on the application of lump sums/flat rates please consult the "Official Programme Guide for Lifelong Learning Programme" available at: http://ec.europa.eu/education/lip/doc848_en.htm

(Part I – General Provisions; for Table IV.5 see ERASMUS Intensive Programmes and for Table IV.6 see Jean Monnet Chairs).

4. Staff costs and costs of external participants

In duly justified cases, and after the approval of the EIT on a case-by-case basis, KICs will be allowed to declare staff costs as well as the costs of external participants for the organisation of actions not adequately covered by the previous sections. These activities can involve education as well as entrepreneurship or business innovation.

The cost of staff assigned to the action by KIC partners or KIC legal entities, comprises actual salaries plus social security charges and other statutory costs included in the remuneration. The staff costs and the costs of external participants will have to be justified by the KIC partner. Costs must be broken down into categories 1 to 4 (i.e. Manager, Researcher/teacher/trainer, Technical, Administrative) of the International Standard Classification of Occupations (ISCO).

If declared staff costs exceed the maximum rates indicated in the following table, the surplus will be considered as ineligible.

Table IV.7: Maximum eligible daily rates (in EUR) for Staff costs and costs of external participants

Country			Manager	Researcher Teacher Trainer	Technica l	Administrativ e
Belgique/Belgie	BE	Belgium	460	360	240	214
Balgarija	BG	Bulgaria	40	26	22	15
Česká republika	CZ	Czech Republic	134	88	72	53
Danemark	DK	Denmark	361	284	236	197
Deutschland	DE	Germany	419	310	221	203
Eesti	EE	Estonia	102	73	59	42
Ellas	EL	Greece	279	218	142	118
España	ES	Spain	321	212	163	117

France	FR	France	435	351	257	193
Eire	IE	Ireland	309	328	239	178
Italia	IT	Italy	454	298	200	174
Kypros	CY	Cyprus	316	217	142	96
Latvija	LV	Latvia	78	63	50	38
Lietuva	LT	Lithuania	75	55	42	34
Luxembourg	LU	Luxembourg	496	331	282	197
Magyarország	HU	Hungary	107	79	57	44
Malta	MT	Malta	119	99	74	58
Nederland	NL	Netherlands	305	262	212	170
Österreich	AT	Austria	449	302	244	194
Polska	PL	Poland	109	77	51	39
Portugal	PT	Portugal	258	181	122	77
Romania	RO	Romania	84	51	34	28
Slovenia	SI	Slovenia	240	161	109	89
Slovenská republika	SK	Slovakia	95	54	45	34
Suomi /Finland	FI	Finland	368	255	196	163
Sverige	SE	Sweden	360	256	226	176
United Kingdom	GB	United Kingdom	355	334	231	153
Island	IS	Iceland	338	219	193	151
Liechtenstein	LI	Liechtenstein	449	302	244	194
Norge	NO	Norway	440	345	311	239
Hrvatska	HR	Croatia	141	102	66	49
Schweiz / Suisse / Svizzera / Svizra	CH	Switzerland	478	354	252	232
Türkiye	TR	Turkey	86	60	42	36

For any other country (e.g. other non-EU Member States), the following maximum amounts apply:

- Category 1 – Managers (maximum amount EUR 450/day)
- Category 2 – Researchers/University professors /Trainers (maximum amount EUR 300/day)
- Category 3 – Technical (maximum amount EUR 250/day)
- Category 4 – Administrative (maximum amount EUR 125/day)

For more details on the rules on the application of lump sums/flat rates please consult the "Official Programme Guide for Lifelong Learning Programme" available at: http://ec.europa.eu/education/lip/doc848_en.htm (Part I – General Provisions).

5. SME owners and other natural persons who do not receive a salary

For implementing KAVA, SME owners who do not receive a salary and other natural persons (not in house consultants) who do not receive a salary shall charge personnel costs on a flat rate bases. The value of the personal work of those SME owners and natural persons shall be based on a flat rate to be determined by multiplying the hours worked in the project by the hourly rate.

The standard number of productive hours is equal to 1720. The total number of hours claimed for European Union projects in a year cannot be higher than the standard number of productive hours per SME owner/natural person. The flat rates applicable per category and per country are provided under Table IV.8. For more details on the rules of application of these flat rates please consult http://cordis.europa.eu/fp7/wp-2013_en.html

Table IV.8: Maximum eligible hourly rates (in EUR) for SME owners and other natural persons who do not receive a salary. Early Stage Researchers are those with less than 4 years' experience, and the rest of researchers are divided in other two subgroups: those between 4 and 10 years' experience, and the ones with more than 10 years' experience.

Country	Early stage researchers < 4 years	Experienced Researchers 4-10 years	Experienced Researchers > 10 years
Albania	15,22	23,44	35,06
Algeria	18,67	28,75	43,00
Angola	28,74	44,24	66,17
Argentina	16,53	25,44	38,06
Armenia	20,05	30,87	46,17
Australia	26,11	40,19	60,11
Austria	25,62	39,45	59,00
Azerbaijan	26,78	41,23	61,67
Bangladesh	14,16	21,80	32,61
Barbados	29,31	45,13	67,50
Belarus	16,91	26,04	38,94
Belgium	24,13	37,14	55,56
Belize	18,17	27,97	41,83
Benin	22,44	34,54	51,67

Bermuda	0,00	0,00	0,00
Bolivia	15,95	24,55	36,72
Bosnia and Herzegovina	17,95	27,63	41,33
Botswana	15,25	23,47	35,11
Brazil	27,02	41,60	62,22
Bulgaria	15,13	23,29	34,83
Burkina Faso	23,33	35,92	53,72
Cambodia	20,63	31,76	47,50
Cameroun	22,51	34,65	51,83
Canada	22,73	34,99	52,33
Cape Verde	17,90	27,56	41,22
Central African Republic	24,44	37,63	56,28
Chad	26,97	41,53	62,11
Chile	16,72	25,74	38,50
China	24,18	37,22	55,67
Colombia	22,87	35,21	52,67
Congo	28,16	43,35	64,83

Costa Rica	22,51	34,65	51,83
Côte d'Ivoire	23,35	35,95	53,78
Croatia	20,03	30,83	46,11
Cuba	19,90	30,64	45,83
Cyprus	20,19	31,09	46,50
Czech Republic	20,31	31,27	46,78
Democratic Rep. of the Congo	35,61	54,82	82,00
Denmark	32,35	49,81	74,50
Djibouti	26,47	40,75	60,94
Dominican Republic	17,06	26,26	39,28
Ecuador	19,45	29,94	44,78
Egypt	14,33	22,06	33,00
El Salvador	19,28	29,68	44,39
Eritrea	22,97	35,36	52,89
Estonia	18,24	28,08	42,00
Ethiopia	21,93	33,76	50,50
Fiji	15,59	23,99	35,89
Finland	28,81	44,35	66,33
France	28,01	43,12	64,50
FYROM	14,60	22,47	33,61
Gabon	25,19	38,78	58,00
Gambia	20,65	31,79	47,56
Gaza Strip	27,91	42,97	64,28
Georgia	17,64	27,15	40,61
Germany	22,87	35,21	52,67
Ghana	17,61	27,11	40,56
Greece	22,87	35,21	52,67
Guatemala	19,21	29,57	44,22
Guinea	16,31	25,11	37,56

Guinea-Bissau	22,97	35,36	52,89
Guyana	16,67	25,67	38,39
Haiti	26,11	40,19	60,11
Honduras	19,95	30,72	45,94
Hong Kong	26,30	40,49	60,56
Hungary	19,11	29,42	44,00
Iceland	22,92	35,29	52,78
India	16,67	25,67	38,39
Indonesia	20,58	31,68	47,39
Ireland	26,32	40,52	60,61
Israel	26,49	40,78	61,00
Italy	25,72	39,59	59,22
Ivory Coast	0,00	0,00	0,00
Jamaica	25,82	39,74	59,44
Japan (Naka)	36,21	55,75	83,39
Japan (Tokio)	36,21	55,75	83,39
Jordan	23,69	36,47	54,56
Kazakhstan	23,23	35,77	53,50
Kenya	20,10	30,94	46,28
Kosovo	14,69	22,62	33,83
Kyrgyzstan	19,08	29,38	43,94
Laos	20,51	31,57	47,22
Latvia	17,93	27,60	41,28
Lebanon	21,16	32,57	48,72
Lesotho	16,58	25,52	38,17
Liberia	26,13	40,23	60,17
Libya	15,06	23,18	34,67
Liechtenstein	26,52	40,82	61,06
Lithuania	17,49	26,93	40,28
Luxemburg	24,13	37,14	55,56

Madagascar	19,66	30,27	45,28
Malawi	21,67	33,35	49,89
Malaysia	19,37	29,83	44,61
Mali	24,18	37,22	55,67
Malta	19,83	30,53	45,67
Mauritania	16,24	25,00	37,39
Mauritius	19,33	29,75	44,50
Mexico	18,82	28,97	43,33
Moldova	15,51	23,88	35,72
Montenegro	15,68	24,14	36,11
Morocco	18,82	28,97	43,33
Mozambique	16,96	26,11	39,06
Namibia	20,80	32,02	47,89
Nepal	20,09	30,93	46,26
Netherlands	25,12	38,67	57,83
New Caledonia	27,38	42,16	63,06
New Zealand	24,20	37,25	55,72
Nicaragua	15,27	23,51	35,17
Niger	21,26	32,72	48,94
Nigeria	23,89	36,77	55,00
Norway	33,92	52,22	78,11
Pakistan	12,57	19,35	28,94
Panama	16,29	25,07	37,50
Papua New Guinea	24,95	38,41	57,44
Paraguay	16,07	24,74	37,00
Peru	22,12	34,06	50,94
Philippines	18,94	29,16	43,61
Poland	18,60	28,64	42,83
Portugal	20,51	31,57	47,22
Romania	16,77	25,81	38,61

Russia	25,94	39,93	59,72
Rwanda	23,50	36,18	54,11
Samoa	22,22	34,21	51,17
Saudi Arabia	19,47	29,97	44,83
Senegal	21,79	33,54	50,17
Serbia	16,38	25,22	37,72
Sierra Leone	26,30	40,49	60,56
Singapore	29,15	44,87	67,11
Slovakia	19,30	29,71	44,44
Slovenia	21,62	33,28	49,78
Solomon Islands	26,81	41,27	61,72
South Africa	16,36	25,18	37,67
South Korea	25,62	39,45	59,00
Spain	23,57	36,29	54,28
Sri Lanka	19,64	30,23	45,22
Sudan	21,30	32,80	49,06
Suriname	15,20	23,40	35,00
Swaziland	17,32	26,67	39,89
Sweden	28,61	44,05	65,89
Switzerland	28,86	44,42	66,44
Switzerland (Bern)	28,86	44,42	66,44
Syria	21,79	33,54	50,17
Taiwan	21,67	33,35	49,89
Tajikistan	16,94	26,07	39,00
Tanzania	18,48	28,45	42,56
Thailand	19,78	30,46	45,56
The Faroes	32,35	49,81	74,50
Timor Leste	23,98	36,92	55,22
Togo	20,75	31,94	47,78
Tonga	0,00	0,00	0,00

Trinidad and Tobago	22,08	33,99	50,83
Tunisia	17,37	26,74	40,00
Turkey	23,74	36,55	54,67
Uganda	16,96	26,11	39,06
Ukraine	18,87	29,05	43,44
United Kingdom	32,43	49,92	74,67
United States	24,37	37,51	56,11
Uruguay	22,73	34,99	52,33

Uzbekistan	13,61	20,95	31,33
Vanuatu	28,95	44,57	66,67
Venezuela	19,57	30,12	45,06
Vietnam	13,92	21,43	32,06
West Bank	27,91	42,97	64,28
Yemen	17,52	26,97	40,33
Zambia	19,23	29,60	44,28
Zimbabwe	0,00	0,00	0,00

6. Flat rates for daily allowances

In line with article 7.2.2.b of the GA 2014 KIC LE/Partners may claim daily subsistence costs and accommodation (related to travel as part of the KIC Added Value Activities) on the basis of flat rates.

The use of these flat rates is optional.

The daily rates correspond to the sum of:

- the daily subsistence allowance and
- the hotel allowance

as set out in the tables IV 9.

The flat rate amount for a given country is deemed to cover the subsistence costs (breakfast and other meals, any other personal daily expenses, including local transport; and other expenses incurred such as photocopies, telephone calls, internet, costs of exchange transactions, intra-city travel, etc). The flat rate amount for accommodation is deemed to cover the hotel expenses. This flat rate can be claimed if the meeting it is held away from the place of employment.

However, it would be possible to apply real costs or the usual practice of the KIC LE/Partners for its own personnel and use at the same time the flat rates for external experts needed for the KIC added value activity.

Calculation of the daily subsistence allowance

Daily subsistence allowances are calculated according to the length of the trip:

- six hours or less: 20% of the daily allowance;
- more than six hours but not more than twelve hours: half the daily allowance;
- more than twelve hours, but not more than twenty-four hours: the daily allowance;
- each successive 12-hour period: half the daily allowance.

Calculation of the duration

The duration of the travel is calculated from the time of departure of the transport used to the time of its arrival on return to the place of employment. Solely for the purpose of settling expenses, 30 minutes are automatically added to the departure and arrival times for journeys by train and two hours before take-off and after landing for journeys by air. Travel must be organised so that the time taken is as short as possible given the means of transport, and that it is as cost-effective as possible. Travel costs are not covered by the flat rate! They will need to be justified by real costs.

Reimbursement

The subsistence and accommodation expenses are reimbursed according to the upper funding limits described in of the grant agreement. The reimbursement rates apply also to flat rates. The applicable flat rates are those that were in force when the relevant grant agreement was signed.

If the rates are updated, the tables IV.9 will be modified accordingly. In this case the new rates will be shown alongside the previous rates, together with the periods over which they apply.

Audit

In case of an audit, real costs are not checked. The potential difference between the real costs and the flat rate is not considered as a receipt and does not have to be declared. The auditor will only check that the travel took place, its duration, that the travel was done outside the place of employment and that it was related to the project. No need to keep other paperwork: restaurant bills, hotel invoices, taxi receipts, metro tickets, telephone calls charged.

Table IV.9.a Flat rates for daily subsistence allowances for countries in the European Union

DESTINATION	Daily subsistence allowance	Hotel allowance in euros			
Austria	95	130	Italy	95	135
Belgium	92	140	Latvia	66	145
Bulgaria	58	169	Lithuania	68	115
Cyprus	93	145	Luxembourg	92	145
Czech Republic	75	155	Malta	90	115
Denmark	120	150	Netherlands	93	170
Estonia	71	110	Poland	72	145
Finland	104	140	Portugal	84	120
France	95	150	Romania	52	170
Germany	93	115	Slovakia	80	125
Greece	82	140	Slovenia	70	110
Hungary	72	150	Spain	87	125
Ireland	104	150	Sweden	97	160
			United Kingdom	101	175

Table IV.9.b Daily subsistence allowances for countries outside the European Union

DESTINATION	Daily subsistence	Hotel allowance in
Afghanistan	50	75
Albania	50	160
Algeria	85	85
American	70	135
Andorra*	68.89	126.57
Angola	105	175
Anguilla	75	140
Antigua and	85	140
Argentina	75	210
Armenia	70	210
Aruba	80	185
Australia	75	135
Azerbaijan	70	200
Bahamas	75	115
Bahrain	80	195
Bangladesh	50	140
Barbados	75	140
Belarus	90	135
Belize	50	135
Benin	50	100
Bermuda	70	140
Bhutan	50	130
Bolivia	50	100
Bonaire	90	185
Bosnia- Herzegovina	65	135
Botswana	50	135
Brazil	65	180
British Virgin	75	140
Brunei	60	165
Burkina Faso	55	90
Burundi	50	115
Cambodia	50	115
Cameroon	55	105
Canada	65	165
Cape Verde	50	75
Cayman	60	135
Central African	60	80

Chad	65	145
Chile	70	175
China	55	155
Columbia	50	120
Comoros	50	85
Congo (Democratic	105	140
Congo	70	115
Cooks Island	50	135
Costa Rica	50	140
Côte d'Ivoire	60	130
Croatia	60	120
Cuba	75	150
Djibouti	65	170
Dominica	75	140
Dominican	60	170
East Timor	50	110
Ecuador	50	140
Egypt	65	140
El Salvador	55	125
Equatorial	60	85
India	50	195
Indonesia	50	145
Iran	55	145
Iraq	60	85
Israel	105	210
Jamaica	60	170
Japan	130	275
Jordan	60	135
Kazakhstan	70	175
Kenya	60	165

Eritrea	50	80
Ethiopia	50	145
Federal Republic of	80	140
Fiji	50	120
French Guyana	55	140
French	60	135
Gabon	75	115
Gambia	50	120
Georgia	80	215
Ghana	70	140
Grenada	75	140
Guadeloupe	65	115
Guam	60	135
Guatemala	50	125
Guinea Bissau	50	90
Guyana	50	160
Haiti	65	125
Honduras	50	125
Hong Kong	60	205
Iceland	85	160
Kiribati	60	145
Kuwait	85	195
Kyrgyzstan	75	180
Laos	50	145
Lebanon	70	190
Lesotho	50	100
Liberia	85	150
Libya	50	175
Liechtenstein	80	95
Macao	55	95

Macedonia	50	160
Madagascar	50	105
Malaysia	50	160
Malawi	50	165
Maldives	50	135
Mali	60	95
Marshall	50	135
Martinique	70	110
Mauritania	50	75
Mauritius	60	140
Mayotte	50	110
Mexico	70	185
Micronesia	55	135
Moldova	80	170
Monaco*	72.58	97.27
Mongolia	70	90
Montserrat	55	140
Morocco	75	130
Mozambique	60	140
Myanmar	50	75
Philippines	60	150
Puerto Rico	65	140
Qatar	65	135
Republic of	50	135
Réunion	60	90
Russia	90	275
Rwanda	65	160
Saint Lucia	75	140
Saint Vincent and the Grenadines	75	190
Samoa	50	135

Namibia	50	85
Nauru	50	135
Nepal	50	135
Netherlands	90	185
New Caledonia	55	135
New Zealand	60	125
Nicaragua	50	135
Niger	50	75
Nigeria	50	185
Niue	50	135
North Korea	50	180
Northern	70	135
Norway	80	140
Oman	70	135
Pakistan	50	130
Palau	50	135
Panama	50	160
Papua New	55	135
Paraguay	50	140
Peru	75	135
San Marino*	60.34	114.33
São Tomé and	60	95
Saudi Arabia	85	195
Senegal	65	135
Seychelles	85	140
Sierra Leone	55	135
Singapore	75	150
Solomon	50	120
Somalia	50	125
South Africa	50	145

South Korea	100	200
Sri Lanka	50	105
St Kitts and	85	185
St Marteen	90	185
Sudan	55	215
Suriname	55	125
Swaziland	50	90
Switzerland	80	140
Syria	80	145
Taiwan	55	200
Tajikistan	75	110
Tanzania	50	200
Thailand	60	145
The Vatican*	60.34	114.33
Togo	60	95
Tokelau Islands	50	135
Tonga	50	105
Trinidad and Tobago	60	115
Tunisia	60	85
Turkey	55	165

Turkmenistan	80	150
Turks and	55	135
Tuvalu	50	135
Uganda	55	180
Ukraine	80	190
United Arab	70	195
United States	80	200
United States of	100	275
Uruguay	55	160
US Virgin	55	140
Uzbekistan	75	155
Vanuatu	60	110
Venezuela	85	125
Vietnam	50	205
Wallis and	50	135
West Bank and	60	110
Yemen	60	165
Zambia	50	135
Zimbabwe	50	115
Other countries	60	145

* considered to be geographically part of:

– France: Monaco

– Italy: San Marino

– Italy: The Vatican

– Spain: Andorra

7. Correction Coefficients

Table IV.10 Correction Coefficients per country

a) The 27 EU Member States

Austria	106.2
Belgium**	100
Bulgaria	62.7
Cyprus	83.7
Czech Republic	84.2
Denmark*	134.1
Estonia	75.6
Finland	119.4
France	116.1
Germany	94.8
Greece	94.8
Hungary	79.2
Ireland	109.1
Italy	106.6

Latvia	74.3
Lithuania	72.5
Luxembourg**	100
Malta	82.2
Netherlands	104.1
Poland	77.1
Portugal	85
Romania	69.5
Slovak Rep.	80
Slovenia	89.6
Spain	97.7
Sweden	118.6
UK	134.4

* The rate for Denmark also applies for The Faroes

** Belgium and Luxembourg are the basis of the correction coefficient which is therefore always static at 100.0

b) The non-EU Countries and New Caledonia (French overseas territory)

Albania***	66.7	Côte d'Ivoire	99.9
Algeria***	69.4	Croatia****	81.8
Angola****	108.5	Cuba****	76.6
Argentina***	59	Dem Rep Congo***	118.8
Armenia****	69	Djibouti	85.4
Australia ***	99.5	Dominican Rep.*	63.2
Azerbaijan**	94	Ecuador*	68.3
Bangladesh	45.4	Egypt****	54.2
Barbados****	104.9	El Salvador	63.6
Belarus****	64.3	Eritrea****	90.9
Benin	92.9	Ethiopia***	78.4
Bermuda	151.5	Fiji****	62.7
Bolivia	49.5	FYROM***	60.6
Bosnia&Herzegovina**	68.1	Gabon	110.4
Botswana*	47.9	Gambia****	75.7
Brazil	95.5	Gaza Strip	103.1
Burkina Faso	96.5	Georgia****	76.8
Cambodia***	71.7	Ghana****	65.1
Cameroon**	98.2	Guatemala****	73
Canada	78.9	Guinea****	70.4
Cape Verde	74.4	Guinea-Bissau***	98.3
Cen African Rep.	113.1	Guyana	53.5
Chad***	114.6	Haiti****	94.3
Chile**	59	Honduras	60.3
China**	94.8	Hong Kong	83.4
Colombia**	76.9	Iceland***	79.9
Congo****	116.2	India***	55.8
Costa Rica*	83.1	Indonesia****	74.8

Israel***	96.4
Jamaica****	93.5
Japan	105
Jordan	70
Kazakhstan****	85.1
Kenya**	75.9
Kosovo***	58.5
Kyrgyzstan****	76.3
Laos****	87.1
Lebanon***	73.5
Lesotho**	47.7
Liberia***	92.5
Libya***	57.6
Liechtenstein**	109.9
Madagascar****	73.9
Malawi****	81.8
Malaysia***	65
Mali****	97.1
Mauritania	61.2
Mauritius	72.6
Mexico**	65.3
Moldova****	60.5
Montenegro***	64.6
Morocco**	78.3
Mozambique****	71
Namibia*	58
Nepal***	68.6
New Caledonia****	112.5
New Zealand****	90.9
Nicaragua***	56.3

Niger***	90.4
Nigeria***	89.7
Norway****	130.7
Pakistan****	46.8
Panama	52.2
Papua New Guinea**	89.2
Paraguay****	65.2
Peru	67.4
Philippines****	75.6
Russia***	93.6
Rwanda	82.7
Samoa	79.9
Saudi Arabia****	76.2
Senegal	88.1
Serbia***	74
Sierra Leone****	107.8
Singapore	95.8
Solomon Islands***	90.7
South Africa**	48
South Korea****	106.5
Sri Lanka***	69.9
Sudan****	79
Surinam****	58.7
Swaziland*	48.7
Switzerland**	109.9
Syria**	82.4
Taiwan	77.3
Tajikistan***	58.3
Tanzania***	67.9
Thailand****	79.1

The Faroes	134.1
East Timor****	85.1
Togo	87
Tonga	85
Trinidad & Tobago****	78.4
Tunisia	68.7
Turkey****	97.7
Uganda***	69.2
Ukraine* **	64.5
Uzbekistan**	51.8
US**	101.3
Uruguay	72.1
Vanuatu	105.6
Venezuela****	69.2
Vietnam***	43.6
West Bank	103.1
Yemen****	67.7
Zambia****	77.1

* These correction coefficients are the weightings applicable in third countries as per Articles 12 and 13 of Annex X to the Staff Regulations published in IA N°71-2009 27/11/2009

** These correction coefficients are the weightings applicable in third countries as per Articles 12 and 13 of Annex X to the Staff Regulations published in IA N°18-2010 10/03/2010

*** These correction coefficients are the weightings applicable in third countries as per Council Regulation (EC) No 790/2010 of 15 December 2010 (OJ L336 of 21.12.2010, p.50)

ANNEX III. PROCUREMENT

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

The administrative appropriations concern the implementation of EIT operations under its administrative autonomy¹⁴.

Operational appropriations cover the implementation of actions contributing to the achievement of the objectives of the EIT referred to under section 3 of the EIT 2014 Work Programme. The indicative amount of procurement procedures linked to operational activities amounts to EUR 4 140 000.

A detailed table, as set out below, provides estimation per activities referred to under section 3 of this Work Programme of the number and type of contracts envisaged, as well as the subject and the procedural timeframe. The amounts indicated account for the estimated annual value of the contracts for the year 2014, which differs from the total value in case of multiannual contracts.

The type of procurement procedures to be launched is dependent on the subject matter and volume:

- Low value negotiated procedures will be used mostly at the beginning of the year to respond to the very immediate and low budgeted needs.
- High value negotiated procedures will be used for the conclusion of four-year framework contracts for the provision of services listed in annex II B of Directive 2004/18/EC. Three procedures are foreseen and will be given adequate publicity: (1) External legal advice, which will be appropriately advertised (as required by Article 134 of the Rules of Application, use of a negotiated procedure without prior publication of a contract notice) by ex-ante and ex-post publication in the EIT website; (2) medical services, for which a contract notice will be published in the OJ (as required by Article 135 of the Rules of Application, use of a negotiated procedure after prior publication of a contract notice) and (3) in-house catering services, for which a contract notice will be published in the OJ (as required by Article 135 of the Rules of Application, use of a negotiated procedure after prior publication of a contract notice).

In addition to the above procedures, procurement includes the use of existing framework contracts of the EIT and of other EU Institutions, Bodies and Agencies and new contracts as results of future joint procurement procedures and the selection of experts from the European Commission's and other EU bodies' databases¹⁵.

¹⁴ According to Article 60 (4) of EIT Financial Rules "administrative appropriations may be implemented without prior financing decision.

¹⁵ Article 74b (3) of EIT Financial Rules

Activity	Estimated amount	Indicative type of contract ¹⁶	Subject of the contract in generic terms	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
Consolidating and fostering growth and impact of the existing KICs	1 115 000	SC, EXP, PO	Assessment of performance reports, study, ex-post audit, development of IT tools to support grant management, catering, travel arrangements,	30-35	Q1-Q3
Creating new KICs	630 000	EXP, SC, SLA	Preparation of evaluation methodology, evaluation of proposals, translation, publication in OJ, communication	30-35	Q1-Q2
Enhancing EIT's impact	1 555 000	SC, EXP, PO, SER	Concept development, brand management, promotion activities, website re-development, trainings, photographer, legal advice, event organisation, mentoring service	15-20	Q1-Q3
New delivery mechanism and result-oriented monitoring	430 000	EXP, SC	Legal advice, studies, expert advice	5-10	Q1-Q3
Engaging with stakeholders	410 000	SC, PO	Event organisation (catering, travel arrangements)	5-10	Q1-Q3
TOTAL	4 140 000				

¹⁶ SER: Direct service contract, SUP: Direct supply contract; PO: purchase order; SC: Specific contract following a framework contract; EXP: Expert contract, SLA: Service Level Agreement; ADMIN: administrative