



European Institute of
Innovation & Technology



A body of the European Union

EIT Programming Document¹

2021 – 2023

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¹ The objectives, activities and resources of the EIT for 2021-2023 are based on the Multi-annual Financial Framework (MFF) 2021-27, the Horizon Europe framework programme, the recast EIT Regulation and the Strategic Innovation Agenda 2021-27.

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Executive Summary

The **European Institute of Innovation and Technology (EIT)** was established in 2008 as an independent EU body with a mission to facilitate technological innovation to foster Europe's global competitiveness. Today, EIT is Europe's largest innovation ecosystem connecting and empowering the continent's knowledge triangle to create products and services that solve societal challenges.

The EIT makes innovation happen by bringing together the key ingredients – business, education, and research to form dynamic pan-European partnerships. The EIT's Knowledge and Innovation Communities (KICs) work in areas that make the difference to our planet, the EU, and its citizens: from climate, digitization, efficient and renewable energies to health, sustainable raw materials and food, with manufacturing and urban mobility selected that started in 2019. The EIT delivers on Europe's commitment to the UN's Sustainable Development Goals and contributes to the overarching objectives of Horizon Europe. The EIT, therefore, makes a key contribution to Europe's foremost priorities such as the new Green Deal, and addresses the challenge to channel innovations based on technological and social progress to those areas where they can advance society and benefit citizens.

Building on its strong results, the EIT's plans and activities for 2021 are presented as follows:



1. Increasing the impact of KICs and knowledge triangle integration

The EIT will continue to enhance its role as a smart investor in innovation by refining and implementing its strategic planning and performance evaluation framework, maintaining rigorous good governance, and increasingly focusing attention on the financial sustainability of its innovation communities and their gradual transition to financial independence from the EIT. The EIT will facilitate shared services towards the KICs and exchanges of experiences and good practices between KICs and foster collaboration between them (cross-KIC activities) on both thematic and horizontal topics, such as the reinforcement of the EIT Label.

The EIT will further increase its regional impact through an enhanced openness towards potential partners and stakeholders and a better articulated regional strategy of KICs, including links to the relevant Smart Specialisation Strategies.

In order to contribute to addressing new and emerging global challenges, the EIT will launch the Call for Proposals for the new KIC in the field of Cultural and Creative Industries.

2. Supporting the innovation and entrepreneurship capacity of higher education

The EIT will implement activities through the KICs in an open and targeted way which will aim at increasing the innovation and entrepreneurship capacity of higher education to integrate a wider number of Higher Education Institutions (HEIs) in innovation value chains and ecosystems. These activities will complement the intervention of the EIT on education as a core part of the Knowledge Triangle Integration activities of KICs, in particular through making them more open and accessible to non-partners of the KICs. The specific details of the implementation and delivery mechanism process will be developed and fine-tuned in 2021-2023 and will be subject to monitoring and evaluation during this pilot phase before further upscaling.

3. EIT cross-cutting activities

Building on its broad scope of action and distinctive role, the EIT will create synergies and provide complementarities with other EU programmes and instruments, such as the European Innovation Council, by reinforcing its support to KICs in their planning and implementing activities.

To further increase its visibility, the EIT will focus its communications activities in 2021 on one overarching objective, namely increasing the level of awareness of the EIT Community's activities and achievements among external stakeholders by implementing the EIT's Communications Strategy, increasing transparency and openness of the EIT. For example, the 2021 Stakeholder Forum and EIT Awards will be organised to increase opportunities for targeted communication opportunities and interaction and exchange of ideas with the broader innovation ecosystems in Europe and other stakeholders, showcasing EIT's success.



The EIT will also continue to support the development of the EIT Alumni Community as the growing number of EIT alumni, which are the future innovators and entrepreneurs of Europe are a major multiplier to achieve EIT impact and visibility.

In 2021, the EIT will continue putting into practice its overall strategy and processes to analyse and assess the results and impacts of all EIT Community activities continuing the EIT's culture of lessons learnt and evaluation, which leads to constant improvements. As a flagship initiative, the EIT will launch and implement its Impact Framework (2021 – 2027) by developing impact-led planning, data collection, and impact assessment methodology. In addition, EIT will aim to improve gender balance in diverse EIT governance bodies and among beneficiaries. This work will be performed in close collaboration with the KICs and key EIT stakeholders.

List of acronyms

AAR	Annual Activity Report
BI	Business Intelligence
CA	Contract Agent
CCIs	Cultural and Creative Industries
CERN	European Organization for Nuclear Research
CFS	Certificate on Financial Statements
CLC	Co-Location Centre
COST	European Cooperation in Science and Technology
DEAP	Digital Education Action Plan
DEP	Digital Europe Programme
DG GROW	European Commission's Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs
EARTO	European Association of Research and Technology Organisations
EC	European Commission
EFSI	European Fund for Strategic Investment
EFTA	European Free Trade Association
EIC	European Innovation Council
EIT	European Institute of Innovation and Technology
EIT RIS	EIT Regional Innovation Scheme
ERC	European Research Council
ESIF	European Structural and Investment Funds
EU	European Union
EXCO	Executive Committee
FPA	Framework Partnership Agreement
GB	Governing Board
HE	Horizon Europe
HEI	Higher Education institutions
HR	Human Resources
ICT	Information and Communications Technology
IPR	Intellectual Property Rights
JRC	European Commission's Joint Research Centre
KAVA	KIC Added Value Activities
KCA	KIC complementary activities
KIC LE / LE	KIC Legal Entity
KICs	Knowledge and Innovation Communities
KPIs	Key Performance Indicators
MGA	Model Grant Agreement
MOOCs	Massive Open Online Courses
MOOPs	Massive Open Online Programmes
MSCA	Marie Skłodowska-Curie Actions
NCPs	National Contact Points
OECD	Organisation for Economic Co-operation and Development
PA	KIC Partnership Agreement
RRI	Responsible Research and Innovation
SGA	Specific Grant Agreement
SIA	Strategic Innovation Agenda
SME	Small and Medium-sized Enterprise
SNE	Seconded National Expert

SPD	Single Programming Document
SUGA	Start-Up Grant Agreement
TA	Temporary Agent
WP	Work Programme

Mission statement

The European Institute of Innovation and Technology (EIT) is a body of the European Union (EU) established in March 2008.¹

The EIT's mission is to contribute to sustainable European economic growth and competitiveness by reinforcing the innovation capacity of the Member States and the EU to address major challenges faced by our societies. 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 shall also contribute to delivering on the general and specific objectives of the EU's framework programme for research and innovation.

In particular, the EIT reinforces the EU's innovation capacity and addresses societal challenges through the integration of the knowledge triangle of higher education, research and innovation. During the 2021-2027 programming period, the EIT, as an integral part of the Horizon Europe programme, will contribute to delivering on its overarching objectives and priorities. The EIT's Knowledge and Innovation Communities (EIT KICs) will be part of the Institutionalised European Partnerships, meaning they will follow a set of principles and life-cycle criteria to ensure a more coherent, open and impact-driven approach. Therefore, the EIT's mission and objectives reflect the overall role of the EIT in Horizon Europe and its place in the Innovative Europe Pillar.

The EIT will continue to support its KICs to strengthen the innovation ecosystems that help to tackle global challenges. It will do so by fostering the integration of education, research and business, thereby creating environments conducive to innovation, and by promoting and supporting a new generation of entrepreneurs and stimulating the creation of innovative companies.

The EIT will contribute to Horizon Europe, the 'Innovation Union' and the European Commission's objectives by continuing to integrate the knowledge triangle. This integration takes place primarily via the EIT KICs, which bring together excellent organisations on a long-term basis around societal challenges. Based on existing European excellence, the EIT KICs will continue to build upon and create new ecosystems tackling fragmentation and duplication of efforts across borders to generate critical mass, enhance and strengthen collaboration, optimise the use of human, financial and physical resources, and attract top talent from all over the world. According to the EIT's Strategic Innovation Agenda for 2021 to 2027 (EIT SIA)², the EIT will gradually expand its portfolio of EIT KICs to further enhance its impact and to incentivise innovation in new areas of societal challenges. Building on the existing eight EIT KICs, the EIT is foreseen to launch two additional EIT KICs between 2021 and 2027. The estimated financial needs of the EIT in 2021-2023 are approximately EUR 1.203 billion.

¹ The EIT founding regulation (Regulation (EC) 294/2008) was amended in 2013: <http://eur-lex.europa.eu/legal-content/EN/ALL/?uri=OJ:L:2013:347:TOC>

² As available after the political agreement it in the legislative procedure: Version of 17 February 2021, as endorsed by the Permanent Representatives Committee (COREPER) at its meeting held on 17 February 2021

Section I – General context



The EIT was established in 2008 to contribute to sustainable economic growth and competitiveness by reinforcing the innovation capacity of the Member States and the European Union. It pioneered the integration of education, business and research (the knowledge triangle) together with a strong emphasis on entrepreneurial talent and innovation skills. The mid-term evaluation of the EIT in 2018 confirmed that the overarching rationale of the EIT remains valid and the model of innovation-driven knowledge triangle integration remains relevant.

A decade after EIT’s establishment, the pace of innovation has accelerated dramatically. Innovation is reshaping economic sectors, disrupting existing businesses and creating unprecedented opportunities. With a shifting global economic order and international competition on the rise, the EU’s dependence on talent and its capacity to innovate is growing. Co-design, cooperation and co-creation across disciplines and between education, business and research have never been as important as today to contribute to addressing global challenges related to climate change and unsustainable use of natural resources, digital transformation, demographic shifts, or the future of healthcare and food.



With the Horizon Europe Framework Programme supporting research and innovation for the period between 2021 and 2027, the European Union made a firm commitment to raising further Europe's innovation potential to be able to respond to the challenges of the future. The EIT’s distinctive role in fostering innovation by bringing together business, education, research, public authorities, civil society, and other stakeholders is reinforced by its positioning in the Innovative Europe Pillar of the Horizon Europe Regulation. The Horizon Europe Regulation reflects the growing ambition of the EU on innovation and the necessity to deliver on it.



During the programming period 2021-2023, the EIT will contribute to the overall achievement of Horizon Europe’s scientific, economic/technological, and societal impacts. It will continue to strengthen innovation ecosystems that help to tackle global challenges, by fostering the integration of the knowledge triangle in the areas of activity of the EIT KICs. This integration takes place primarily via excellence-driven autonomous partnerships, the EIT KICs, which foster innovation and entrepreneurship by bringing together excellent organisations on a long-term basis around societal challenges. Based on existing European excellence, the EIT KICs will continue to build upon and create new ecosystems tackling fragmentation and duplication of efforts across borders to generate critical mass, enhance and strengthen collaboration, optimise the use of human, financial and physical resources, and attract top talent from all over the world. The Horizon Europe Strategic Planning process will ensure closer alignment between the EIT activities and the rest of Horizon Europe.

The EIT considers a top priority the promotion of strong bonds through synergies and complementarities with EU, national, regional and international initiatives. Based on its proven track record, the EIT will play an important role in the **Open Innovation Pillar**. Strong synergies between the EIT and the European Innovation Council (EIC) will be

key for the impact of this pillar. Based on a structured cooperation agreement, the EIT and the EIC will run complementary activities aiming at streamlining the support provided to innovative ventures.

The EIT will ensure stronger synergies also with programmes and initiatives in the **Excellent Science Pillar**, to accelerate the transfer of knowledge resulting from blue-sky research into concrete applications benefiting the society. In particular, with regard to the Marie-Sklodowska-Curie Actions (MSCA), the EIT will collaborate on the development of innovation and entrepreneurial skills of MSCA fellows.

The EIT will contribute to the **Global Challenges and Industrial Competitiveness Pillar** and complement relevant activities to tackle global challenges and increase the competitiveness of the EU on a global scale. In particular, through its KICs, the EIT will seek to contribute to relevant missions and thematic clusters, and other European Partnerships by notably supporting demand-side measures and providing exploitation services to boost technology transfer and accelerate the commercialisation of results achieved.

The EIT will also ensure coherence with the **European innovation ecosystems strand** of Horizon Europe and explore opportunities for synergies with the **Sharing Excellence** part of the programme. Furthermore, the EIT will exploit synergies with other EU programmes supporting human capital development and innovation (e.g. ESF+, ERDF, Erasmus, including the European Universities initiative and the MSCA). The EIT's initiative to enhance innovation and entrepreneurship capacity at Higher Education Institutions will be a key driver in this respect.

The COVID-19 crisis has underlined the value of European cooperation and demonstrated that the Union must urgently build up a capacity to respond to crises and resilience to future shocks. Agriculture, food, health, digital, socio-economic, and climate-related research and innovation are critical for the Union's preparedness and an effective response to emergencies. The EIT has shown flexibility in its operations in response to the new situation and has adopted COVID-19 related measures and initiatives to incentivise KICs in tackling this crisis. The EIT will continue to encourage KICs to deliver concrete solutions aimed at mitigating the effects of the crisis and contributing to the recovery.



The EIT will continue contributing to the political priority 'Digital Single Market' by fostering European innovation and entrepreneurship in the field of information and communication technologies. The EIT Community also prominently delivers in the Digital Education Action Plan and looks forward to continuing and scale up its contributions to it. EIT Digital is designed to support the development of breakthrough ideas and facilitate their placing on the market by providing a place for students, entrepreneurs, SMEs, start-ups and business actors to meet, exchange ideas and turn them into marketable innovations. The EIT also strongly contributes to the European Commission's priorities on Energy Union and Climate Action. Through EIT Climate-KIC, the EIT integrates research efforts focusing on climate change adaptation and mitigation. Thus, the EIT stimulates climate change entrepreneurship among students and professionals through educational activities that seek to foster the development of innovation conducive to sustainable development. The EIT also participates in the effort to develop sustainable energy through EIT InnoEnergy. EIT InnoEnergy's strategy to achieve sustainability entails reducing the cost of energy in the value chain, increasing energy security, and reducing CO2 and other greenhouse gas emissions. This benefits citizens directly by encouraging the supply of cheap, secure and sustainable energy.

The work of EIT Climate-KIC is complementary to that of EIT RawMaterials, which aims to develop a cost-efficient, secure, sustainable supply and use of raw materials. EIT Health brings together leading healthcare companies across multiple industry sectors, public and private research centres, and top universities, to create a powerful network of partners with a clear mission: to accelerate entrepreneurship and innovation in healthy living and active aging by providing Europe's top talents with new opportunities and resources, for the benefit of all citizens.

EIT Food aims to develop a highly-skilled food sector, which collaborates with consumers to provide products, services and new technologies, which deliver a healthier lifestyle for all European citizens, thereby contributing to the EU's Food 2030 strategy as well. In December 2018, the EIT launched EIT Manufacturing, which boosts the global competitiveness and attractiveness of Europe's manufacturing sector by championing radical innovation and entrepreneurial talent, and EIT Urban Mobility, which reimagines collective and individual mobility, shaping it according to local needs, supporting communities and stimulating the economy.

Moreover, the EIT will continuously seek consistency with and contribute to the EU's priorities, as reflected in EU strategies and initiatives, such as those in the context of the European Research Area, the European Higher Education Area as well as the Innovation Union, and those related to the thematic areas of the EIT KICs, such as the Digital Education Action Plan, Artificial Intelligence for Europe, Climate Action, Food 2030, the thematic smart specialisation platforms, the Strategic Energy Technology Plan and the missions and the Societal Challenges of Horizon Europe.



In line with the EIT SIA, as a 'smart investor' in its KICs, the EIT considers simplification as a dynamic process, embedded in the EIT's strategy and operations. Simplification, implemented in a responsible and accountable manner, is a must for the EIT to achieve effective results, promote innovation breakthroughs and for the involvement of the academic, research and business communities. Furthermore, the EIT will strive to adapt, improve and streamline its monitoring, reporting and funding processes and constantly seek new approaches by fully empowering the EIT KICs' legal entities considering the growing scale and scope of their partnerships' composition.

Section II – Multi-annual programming 2021-2023

1. Multi-annual objectives

The EIT's **overall objective** is to contribute to the development of the European Union's and the Member States' innovation capacity. As of 2021, the EIT will continue to support its KICs to strengthen the innovation ecosystems that tackle global challenges. It will do so by fostering the integration of education, research and business, thereby creating environments conducive to innovation, and by promoting and supporting a new generation of entrepreneurs and stimulating the creation of innovative companies in close synergy and complementarity with the EIC. In particular, the EIT will:

- (1) Strengthen sustainable innovation ecosystems across Europe;
- (2) Foster innovation and entrepreneurship through better education;
- (3) Bring new solutions to global challenges to the market.

Further, the **specific objectives** of the EIT for the period of 2021-2027 are to:

- ✓ Increase the impact of the EIT KICs and knowledge triangle integration;
- ✓ Increase the innovation capacity of the higher education sector by promoting institutional change in Higher Education Institutions (HEIs);
- ✓ Increase the regional and local outreach of the EIT and its KICs in particular by including a wider range of stakeholders in order to address disparities in innovation capacity and to enhance knowledge and innovation diffusion across the Union .

The table below provides the non-exhaustive list of key performance indicators and their targets that would be monitored by the EIT. These indicators will provide the main input and output orientations for monitoring the achievement of EIT's key objectives for the period 2021-2027.

Key Performance Indicators	Target 2023 (baseline 2020)	Target 2027 (baseline 2020)
No. of entities/organisations participating in EIT and KIC activities	20 % increase	50 % increase
No. of innovations (products and services) launched on the market	1.500	4.000
Higher Education Institutions involved in EIT and KIC activities	285	680
No. of students involved in EIT and KICs education activities	8.500	25.500
No. of start-ups supported	300	700
KICs' co-funding	700 MEUR	1500 MEUR

No. of entities/organisations participating in EIT and KIC activities from regions outside the KICs' CLC regions	50 % increase	100 % increase
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Table 1

By delivering on these objectives, the EIT will contribute to the overall achievement of Horizon Europe's scientific, economic/technological and societal impacts. It will continue to strengthen innovation ecosystems that help to tackle global challenges, by fostering the integration of the knowledge triangle in the areas of activity of the KICs. They shall establish and implement strategies for achieving financial sustainability to be able to ultimately finance their knowledge triangle activities independently of contributions from the EIT.

The Horizon Europe Strategic Planning process will ensure closer alignment between the EIT's activities and the rest of Horizon Europe. The EIT's activities, including those managed through the EIT KICs, are expected to have:

- (1) economic/innovation impact by influencing the creation and growth of companies, as well as the creation of new innovative solutions to address global challenges, creating direct and indirect jobs and mobilising other public and private investments;
- (2) scientific and educational impact by strengthening human capital in research and innovation, enhancing innovative and entrepreneurial skills both at individual and organisational levels, and fostering the diffusion of knowledge and innovation openly within society;
- (3) societal impact by addressing EU policy priorities in the fields of climate change, energy, raw materials, health or food through innovative solutions, engagement with citizens and end-users, and by strengthening the uptake of innovative solutions in these areas in society.

The EIT will increase its regional impact by primarily integrating the EIT Regional Innovation Scheme (EIT RIS) into the KICs' multi-annual strategies. The EIT RIS activities shall continue to support modest and moderate innovation countries and regions, as well as, the Outermost Regions. Activities supported through the EIT RIS will aim to improve the innovation capacities of the local eco-system, via capacity building activities and closer interactions between the local innovation actors (clusters, networks, regional authorities, HEIs, research organisations, VET institutions); and link local innovation ecosystems to pan-European innovation ecosystems through cooperation with the EIT KICs and their Co-Location Centres (CLCs). The EIT RIS will support the objective of attracting new partners in KICs, including through the establishment of RIS Hubs. The EIT RIS will also leverage additional private and public funding, with particular attention to ESI Funds, including through strengthen links with Smart Specialisation Strategies.

In order to contribute to addressing new and emerging global challenges, the EIT will launch a new KIC in the field of Cultural and Creative Industries (CCIs) in 2022 with a call for proposals to be published in 2021³. The EIT will encourage the new KIC to exploit synergies with the New European Bauhaus initiative which will act as an incubator for innovation and creativity to drive sustainable design across Europe and beyond. Based on the EIT SIA 2021-27, a second new KIC may be launched in 2026 with a call to be published in 2025, with the thematic area of "Water, Marine and Maritime Sectors and Ecosystems".

The EIT will continue developing the EIT Label as a certificate of quality that is awarded to excellent educational programmes. The EIT will launch new elements of the EIT Label to increase its visibility, including by piloting EIT Fellowships and simplifying and streamlining the process. Together with its KICs, the EIT will also extend the EIT Label concept and philosophy to lifelong learning activities involving and reaching out to a wider target group of students, adult learners, and institutions beyond the existing KIC partners. The application of the EIT Label beyond the EIT community will have a more structuring effect at all levels. In addition, the EIT will also aim for having a more structured effect at the institutional level. In line with the draft SIA 2021-2027, the EIT will launch a new

³ As it is indicated in the Strategic Innovation Agenda 2021-2027 (available after the political agreement in the legislative procedure) and the set timeline and conditions therein

initiative to support the innovation and entrepreneurship capacity building of European Higher Education Institutions (HEIs).

According to the provisions of the recast EIT Regulation and the EIT SIA⁴, in 2021 the EIT will initiate the seven-year review (2015-2021) of second wave KICs (EIT Health and EIT RawMaterials) with a view to concluding it in 2022. The seven-year review (2017-2023) of third-wave KIC (EIT Food) will be initiated in 2023 and finalised in 2024. The objective of the seven-year reviews is to assess the EIT KICs' delivery of the strategy, main results, and impacts from their designation until the end of year seven of their designation. Based on a positive outcome of the reviews, the EIT may extend the KIC Partnership Agreement (applicable under the Horizon Europe framework, called Framework Partnership Agreement under the H2020 framework) for an additional seven years and therefore continue its financial support to these KICs. Meanwhile, the first wave KICs (EIT Climate-KIC, EIT Digital, and EIT InnoEnergy) will reach their 15-year period by 2024. Hence, in 2023, the EIT will start the 15-year Review of these EIT KICs with the objective of assessing their performance over their 15-year lifecycle and possibly signing memoranda of cooperation for the post-year 15 period.

As a key component of the EIT model, the EIT will continue to monitor, support, and issue guidance to the EIT KICs on their financial sustainability strategies, so that they become financially independent from the EIT in the long-term.

The EIT will also pursue synergies and complementarities with Horizon Europe, especially Pillar III (EIC) and other European Commission services and programmes (e.g. European Structural Investment Fund, InvestEU, Instrument of Pre-Accession), EU bodies (e.g. Joint Research Centre, European Investment Fund (EIF) and the European Investment Bank (EIB)) as well as investors and other third parties.

In order to implement its objectives and address global societal challenges, the EIT's activities as defined in the EIT's Single Programming Document (SPD) give priority to the transfer of higher education, research and innovation activities to the business context and their commercial application, supporting the creation of start-ups, spin-offs and SMEs.

⁴ As available after the political agreement it in the legislative procedure.

2. Multi-annual programme

2.1. Increasing the impact of KICs and knowledge triangle integration

A reinforced role of the EIT, through a focus on actions where it will add value at the EU level and contribute to achieving the objectives of Horizon Europe, will guide the EIT activities from 2021 to 2023. First, the EIT will continue to support Europe's innovation capacity and ecosystems through the EIT KICs, their further development and expansion, and the launch of new EIT KICs. Secondly, building on its experience with knowledge triangle integration, the EIT will directly support the development of the higher education sector's entrepreneurial and innovation capacity. Through more effective cross-cutting measures, the EIT will also ensure that its impact at the EU level increases. Finally, the EIT will improve its operations in several areas to increase its effectiveness, efficiency and impact.

As of 2021, the EIT will also introduce its Impact Framework, which will further strengthen its impact-focused approach. This framework will include improved Key Performance Indicators (KPIs) that encompass the entire impact pathways of the EIT and its KICs in line with Horizon Europe Framework Programme indicators.

In the innovation domain, the EIT will steer its KICs into innovation activities with higher critical mass, focusing on flagship initiatives or clusters of projects, and activities aimed at delivering specific societal and economic impact. The EIT will also encourage its KICs to mainstream more effectively the Responsible Research and Innovation (RRI) concept into their operations, in particular, in the domains of gender mainstreaming and will continue incentivising and monitoring the KICs in pursuing gender balance and inclusiveness.

The EIT will bring more actors from EIT RIS-eligible countries and regions into the Horizon Europe Open Innovation Pillar and ensure better integration of the EIT KICs' innovation activities with their business creation and education activities. The EIT will also support its KICs in the development and effective implementation of intellectual property frameworks aimed at facilitation of income generation, which will contribute to the EIT KICs' financial sustainability, besides all other income-generating activities in Education and Business Creation, as well as focused and targeted efforts from EIT KICs to secure co-funding for their portfolio of activities. The EIT will work closely and actively with the EIT KICs so they improve their long-term financial sustainability prospects, in line with the revised EIT financial Sustainability principles and the legal framework and requirements set for EIT and the EIT KICs within Horizon Europe.

The EIT will continue to foster a structured dialogue with its KICs through the EIT-KIC Innovation Panel, which is expected to seek synergies and complementarities with other EU and international research and innovation initiatives, including with the European Commission's Directorate-General for Research and Innovation (DG RTD), the European Research Council (ERC), the European Innovation Council (EIC), and the European Commission's Joint Research Centre (JRC), the European Commission's Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW), Patent Office and European Union Intellectual Property Office.

In the education domain, the EIT will further develop its flagship initiative, the EIT Label. In order to strengthen the EIT Label and to address the expectations and ambition set by the SIA 2021-2027, the EIT has launched the revision of the Label with several objectives: a) to update the current provisions at degree education, b) to explore possibilities how to expand the Label concept beyond degree education and c) to expand the impact of the Label beyond current KIC academic partner universities.

Complementing our effort in education so far, the SIA 2021-2027 has introduced the new specific ambition for the EIT - to support the development of innovation capacity in higher education, which will be implemented through the KICs, starting in 2021. Through the knowledge triangle integration model, the EIT is bridging the persistent gap between higher education, research and innovation. In particular, the EIT is a key tool for the development of human capital through its distinctive focus on entrepreneurial education. However, the impact of the EIT must be further extended beyond the KICs' partners. Higher education institutions across Europe need to be innovative

and entrepreneurial in their approach to education, research, and engagement with businesses and the broader local innovation ecosystem, including civil society.

Through strengthening the cross-KIC dialogue and facilitating peer-to-peer learning, the EIT will actively support its KICs in developing, implementing and exchanging policies, codifying and disseminating the good practices to its stakeholders. The EIT will also continue analysing and exchanging lessons learnt, including novel practices from KIC activities in entrepreneurship and business creation and education.

The EIT will maintain working and deepening relationships with all business creation stakeholders, inter alia early-stage innovators and entrepreneurs, start-ups, scale-ups, SMEs, investors, industry partners, and cities looking for innovative solutions, products and services, in the different ecosystems covered by its EIT KICs, and also at the intersection of the associated industry sectors, geographies and societal challenges addressed by the EIT KICs. To drive the EIT Business Creation Agenda effectively, the EIT will foster a structured dialogue between the EIT and its KICs through the EIT-KICs Business Creation (BC) Panel. Furthermore, the EIT will encourage KICs to take concrete actions aiming at improving the involvement of the private sector, in particular SMEs and start-ups, in their core Knowledge Triangle activities including education, training and skills development.

The EIT will also continue supporting women entrepreneurship and leadership (WEL) activities at all age levels. In this regard the EIT will, through its KICs, continue its contribution to Action 8 “Training in digital and entrepreneurial skills for girls” of the European Commission’s Digital Education Action Plan (DEAP) through a series of activities on digital and entrepreneurial skills for girls in primary and secondary education across Europe.

2.1.1 Support to existing KICs

The integration of the knowledge triangle by the EIT and its KICs at EU, Member States, regional and local levels will remain a core task for strengthening innovation ecosystems and making them sustainable as well as for developing new solutions to global challenges. The EIT will continue to support a portfolio of KICs and will further strengthen its successful platform for launching, growing and managing them. The KICs will continue to operate through their CLCs. The EIT KICs will continue to pursue financial sustainability to achieve financial independence from the EIT grant in the long-term (at the latest, after 15 years) through leveraging public and private investments.

This will be done on the basis of individual KIC Strategic Agendas (SAs) which are being developed in 2020 and should be finalised by March 2021. The SAs will be overarching documents of a strategic character and cover all KIC activities regardless of EIT funding while also outlining the KICs’ strategic objectives and targets, designed according to the SMART methodology and closely reflecting the EIT’s strategic objectives as outlined in the EIT Legislative Package, including the proposed objectives to strengthen the innovation capacity and entrepreneurship of Higher Education Institutions (HEIs) and fully mainstream the EIT Regional Innovation Scheme (RIS). A list of key KIC targets is contained in Annex XIII.

2.1.1.1 Financial support, strategic supervision and guidance

The EIT will dedicate a large share of its budget to support its KICs. It will monitor and analyse their performance and ensure that they deliver towards the objectives of the EIT and the Horizon Europe Programme. Beyond financial support, based on lessons learned, the EIT will provide strategic supervision to KICs as well as guidance on horizontal and specific issues, including the establishment of synergies within Horizon Europe and other EU initiatives. In particular, the EIT will support KICs in establishing interfaces and fostering joint activities with relevant European Partnerships and other EU initiatives and programmes.

The EIT will ensure that its KICs apply all relevant principles, such as openness and transparency, financial sustainability, good governance, a balance between the different sides of the knowledge triangle, etc. Furthermore, the EIT will also verify that grant implementation is in full compliance with the respective requirements stemming from the legal framework. The EIT will improve its guidance to the KICs with a view to

facilitating their adaptation to the proposed changes to the funding model as of 2021. Furthermore, the EIT will intensify the monitoring of the KIC's financial sustainability strategies and will introduce appropriate indicators to assess the KICs' progress towards their financial sustainability.

The EIT will also implement a funding model designed to build on the KIC's governance, management and control structures and incentivise the commitment of KIC partners. Furthermore, the EIT will improve its funding model by simplifying the KICs' reporting practices and, when deemed appropriate, sign multi-annual grant agreements with KICs under the respective EIT partnership agreements. The EIT will modify the competitive grant allocation process to reward performance and results, will continue to monitor the KICs' compliance with the ceilings for management costs, and will encourage KICs to increase the cost-efficiency of their operations.

The EIT will set principles and life-cycle criteria for the KICs as Institutionalised Europe Partnerships in line with Annex III of the Horizon Europe Regulation that will be applied to KICs in order to ensure a coherent, open and impact-driven approach of the KICs. The EIT will provide timely and ongoing support to KICs in conforming to those criteria throughout their lifecycle and will ensure compliance with those, in particular at the implementation level (with regard to the preparation of KICs' multi-annual strategies and Business Plans). The EIT will encourage KICs to participate in the Strategic Coordinating Process for Partnerships.

2.1.1.2. Enhancing education programmes

The EIT will continue to develop its flagship initiative in education, the EIT Label, as an exclusive "seal of excellence" awarded to excellent education programmes with strong innovation and entrepreneurship education elements. The EIT will throughout 2021 - 2022 introduce the new updated EIT Label model build on a more effective quality management mechanism, and will monitor the award of the EIT Label to the KICs' education and training programmes. The future EIT Label model will be further simplified, with a focus on the promotion of quality education and individual learner achievement. In this regard, the branding of the EIT Label will be more directed at individual learners, for example through a Fellowship scheme, which will allow for the opening of the EIT Label outside of the KICs and improve its visibility.

The future EIT Label model should enable spill-over effects to non-KIC HEIs. A wider audience of HEIs and universities outside of the KICs' networks should be engaged in other and more effective ways to further disseminate good practices and equip a new generation of Europeans with an entrepreneurial mindset. Scalability should be sought through the EIT-KICs' range of services and activities, aligned with the revised EIT Competence Certification model, to non-KIC partner institutions, and to non-degree-granting programmes (e.g. professional and executive education). The EIT will also extend the EIT Label concept and philosophy to lifelong learning activities involving and reaching out to a wider target group of students, adult learners and organisations. Taking into account geographic differences in terms of innovation and entrepreneurship capacity, the EIT will also focus on bringing entrepreneurship and innovation education to EIT RIS-eligible countries and regions and promoting further cohesion.

2.1.1.3. Enhancing collaboration among KICs

The EIT will encourage the KICs to join forces and to design and implement added-value joint (cross-KIC) activities on both thematic and horizontal topics. Through these activities, the KICs will explore potential synergies, valorise their joint innovation potential, develop new innovation delivery mechanisms, promote the EIT KIC model, increase the EIT's visibility, ensure efficiency gains and support other strategic priorities. The activities will provide long-term valorisation and will be beneficial across the EIT KICs. The EIT will boost such activities and take an active part in defining the content and structure of cross-KIC activities. It will monitor the implementation of cross-KIC activities as well as the results achieved, with the aim of making those activities an integral part of the EIT KICs' strategies.

In order to increase efficiency and deepen cooperation among the EIT KICs, the EIT will promote the development and utilisation of shared services, such as joint procurement systems and sustainability measures, between the KICs. In addition, the EIT will facilitate the KICs in exchanging experiences and good practices.

Action lines	Targets	Implementation year		
		2021	2022	2023
Financial support, strategic supervision and guidance	✓ Strengthen innovation ecosystems by providing strategic supervision and financial support to KICs, based on lessons learned	X	X	X
	✓ Ensure that KICs develop and implement an impactful strategy, progress towards financial sustainability and create interfaces, collaboration and synergies with European Partnerships, and programmes	X	X	X
Enhancing education in the EIT model	✓ Implementation of the improved EIT Label Framework, including a more effective quality assurance mechanism, including external recognition and accreditation of the EIT Label	X	X	
	✓ Extend the EIT Label to lifelong learning activities involving and reaching out to a wider target group of students, adult learners and institutions	X	X	X
Enhancing collaboration	✓ Incentivise strategic and thematic collaboration and support continuous exchanges of knowledge among all KICs through the implementation of cross-KIC Knowledge Triangle integration activities	X	X	X
	✓ Development and increased use of shared services	X	X	X

Table 2

2.1.2 Increasing the regional impact of KICs

The EIT will further increase its regional impact through an enhanced openness towards potential partners and stakeholders, and a better articulated regional strategy of KICs, including links to the relevant Smart Specialisation

Strategies. As of 2021, the EIT RIS will be fully integrated into the EIT KICs’ multi-annual strategies, thereby, facilitating stronger participation in the EIT KICs’ activities and networks across the whole of Europe. The EIT will continue to provide guidance and support to KICs in the preparation of multi-annual EIT RIS strategies and in their implementation.

The EIT RIS will continue to support the innovation capacity of countries and regions that underperform in this regard, as well as the Outermost Regions, by strengthening local innovation ecosystems and promoting closer interactions among local innovation actors (clusters, networks, national and regional authorities, HEIs, research organisations, vocational education and training institutions), thereby, developing local talent and enhancing local innovation output. By way of focusing on the capacity-building of local organisations and, by extension, local innovation ecosystems, and interconnecting them with pan-European innovation ecosystems, the EIT will be able to enhance the European innovation output through combined efforts, knowledge, talent, and other intellectual assets. The EIT RIS will also support the objective of attracting new partners in KICs, including through the establishment of RIS Hubs.

The EIT budget devoted to implementing EIT RIS activities will be at least 10 percent and a maximum of 15 percent of the overall EIT support funding to the KICs to increase the number of KIC partners and projects from these regions. The EIT will monitor the geographical representation of partners and projects coming from the EIT RIS countries and regions with a view to improving the geographical representation and diversity. The EIT will assess and report on the results of the EIT RIS, on its impact on local innovation ecosystems, and share the results of its analysis with relevant Commission services and the Member States.

The “place-based” innovation approach will be put at the heart of the enhanced EIT regional action to foster a stronger and more systematic involvement of national and regional policy-makers and managing authorities. Furthermore, the KICs should seek to exploit complementarity with the Smart Specialisation Strategies. This approach should be integrated into the KICs’ multi-annual strategies and business plans. It should also build on the KICs’ CLCs and RIS Hubs, leveraging their role as gateways to access a KIC community and interact with co-located partners, and the EIT RIS. This approach will promote and facilitate synergies and complementarities with other EU, national and regional initiatives and programmes, including linkages with local Smart Specialisation Strategies and with the activities of relevant thematic platforms and interregional initiatives, including the Managing Authorities of the European Structural and Investment Funds (ESIF). Each KIC will be required to better articulate its regional strategy and demonstrate the creation of synergies with the Smart Specialisation Strategies, aiming at strengthened relationships with regional and local innovation actors, and the EIT will actively monitor the implementation of this strategy. The EIT will also monitor how CLCs operate and how they integrate into the local innovation ecosystems.

Action lines	Targets	Implementation year		
		2021	2022	2023
Increasing the regional impact of KICs	✓ Ensure that KICs have an inclusive approach aiming at strengthening their relationship with national, regional and local innovation actors	X	X	X
	✓ Ensure EIT RIS activities deliver on increased regional impact and are fully integrated in KIC’s multi-annual strategies	X	X	X

Table 3

2.1.3 Launch of new KICs

In order to contribute to addressing new and emerging global challenges, the EIT will launch new KICs in priority fields selected based on criteria assessing, among other aspects, their relevance to Horizon Europe policy priorities, and their potential and added value to be addressed through the EIT model. The launch of the new KICs will take into account the Strategic Planning of Horizon Europe and the budget allocated to the EIT between 2021 and 2027. Based on the EIT SIA 2021-2027, the first KIC in the field of Cultural and Creative Sectors and Industries (CCSIs) – EIT Culture and Creativity - is to be launched in 2022 with a call for proposals to be published in 2021. In accordance with the EIT SIA 2021-2027, the EIT will publish the EIT Call for Proposals in late 2021. This will enable the EIT to not only prepare the Call for Proposals but also mobilise players and stakeholders in the sectors. This awareness-raising and promotion is essential to ensure the broad stakeholder community is aware of the Call and the opportunities that EIT Culture and Creativity will offer.

To this end, the EIT will adapt accordingly to the schedule of the call preparations and the schedule of evaluation of proposals, and the KIC designation. The relevant selection criteria for European Partnerships defined in Annex III of the Horizon Europe Regulation will be included in the KIC Call for proposals and assessed during the evaluation.

Action lines	Targets	Implementation year		
		2021	2022	2023
Launching new KICs	✓ EIT Call for Proposals for EIT Culture and Creativity (EIT KIC in CCIs) published in 2021 and new KIC designated in 2022	X*	X	
	✓ Preparation of Call for EIT Water in 2025			X

Table 4

2.2. Supporting the entrepreneurial innovation capacity of higher education

In 2021, the EIT will start implementing the new action to support entrepreneurship and innovation in higher education, as introduced in the EIT SIA 2021-2027. In the Pilot phase, the EIT will support higher education institutions with funding, expertise and coaching, enabling them to develop innovation and entrepreneurship activities. Together with the KICs and the European Commission, the EIT will design and launch activities, in particular, in countries with a lower innovation capacity. In doing so, the EIT will build on successful policy initiatives such as HEInnovate and the Regional Innovation Impact Assessment Framework.

The specific details of the implementation and delivery mechanism process will be further developed and fine-tuned in the years from 2021 to 2023 and will be subject to monitoring and evaluation during this pilot phase before further upscaling. The EIT will play a steering and coordination role in the implementation and monitoring of the activities that will be run by the EIT KICs. Particular attention will be paid to attract HEIs beyond existing KIC partners, ensure an inter-disciplinary and inter-sectoral approach, and establish links with the European Commission Smart Specialisation Strategy, relevant thematic platforms and the EIT RIS. The EIT will pay special attention to higher education institutions in countries that are moderate and modest innovators in order to reinforce their innovation capacity. The EIT will also link its support to developing innovation and entrepreneurship capacity in higher education to the EIT Label by involving participating HEIs in the use of the relevant elements of the EIT Label.

	Implementation year

Action lines	Targets	2021	2022	2023
Supporting the innovation capacity of higher education institutions	✓ Design the Framework for entrepreneurial and innovation capacity of HEI initiative	X	X	
	✓ Launch activities to support the development of innovation capacity in higher education, inter alia through the provision of specific guidance, expertise and coaching to participating HEIs.	X	X	X
	✓ Introduce an outreach scheme to incentivise HEIs from moderate and modest innovator countries to develop their innovation capacities.			X
	✓ Strengthen and widen the scope of the EIT Label beyond the KICs to include the HEIs participating in the action			X

Table 5

2.3. EIT cross-cutting activities

2.3.1 Communication

2021 will mark the beginning of Horizon Europe, the EU Framework Programme for Research and Innovation 2021-2027, and launch an enhanced mandate for the EIT, as set in the new EIT Strategic Innovation Agenda (SIA) 2021-2027 and Regulation. This enhanced mandate will significantly impact communications and stakeholder relations as the EIT maintains relations with existing stakeholders and extends its outreach towards new audiences and stakeholders across the broader EU innovation landscape. Against this backdrop, the development of the EIT Communications and Stakeholder Engagement Strategy in 2021 will be essential to drive all relevant activities for the entire seven-year period and to strengthen the EIT's openness and transparency towards stakeholders and the citizens across Europe.

2.3.1.1 Stronger branding strategy and communication

The EIT's 2021 -2027 SIA highlights that the EIT will boost its efforts to increase its recognition as a quality brand for innovation under Horizon Europe.

To this end, between 2021 and 2023, the EIT will reinforce its communications activities. The Institute will promote EIT Community activities and results, helping to increase openness and transparency and increase participation in EIT Community opportunities across Europe. To this end, communications activities will also target audiences not yet aware of, but who could benefit from EIT Community support and help increase Europe's ability to innovate.

The EIT will continue to strengthen its digital communications presence with the launch of a new website in 2021 and additional interactive features in 2022 and 2023, and by maximising its presence across social media channels. This will support the EIT in its outreach to citizens across Europe, demonstrating the impact of EU investment in

research and innovation and the EIT specifically. During this period, the EIT will also continue to engage with journalists as media relations enables the Institute to reach a wider range of stakeholders and citizens across Europe.

The EIT's communications actions will be closely coordinated with its eight existing KICs, including the update of the EIT Community Brand Book, and with the upcoming EIT Culture and Creativity, the new KIC, to ensure consistent and coherent outreach to audiences across Europe, including citizens.

2.3.1.2 Stakeholder relations

Engagement with key EIT stakeholders will be essential for a reinforced awareness and visibility of EIT's activities, both within the EU and beyond. Based on the newly developed strategy and annual stakeholder engagement plans, the EIT will continue its efforts for a systematic, coherent, targeted, and timely engagement with its stakeholders. Openness and transparency around EIT's activities will remain the cornerstone of its efforts during 2021-2023, with the aim to fortify trust with and ensure the support of priority stakeholders. This will be achieved through structured dialogue, partnership and interaction.

A major priority of 2021-2023 will be the engagement with institutional decision-makers, namely the European Parliament, the Council and the European Commission. The EIT Liaison Office in Brussels will continue playing a central role in facilitating and maintaining relations with the EU Institutions. The EIT will ensure that it develops efficient working relations with relevant Commission services and in particular with the EIT's partner DG (DG EAC). A strengthened approach towards engagement with the Member States will take place via the revamped EIT Member State Representatives (MSR) Group and the establishment of a dedicated network of EIT National Contact Points (NCPs).

The Stakeholder Forum will continue to be the EIT's main platform to promote interaction between the EIT Community and the community of knowledge triangle stakeholders, to increase the visibility of its activities towards EU citizens, and to recognise the most promising entrepreneurs and innovators in Europe.

2.3.1.3 EIT Awards

The EIT Awards reward successful innovations, entrepreneurial start-ups, graduates from EIT labelled education programmes as well as outstanding women from the EIT Knowledge and Innovation Communities aiming at showcasing EIT success stories and enhancing awareness about the EIT.

The EIT Awards will continue to be supported by a dedicated communications campaign across the EIT's communications channels. The campaign will showcase ground-breaking innovations emerging from EIT Community activities and the talented graduates, entrepreneurs, innovators and women leaders behind them. This will not only help promote the EIT Community activities that have supported them but also seek to inspire the next generation of entrepreneurs and innovators across Europe.

2.3.1.4 EIT Alumni

The EIT Alumni community brings together an interdisciplinary and multicultural community of change agents who share a common vision for tackling societal challenges and creating a positive impact through innovation and entrepreneurship.

As such, the EIT Alumni Community helps catalyse the potential of the talent pool of young entrepreneurs, innovators, and change agents that the EIT KICs are educating and training through its different Education and Business Creation activities. The EIT Alumni Community will add its contribution in 2021-2023 to achieving strategic EIT objectives, such as promoting an entrepreneurial mind-set and enhancing opportunities for innovation and business creation in Europe.

In 2021, the EIT Alumni Community will continue building on its portfolio of services and benefits to its members, ensuring that it brings a clear added-value beyond the individual KICs' alumni communities. It will provide opportunities for sharing knowledge, training, networking, mentoring and implementing joint projects and ventures, especially on cross-thematic areas. Growing its community by including participants from KIC entrepreneurship and innovation activities, and on-boarding members from the younger EIT KICs will remain one of the priorities. The EIT Alumni Community will take an ambassador role in promoting an entrepreneurial mindset in Europe and beyond and it will also explore opportunities for collaboration with partners around the world that share a common vision.

The EIT will continue to steer and provide strategic guidance to the EIT Alumni Community (in cooperation with the EIT Alumni Board), to maximise its entrepreneurial and societal impact, as well as, the continuous involvement of alumni in EIT-supported activities. The EIT will also continue its financial support to the EIT Alumni Community in the medium term. To ensure the long-term financial sustainability of the community, the EIT Alumni Board will continue to develop a sound business and financial model and reach out to internal and external partners and sponsors.

Action lines	Targets	Implementation year		
		2021	2022	2023
Brand management and communications	✓ Development and implementation of EIT Communications and Stakeholder Engagement Strategy as part of the overarching communications framework	X	X	X
	✓ Enhanced EIT Community visibility through promotion across corporate communications channels and a specific focus on digital communications tools	X	X	X
	✓ Development of a new EIT website and introduction of new functions	X	X	X
Stakeholder relations	✓ Targeted and timely engagement with EIT priority stakeholders, as defined in the Annual Stakeholder Engagement Plan	X	X	X
	✓ Organisation of EIT Stakeholder Forum	X	X	X
	✓ Increased Engagement with Member States via the EIT Member State Representatives Group and EIT National Contact Points (NCPs)	X	X	X
EIT Awards	✓ EIT Awards		X	X

EIT Alumni	✓ Impactful EIT Alumni Community's work plan developed and implemented	X	X	X
	✓ Assessment of the activities of the EIT Alumni Community	X	X	X
	✓ EIT Alumni Community's governance enhanced	X	X	
	✓ Development of sustainability strategy	X	X	

Table 6

2.3.2 Identify and share of good practices with stakeholders

The EIT has a key role in facilitating the dissemination of results and good practices. To this end, the EIT will develop its role as an institute able to identify, codify, and share good practices from its activities in a more structured and coherent way. The EIT will also provide guidance and assistance on dissemination-related aspects and facilitate a cross-KIC exchange.

Action lines	Targets	Implementation year		
		2021	2022	2023
Dissemination of results: Identification and sharing of good practices	✓ Provide guidance and assistance on dissemination related aspects to the EIT KICs	X	X	X
	✓ Establish and maintain together with the KICs a structured and coherent approach for disseminating results, lessons learnt, and good practices across the EU	X	X	X

Table 7

2.3.3 International cooperation

The EIT will seek greater impact of its activities through international cooperation activities and mainly by coordinating closely and monitoring the EIT Global Outreach Programme. To ensure compliance with the Horizon Europe approach to international cooperation, alignment with key EU policy priorities and coordination with the European Commission, the EIT will update the Strategic Framework on EIT Global Outreach Activities as its main framework for EIT Community activities on international cooperation. The EIT will, under the supervision of the EIT Governing Board, set out actions, targets and outputs for the international cooperation plans of the EIT and the KICs, demonstrating clearly their European added value. Through its endeavours, the EIT will aim to foster international cooperation in research and innovation, contributing thereby to the Horizon Europe objectives and the Sustainable Development Goals.

In 2021 and in collaboration with the Commission, the EIT will closely monitor and provide guidance to the EIT KICs on activities under the Global Outreach cross-KIC programme. In addition, the EIT will continue to liaise with relevant interlocutors, in the context of synergies and complementarities, taking full advantage of existing EU

initiatives in this area. Opportunities to engage with and build strategic partnerships at the international level will be explored in a reactive approach, due to capacity restrictions.

Action lines	Targets	Implementation year		
		2021	2022	2023
International cooperation	✓ EIT Global Outreach Hubs contribute to EIT's objectives	X	X	X
	✓ Engagement with international organisations and non-EU countries via different formats	X	X	X

Table 8

2.4. Impact monitoring and evaluation

The measurement of EIT's impact will be continuously improved over the next programming period taking into account the lessons learnt and the experiences gained so far. The EIT will apply an evaluation, reporting and monitoring framework ensuring coherence with the overall approach taken for Horizon Europe while catering for flexibility. The EIT will reinforce its comprehensive review of the performance of each KIC prior to the expiry of their seventh year of activity to support an EIT Governing Board decision on the continuation or termination of their financial support, in line with Horizon Europe framework for European Partnerships.

The periodic evaluation of the EIT's activities, including those managed through the KICs, will be carried out by the Commission in line with the provisions of the EIT Regulation and Horizon Europe Regulation. The EIT will prepare in 2022 to carry out the interim reviews of EIT Urban Mobility and EIT Manufacturing in 2023, covering the first three years of the Framework Partnership Agreements with the two KICs. In addition, each KIC will be subject to a thorough review by the EIT before the end of the 7th and the 15th year of operation under the Framework Partnership Agreements. The seven-year Review will be performed for the second wave of KICs EIT Health and EIT RawMaterials to cover their first seven years of operation, i.e. the period from 2015 to 2021. The review will be initiated in 2021 conducted by independent external experts/consultants, supervised by the EIT. Based on the experts' Final Reports, the EIT Governing Board, in accordance with the EIT Regulation and EIT SIA, will take its decision, on whether to continue or discontinue the EIT's financial support and communicate it to the concerned KICs in 3Q 2022 the latest. A similar process will be carried out for the 3rd wave KIC, EIT Food, covering the 7-year period from 2017 to 2023.

The EIT Governing Board shall, in particular, take into account the achieved level of financial sustainability of an EIT KIC, its capacity to ensure openness to new members as well as the limits of the Union's financial contribution and relevance with regard to the objectives of the EIT. In the event that evaluations of a KIC show inadequate results or lack of European added value, the EIT Governing Board shall take appropriate measures, including the reduction, modification, or withdrawal of the EIT's financial contribution, or termination of the partnership agreement.

The EIT will develop the general principles for the relation with the EIT KICs after the termination of the partnership agreement, in line with the Horizon Europe framework for European Partnerships. Subject to a positive final review and EIT Governing Board decision, the EIT may conclude Memoranda of Cooperation with the KICs to keep them as active members of the EIT Community.

Subject to an in-depth independent study in close cooperation with the Commission and by the end of 2023, the EIT will define its relations with the KICs that will stop receiving an EIT grant in the course of the 2021-2027 programming period, i.e. EIT Climate-KIC, EIT Digital and EIT InnoEnergy. As mentioned above, subject to a positive

outcome of the final review, the EIT may conclude a “Memorandum of Cooperation” with each of these KICs. These Memoranda should include, inter alia, rights and obligations in relation to future involvement in activities linked to the EIT.

The reporting and monitoring of the EIT KICs’ operational performance and their results will be a primary task of the EIT and will be implemented in cooperation with Horizon Europe Common Corporate Services. The reporting and monitoring system for the EIT KICs will be built into the overall Horizon Europe monitoring system, in particular, by implementing common data models including data collection. Furthermore, the EIT will take into account the deployment of the Innovation Radar methodology in Horizon Europe and explore how it can be leveraged by the EIT KICs for the enhancement of its monitoring activities. In this respect, the EIT will continue and enhance cooperation with the Common Implementation Centre (CIC) and the Common Policy Centre (CPC) in order to benefit from the support services offered with the Horizon Europe framework programme.

The results of this monitoring will feed into the KICs' business planning processes, EIT decision-making regarding the allocation of the EIT grant to the KICs, and the preparation of the partnership agreements with the KICs as beneficiaries.

In addition, the EIT will launch and roll out, as of 2021, its Impact Framework, which is aligned with the Horizon Europe relevant impact pathways. This framework sets out a solid basis for performing impact evaluations in a systematic manner supported by robust evidence and for the EIT’s result-based investment approach. The Framework will also allow measuring, through an accurate and credible process, the EIT contribution to innovation, knowledge triangle integration, economic development and societal challenges, and, thus, demonstrating the socio-economic impact of the EIT investment. The EIT will ensure that the monitoring system will capture progress in relation to activities specific to the KIC model, such as knowledge triangle integration and entrepreneurial skills. These additional indicators will aim at monitoring the progress and impact over time.

In 2021-2023, the EIT will continue to monitor the EIT KICs’ adherence to the Good Governance Principles to steer them to create and maintain a stable, structured and diverse environment providing optimal conditions for openness, including trust, culture and norms. The Good Governance Principles ensure diversity in the composition of the partnership, governance and management teams in particular regarding the gender balance, geographical spread and representation of organisations and individuals from different backgrounds and disciplines (including a proper representation of all sides of the knowledge triangle). The principles aimed at ensuring transparent, independent and effective operation of the Knowledge and Innovation Communities through a clear separation of ownership from operational management, separation of the supervisory functions from operations and integration of checks and balances systems will be further analysed. Following the development of the Horizon Europe legal framework, the EIT will revise the assessment and monitoring methodology of how the KICs address the EIT Good Governance Principles in 2021.

Action lines	Targets	Implementation year		
		2021	2022	2023
Monitoring and evaluation of impact	✓ The EIT Impact Framework launched	X		
	✓ EIT Monitoring Strategy revised and implemented, adjusted to new multiannual grant agreements	X	X	X
	✓ 7-year comprehensive assessment of EIT Health and EIT Raw Materials	X	X	
	✓ 7-year comprehensive assessment of EIT Food		X	X
	✓ 3-year interim review of EIT Manufacturing and EIT Urban Mobility			X
	✓ Simplification measures implemented			X
	✓ Preparation of 15-year Review of the 1 st wave KICs (EIT Climate-KIC, EIT Digital, EIT InnoEnergy)		X	X
	✓ Good Governance Assessments	X	X	X
	✓ The annual assessment of the KIC's adherence to the Principles for Innovation Projects financed by the EIT	X	X	X
	✓ The annual assessment of the EIT KICs adherence to the revised Financial Principles, including EIT KICs Investment Funds, and progress towards financial sustainability	X	X	X

Table 9

2.5. Synergies and complementarities with other programmes

In the period 2021-2023, the EIT will ensure strong synergies with other initiatives under the Horizon Europe programme. Within the Innovative Europe Pillar, the EIT will and the EIC will run complementary activities aiming at streamlining the support provided to innovative ventures. The EIT KICs will be encouraged to provide business acceleration services and training to beneficiaries awarded EIC funding. The EIT will also facilitate the access of EIC beneficiaries to the KICs' innovation ecosystems and relevant actors of the knowledge triangle. In parallel, the EIT's beneficiaries will be encouraged to apply to the EIC's instruments.

The EIT will also work to establish synergies with the programmes under the Excellent Science Pillar and, in particular, the MSCA. The EIT will contribute to the development of the innovation and entrepreneurial skills of the MSCA fellows. In addition, the EIT will contribute to the Global Challenges and Industrial Competitiveness Pillar of Horizon Europe and complement relevant activities to tackle global challenges and increase the competitiveness of the EU. Through its KICs, the EIT will seek to contribute to the relevant missions, thematic clusters and other European partnerships by supporting demand-side measures and providing exploitation services. The EIT will also ensure coherence with the European innovation ecosystems strand of Horizon Europe and explore synergies between its outreach activities and the Sharing Excellence part.

Erasmus and the EIT will work together to establish synergies between their respective communities. Cooperation will be geared towards ensuring access for Erasmus students participating in KIC partner higher education institutions to the EIT KICs' summer schools or other relevant training activities (for instance, on entrepreneurship and innovation management) and establishing contacts with the EIT Alumni network. Cooperation activities in 2021-2023 may also include delivery of training by EIT KICs to academic staff for curricula integrating entrepreneurship and innovation, as well as testing, adoption and scaling up of innovative practices developed within Erasmus networks (like the Knowledge Alliances between higher education institutions and businesses) by the EIT KICs and vice-versa. Synergies will also be sought, where possible, with the European Universities initiative that could help mainstream EIT's educational activities, in particular the development of digital skills and STEM studies, to reach a systemic impact.

Starting in the period 2021-2023, the EIT KICs' CLCs will initiate collaboration with the European Digital Innovation Hubs to support the digital transformation of the industry and public sector organisations. Feasibilities will be explored to use infrastructures and capacities developed within the Digital Europe Programme (DEP) by the EIT KICs in education and training, as well as for testing and demonstration purposes in innovation projects.

In the same period, the EIT KICs, through their CLCs and RIS entities, will also promote regional and cross-regional cooperation between the knowledge triangle actors and managing authorities, in synergy with interregional cooperation and investments along value chains in related smart specialisation priorities areas, and the work of the thematic smart specialisation platforms.

The EIT will also explore contributing to the skills development initiatives under the Cohesion Policy Funds through the exchange of good practices. EIT KICs will promote the collaboration with the Smart Specialisation Platforms, particularly the projects having experience in working with the Managing Authorities of Cohesion Policy Funds to facilitate synergies between EIT resources, Cohesion Policy Funds and other European, national and/or regional programmes. Synergies should ensure the coherence of EIT's actions with the actions supported in particular through the Cohesion Policy Funds, the Union's Blueprints for Sectoral Co-operation, and the Centres of Vocational Excellence in order to contribute to a common vision and shared objectives, to create critical mass and increase the effectiveness and impact of EIT's activities.

The EIT KICs will also seek the collaboration of the InvestEU Advisory Hub to provide technical support and assistance to ventures supported by the EIT KICs for the preparation, development, and implementation of projects. The EIT KICs will contribute to feeding the InvestEU Portal to bring investors closer to ventures supported by the KICs, in close collaboration with Commission services. Further, the EIT will seek to strengthen synergies and complementarities, and where appropriate to formalise protocols of collaboration, with the EIB and EIF, with a view to facilitating investments into KICs' ventures to scale them up at European and global levels.

The EIT will also encourage KICs, in particular EIT Food and EIT Urban Mobility, to seize synergies and ensure complementarities with the European Innovation Partnership for Agricultural Productivity and Sustainability (EIP-AGRI) and the European Urban Initiative (EUI).

Following the launch of the EIT KIC on CCI in 2022, the new EIT KIC will aim to develop synergies and complementarities with the Creative Europe Programme.

Finally, through the Member States’ Representatives Group, which will meet at least twice a year, the EIT will ensure appropriate communication and flow of information with Member States and Horizon Europe associated countries, inter alia, with the aim of ensuring the alignment of activities with national and regional programmes and initiatives, including the potential national co-financing of those activities. Within the same context, in the next programming period, the EIT’s Knowledge and Innovation Communities envisage continuing the development of the existing collaborations, such as the Urban Agenda for the EU thematic partnerships.

Where necessary, the signing of Memoranda of Understanding between the EIT and the national authorities of the Member States and Horizon Europe associated countries, particularly those targeted by the EIT RIS, will also be considered in order to ensure closer structural bilateral cooperation.

Action lines	Targets	Implementation year		
		2021	2022	2023
Synergies and complementarities with other programmes	✓ Initiate most impactful priority synergies with other EU programmes	X	X	

Table 10

2. Human and financial resources outlook for the years 2021 – 2023

3.1 Overview of the past and current situation

1. Staff population overview for 2020⁵

The EIT has essentially achieved full staffing through a series of measures that were implemented in the last two years and substantially improved the staff management, recruitment process, reduced turnover, and improved the work environment. The total number of staff was 65 as of 31 December 2020 (excluding trainees, interim staff and an external service provider).

Despite the positive trend, concerns still remain with the generally low grades at the EIT compared to other Agencies, the low correction coefficient (71.90% in 2020) for Hungary, which contributes to the difficulties in attracting the best possible candidates, and offering a less competitive salary package, including less favourable contract conditions compared to other Agencies due to the provisions set out in its Founding Regulation.

Information on the staff population is provided in Table 1 of Annex III. Based on the job screening exercise carried out in 2015, about 30% of the total EIT staff works on support and coordination activities (human resources

⁵ EIT Staff population overview at 31 December 2020

management, information and communication technology, internal audit and control, logistics, legal advice, finance and budget, procurement, quality management, communication and administrative assistance). Further information on the planned resource allocation for operational activities for 2021-2023 is provided in Annex I.

Details concerning the recruitment policy, performance appraisal and reclassification, mobility policy, gender and geographical balance, and schooling are described in Annex IV.

2. *Expenditure for 2020*

The evolution of expenditure for the action areas in 2020 is provided in Table 1 of Annex II.

3.2 Resource programming for the years 2021 - 2023

3.2.1 Financial resources 2021 - 2023

The required financial resources are detailed in the tables of Annex II, which are in line with the indicative budget figures set out in the EIT Strategic Innovation Agenda 2021-2027⁶.

3.2.2 Human resources 2021 - 2023

A) and B) New tasks and Growth of existing tasks

The EIT's mission to increase European sustainable growth and competitiveness, by reinforcing the innovation capacity of the EU and Member States, can strongly contribute to the top priorities of European Commission President Ursula von der Leyen, for "A Union that strives for more", by strengthening Europe's growth, competitiveness and stimulating investment for the purpose of job creation. The EIT can make a major contribution in particular to the "European Green Deal", the "economy that works for people" and the "Europe fit for the digital age" through the acceleration of innovations by integrating business, research and education in the societal challenges that the EIT Community addresses. The EIT also contributes directly to other priorities of the Commission through its innovation communities, which among others cover the digitalisation, sustainable energy and climate change. However, structural problems surrounding the EIT's human resources limit the EIT's potential to fully deliver on its mission. Without additional resources, it cannot implement the new tasks allocated to it and exploit opportunities for new innovative activities that derive from new instruments such as the European Fund for Strategic Investments, which has just been extended and expanded.

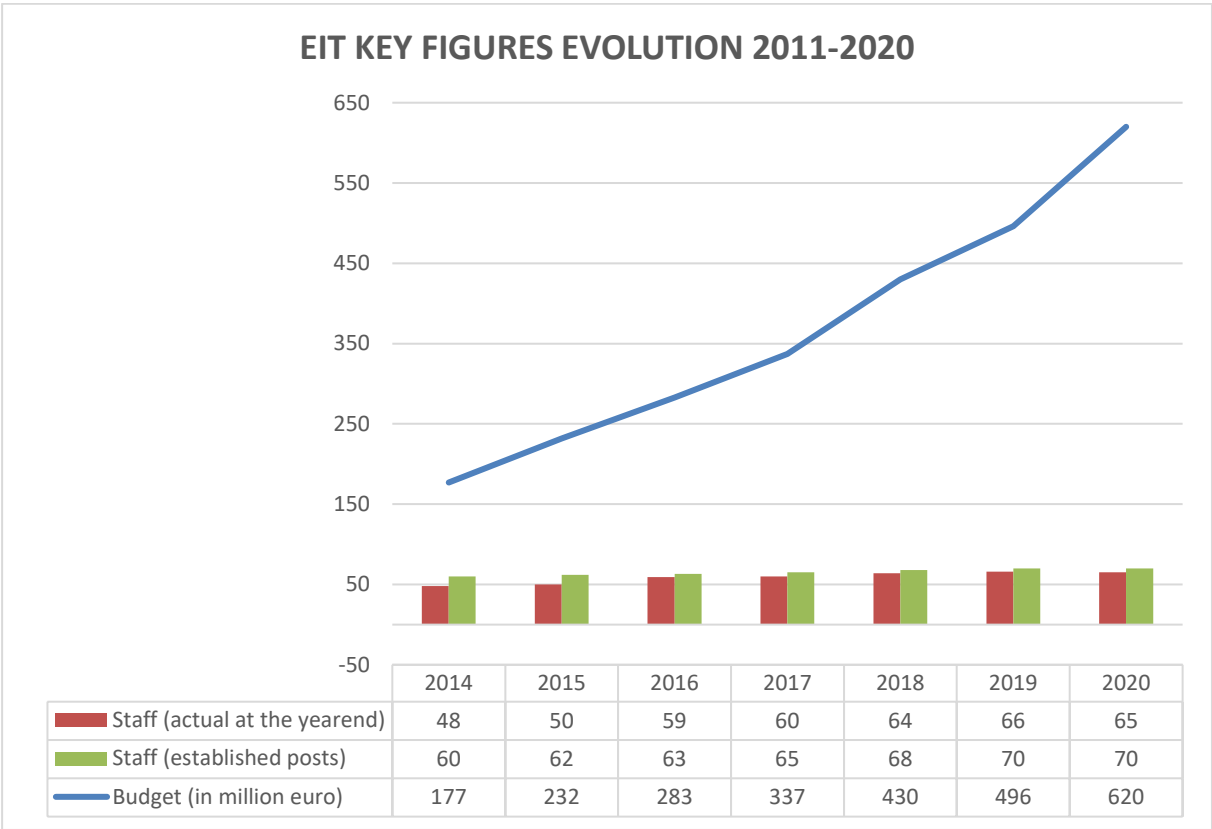
The EIT's tasks have been growing significantly over the past years. While the EIT managed three Knowledge and Innovation Communities (KICs) from 2010 to 2014, two new KICs started their operations in 2014, a further one has been designated in 2016 and two new ones in 2018. The amount of grants managed by the EIT has increased from 26 million euros (2010) to 540 million euros (2020), while the number of beneficiaries (KIC Partners) has increased from 73 (2010) to more than 1500 (2019). This has naturally led to additional work to ensure legality and regularity of transactions and compliance with the principles of sound financial management. In addition, the EIT has taken onboard new activities to develop its strong innovation potential, to support KICs' financial sustainability and attract funding for the EIT and its KICs under the European Fund for Strategic Investments (EFSI) and invest further into innovative companies, the EIT Regional Innovation Scheme for areas in Europe with lower innovation capacity and outreach and synergies with other programmes and bodies such as the EIT's cooperation with the Joint Research Centre and Copernicus programme. Following its education review, the EIT also has identified the further potential for it to lead the transformation of human capital in Europe and contribute to the skills agenda in the areas of entrepreneurship and innovation.

⁶ As available after the political agreement it in the legislative procedure.

Any further enhancement of EIT’s mandate, i.e. new KICs, new educational activities, or a stronger role in EIT RIS, should see an increase of the current staffing capacity based on proper staffing needs analysis supporting the EIT Strategic Innovation Agenda 2021-2027.

The EIT will not be able to take further new tasks, which were not foreseen in the initial establishment plan of the EIT, without additional resources. This means that the potential for innovation and the contribution to growth and competitiveness that could be provided by the EIT across the EU will not be fully exploited.

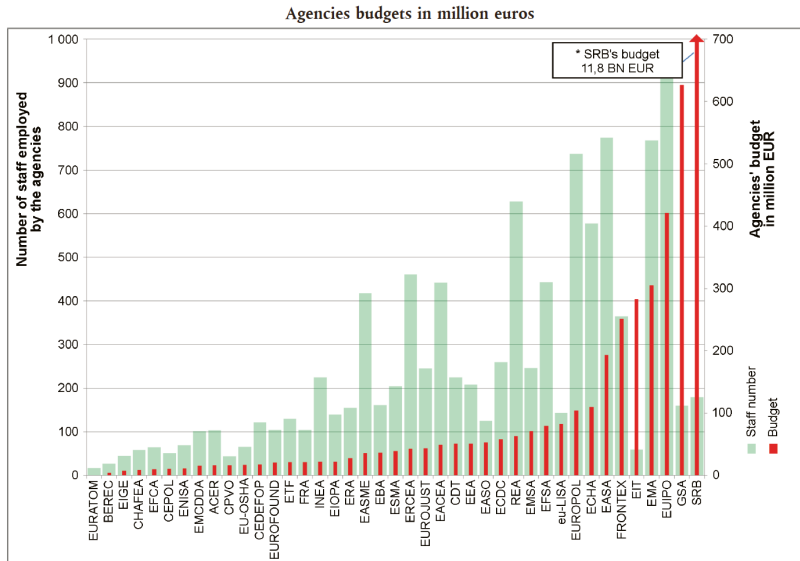
The European Court of Auditors pointed out in their annual audit report⁷ on EIT that, despite the increase in the budget from 309 million euro (2008-2013) to 2.4 billion euro (2014-2020) and in the number of KICs from three to six at the end of 2016, the Institute’s authorised number of posts did not change significantly. According to the Court, **“this gives rise to a clear risk that the Institute will not have sufficient capacity to deal with the expanded workload”**. The report of the European Court of Auditors illustrated the risk as follows (updated with data for 2017-2019, showing that the trend of growing budget and stagnant staff figures continued):



The following graph was published by the European Court of Auditors in its *“Summary of the results of the ECA’s annual audits of the European Agencies and other bodies for the financial year 2016”* report on 6 December 2017, showing the clear imbalance between the budget of the EIT and the staffing capacity compared to other decentralised EU agencies and bodies.

⁷ https://www.eca.europa.eu/Lists/ECADocuments/EIT_2016/EIT_2016_EN.pdf

Figure 3



In order to address the structural problems identified above, and **to be able to effectively carry out the new tasks described above, and to manage the growth of existing tasks**, the EIT has requested the approval of **seven additional posts** as from 2020. **However, this request has not been granted.**

Replacement of three FGII posts by FGIII posts

The European Parliament called on the EIT „to effectively address its staffing policies to avoid the high turnover of staff” in its discharge decision for the year 2013. This message has been repeated in the more recent discharge processes as well. Furthermore, the European Parliament noted that „the lack of a clear career perspective, a difficult work environment and an unattractive salary package related to the correction coefficient for Hungary as the main reasons for the high staff turnover”.

As indicated in the analysis above, the posts at the EIT are structurally „under-graded” compared to other EU agencies or institutions. Besides the examples provided above, there is another remarkable difference between the types of posts and grades offered for administrative staff by EIT and other EU agencies.

Other EU Agencies regularly recruit AST 3 temporary agents for the job of „administrative assistant”. In comparison, administrative assistants at the EIT are graded as FGII contract agents. As of 2018, the net salaries in Budapest for entry-level AST 3 and FGII staff are EUR 2,239 and EUR 1,361, respectively. It is obvious that the EIT is unable to retain administrative staff offering a 60% lower salary for the same job at the same location. In fact, several staff members have left the EIT in the past years in order to accept job offers at another EU Agency based in Budapest.

Furthermore, the EIT has several FGIII contract agents working in specialised jobs such as Finance Assistant or Policy Assistant. As a comparison, the net salary for FGIII contract agents is still 28% lower (at EUR 1,741 per month) than what another EU Agency would offer in Budapest for AST 3 administrative assistants, i.e. for jobs of less specialised nature and with less responsibility.

In addition, contract agents in EU agencies and Joint Undertakings account, on average, for 20% of total staff. This ratio is 32% in the case of the EIT for 2018, which contributes to the staff turnover and leads to difficulties in retaining staff due to lower salaries and worse contractual conditions.

Therefore, in order to be able to implement the recommendations of the European Parliament, while also avoiding an increase in the number of AST positions, **the EIT intends to gradually close this gap by requesting the replacement of three FGII contract agents posts by FGIII contract agent posts as from 2021.** The replacement of these three posts will not affect the total number of staff envisaged for 2021.

C) Efficiency gains

In order to streamline the organisational structure, the reporting lines have been reviewed and, in order to avoid a non-proportional growth of the Innovation Communities unit and also to have a counterweight for controls, starting from 2015, the Budget & Finance section within the Services and Finance (SF) unit has been dealing with financial verification of grants and financial simplification (to support core business), along with budget, finance and procurements under the administrative budget. The EIT introduced dedicated IT systems by the end-2016 to improve the efficiency of budget planning and to introduce paperless finance workflows. In 2017-2019, the EIT also introduced Commission IT tools such as ARES for document management, SYSPER for HR management and also outsourced its Accounting Officer function to the European Commission. Furthermore, the EIT carried out an internal reorganisation and in 2018 finalised and updated all key Standard Operating Procedures. These measures translate into immediate efficiency gains. However, the EIT has been facing increasing complexity and workload as the Institute has grown and as a consequence of the full financial autonomy since 1 January 2018.

In the area of grant management, the EIT set up a Task Force for Simplification in 2015, with the involvement of KICs, in order to reengineer the grant-related business processes to reduce unnecessary administrative burden while maintaining a high level of assurance. As a first result, the EIT introduced a revised, "first time right" system for the assessment of KIC reports as from 2016. This revised process is estimated to have led to an efficiency gain of 0.5 FTE on an annual basis, which was necessary for 2016 to be able to ensure an appropriate assessment of KC reports and a high level of assurance despite the EIT's limited human resources. During 2020, the EIT will continue to implement its simplification strategy aimed to align and optimise EIT/KIC business processes to reduce unnecessary administrative burden and controls, improve predictability and timeliness of decisions, coherence, clarity while increasing the focus on results; and to improve the internal processes through a thorough review, clarification and simplification of financial circuits, actors and procedures underlying transactions and improved use of IT tools. This has been accompanied by a streamlining of the EIT's organisational structure in 2017. Furthermore, the EIT initiated structured cooperation with the Common Support Centre in November 2017 with the aim to rely more on the accumulated knowledge and experience of the European Commission in implementing Horizon 2020.

Furthermore, in order to reduce costs, improve efficiency and promote best practices in the area of public procurement, the EIT participates in several inter-institutional procurement procedures of the European Commission and of other agencies, in particular, the EIT took part in: the call for interest for call expressions of interests for inter-agency confidential counsellors led by the EMA, procurement procedure for "Broker Services for Advertising Related to Recruitment" organised by EIOPA, and participation in the Management skills Assessment call organised by EIOPA for the recruitment of Heads of Unit. EIT uses several of the Commission's framework contracts for ordering services in order to achieve efficiency gains in its procurement activities. In addition, the EIT has a Memorandum of Understanding with CEPOL, also located in Budapest, covering several joint activities, like for instance, joint training courses or a joint medical tender concluded in 2018. Furthermore, the EIT and CEPOL have carried out a joint public procurement procedure for IT services. The EIT will continue to work with CEPOL to explore further synergies such as conducting common procurement procedures or sharing services in the future. Finally, the EIT introduced budget management IT system (Bluebell) and a paperless workflow system (Speedwell), developed by ERC, that has further increased the efficiency of operations. Representatives from other EU agencies were also invited to provide internal training at the EIT premises and EIT House, in particular, regarding Ethics & Integrity and Anti-fraud training to the KICs. This action contributed to reducing the costs of the budget allocated to the EIT trainings.

As a result of the above efficiency gains, the EIT has gained the equivalent of an estimated 2.5 FTE assistant positions. However, these efficiency gains have been immediately absorbed by an increasing workload related to the growing number of KICs, budget and tasks at the EIT.

The EIT will strive to achieve further efficiency gains in the following areas in 2021:

- Sharing services with other agencies or outsource some services (e.g. archiving, IT security etc.);
- Targeted use of interim staff and trainees, additional request for national experts and Commission secondments. In particular, the EIT will use a limited number of interim staff for an extended period, in line with the applicable legislation, in order to be able to deliver on its ambition;
- Simplify internal processes and review procedures in view of the new EIT Regulation and Strategic Innovation Agenda.
- Implementing the EIT action plan on simplification and efficiency gains driven by participatory leadership collaboration in the following streams:
 - Grant processes too complex: Grant management legal uncertainty; Complex and cumbersome Business Plan and Reporting processes; KIC partner management - High number of transactions.
 - Document management
 - Commitment/ payment reduction
 - Internal communication across units
 - HR processes
 - Competency framework

The EIT action plan defines the assigned teams, roadmaps, main milestones and specific KPIs to make simplification and efficiency gains happen. This will be included in the 2021 objectives of the team members and continuous monitoring and support from the management team will be in place to secure the participation and results. An EIT Building Day in 2021 is also planned to help to make simplification and efficiency gains happen.

D) Negative priorities/Decrease of existing tasks

Furthermore, the EIT had to reduce its activities as regards meetings with stakeholders and EIT staff participation in third-party events and conferences, leading to lower visibility and awareness of the EIT. Similarly, the EIT had to reduce activities in providing support for the EIT Alumni Community as well as its involvement and monitoring of cross-KIC activities.

E) Redeployment of resources in view of budgetary constraints

The EIT, via internal redeployment of staff, has already concentrated as much as possible the available resources to operational tasks rather than support activities. As outlined in Annex X, the organisational structure has been modified to reflect the efforts to make the organisation leaner, clarify reporting lines, and strengthen the focus on the core activities. The EIT has been applying short-term internal redeployment of staff in order to address temporary high workload in certain areas and will continue to use and expand this concept by applying a modern staff management tool to increase efficiency and balance out temporary workload differences among different parts of the EIT.

F) Conclusion on the evolution of resources compared to the Commission Communication 2021-2027

<i>Year</i>	2021		2022		2023		2024		2025		2026		2027	
<i>EC initial proposal⁸/Granted to the EIT in the Adopted Budget</i>	EC	EIT	EC	EIT	EC	EIT	EC	EIT	EC	EIT	EC	EIT	EC	EIT
Establishment plan posts														
Temporary staff	AD	40	40	40	40	40	40	40	40	40	40	40	40	40
	AST	5	5	5	5	5	5	5	5	5	5	5	5	5
TOTAL establishment plan posts	45	45	45	45	45	45	45	45	45	45	45	45	45	45
Other staff (in FTE)														
Contract staff (CA)	23	23	23	23	23	23	23	23	23	23	23	23	23	23
Seconded National Experts (SNE)	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Total other staff	25	25	25	30	25	30	25	30	25	30	25	30	25	30
TOTAL EIT STAFF	70	70	70	70	70	70	70	70	70	70	70	70	70	70

Table 11

⁸ As per Legislative Financial Statement attached to COM(2019)331: Proposal for a regulation of the European Parliament and of the Council on the European Institute of Innovation and Technology (recast).

Section III – Work programme 2021

1. Operational activities

1.1 Increasing the impact of KICs and knowledge triangle integration

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

1.1.1 Support to existing KICs

The EIT will focus on this field on three types of activities:

- Financial support, strategic supervision, and guidance of KICs;
- Implementing and monitoring the EIT Label;
- Enhancing collaboration among KICs.

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

Financial support, strategic supervision, and guidance of KICs

Objective: The EIT aims to consolidate its investments into KICs through operating the grant management cycle, adapting the legal and operational aspects closer to the EIT KIC model, and aligning procedures and methodologies for eight KICs with the Horizon Europe provisions. In particular, the EIT will carry out the following main sets of actions:

1. Continue the integration of the EIT KIC model into Horizon Europe and EIT legal and operational framework, and to central Commission business process governance and IT systems. This includes upstreaming the assessment and control into KICs internal processes, upgrading EIT-KIC collaboration towards co-creation and regular lessons learnt exercise, and preparing for IT platforms change to adequately support the new grant management model

characterized by performance-based funding, focused on KICs' internal control systems. The full transition to HE systems is expected to take effect from the 2023 grant cycle. The change is expected to result in increased grant management efficiency.

2. Efficiently manage eight KICs' partnership changes, i.e. entry and exit of KIC partners including legal and other validation of conditions to receiving EIT grant.
3. Provide strategic guidance to KICs, in particular by aligning KIC Strategic Agendas with the EIT's Strategic Innovation Agenda. In addition, continuous review of KICs' financial sustainability strategies and their implementation.
4. Allocation of grants for 2022, combined with the extension of Grant Agreements 2021, by moving to a 2021-22 two-years agreement. Efficiently prepare and manage the programming and multi-annual grant allocation to KICs for a period starting in 2023. Further develop and streamline the funding allocation mechanisms for cross-KIC collaboration and EIT RIS implementation.
5. Once the EIT legal framework is published, timely contract and amend the Partnership Agreements (PAs) and Grant Agreements (GAs) and:
 - a. Complete in time the signature of agreements with eight KICs and subsequently make pre-financing payments.
 - b. Complete in time the assessment and signature of the GA 2021 amendments of eight KICs.
6. Efficiently assess the KICs' annual reports from performance and financial (cost) perspective, and execute earlier payment of the 2020 final grant balance (retaining the Guarantee Fund only for final payment of the balance), while reaching a high level of assurance demonstrated by decreasing financial error rates. Ensuring that service providers for Certificates on Financial Statements (CFS) in relation to the 2021 grant are contracted in the framework of KIC shared services.
7. Complete ex-post audits in order to recover any grant unduly paid and therefore close the 2019 grant cycle. Launch the ex-post audits in relation to the 2020 grants.
8. Maintain IT systems (Duna) supporting grant management and continue transition to Commission systems (eGrants). Further improve BI capacity of currently available Power BI tool as well as proceed with integration into Commission Data & Results system (CORDA) which should take effect from 2023 grant cycle.

Actions	Indicator	Target	Main outputs
Improving the grant management framework through transition to Horizon Europe as well as continuous support, guidance and control of KICs	Successful transition to Horizon Europe minimising operational disruptions and ensuring compliance.	Full application of Horizon Europe rules by the end of 2022.	Transition roadmap implemented in close coordination with EC, including business processes, strategies, guidance and templates: <ul style="list-style-type: none"> • Legal review: PA and Model GA adopted; • Programming & Call Planning, including

Actions	Indicator	Target	Main outputs
		<p>Continuous guidance provided to KICs to facilitate their transition to Horizon Europe</p>	<p>multiannual grants</p> <ul style="list-style-type: none"> • Proposals Submission and Evaluation • Grant Preparation & Amendments • Monitoring & Reporting • Data & Results (CORDA/BI system) • Experts management • Participant Validation • Financial circuits • Mandates and MOUs/SLA • Access rights management <p>EIT staff appointed to Steering Committees and Key User Groups</p> <p>New simplified cost options adopted</p> <p>Regular meetings of the Task Force Simplification (at least 4 per year)</p> <p>Explanatory and concept notes</p>
	<p>Timely issuance of internal and KIC guidance documents, including replies to KIC queries</p>	<p>Formal adoption of new principles and internal strategies</p> <p>Formal guidance documents issued to KICs</p>	<p>New KIC financing, monitoring and reporting principles 2021-2027</p> <p>New control strategy 2021-2027</p>

Actions	Indicator	Target	Main outputs
		and all KIC queries followed up	<p>KIC BP and Cross-KIC Guidelines 2022-2024</p> <p>KIC Reporting Guidelines 2022-2024</p> <p>Knowledge management (including document sharing) platform with KICs in operation and up to date.</p>
Partnership management and accession of KIC Partners to the 2021 GA	Timely processing of of Accession Forms submitted by the eight KICs.	Confirmation communicated to KICs within 60 days of receiving the Accession Forms	Eight amendments of the eight 2021 GAs.
KICs strategic guidance	KIC Strategic Agendas are aligned with the EIT SIA 2021-2027 targets, (approved or amended)	All eight KIC Strategic Agendas approved in 2021.	Eight EIT's final assessment of KICs Strategic Agendas
Grant allocation process / programming	Effectiveness and timeliness of funding allocation to eight KICs under grant allocation process 2022	Full allocation of available funds to eight KICs by Q4 2021	<p>Invitations to submit KIC Business Plans and Cross-KIC and HEI proposals 2022.</p> <p>Eight Business Plans, Cross-KIC and HEI proposals 2022 submitted by all eight KICs</p> <p>External experts contracted</p> <p>EIT Evaluation reports of KIC Business Plan, Cross-KIC and HEI proposals 2022.</p> <p>Eight EIT GB rapporteur missions</p>

Actions	Indicator	Target	Main outputs
			<p>2021 and reports completed.</p> <p>EIT Governing Board decision on 2022 financial allocation to KICs</p>
Contracting, pre-financing, and amending PAs and GAs	Timely signature of Grant Agreement(s) and the amendment(s)	<p>Signature of Partnership agreements/amendments by end May 2021</p> <p>Signature of Grant Agreements 2021 by end June 2021</p> <p>Signature of amendments of the Grant Agreements 2021 by end of 2021, combined with allocation of 2022 grants and extension of Grant Agreements until the end of 2022</p>	<p>Eight signed PAs</p> <p>Eight signed Grant Agreements 2021</p> <p>Eight pre-financing payments made</p> <p>Eight GA amendments 2021 signed</p>

Actions	Indicator	Target	Main outputs
KIC reporting, EIT ex-ante verification (including performance and costs assessments), final balance payments	Timely processing and finalisation of ex-ante verifications of 2020 KIC Reports for eight KICs	KIC Reports on implementation of 2020 Business Plans verified by end-July 2021 and final balance payments made by end-August 2021	<p>KIC Reports submitted by all KICs</p> <p>Expert panels contracted</p> <p>CFS provided for all beneficiaries above applicable threshold, contracted either by the EIT or through shared services</p> <p>Ex-ante verification completed for eight SGA 2020 KIC Reports</p> <p>Eight Resolution meetings with KICs to finalize GR2020 assessments.</p> <p>Eight Letters to KICs concluding on ex-ante verification and final balance payments</p> <p>Final balance transferred to eight KICs, early-release of final balance payment if confirmed by Commission</p>
Ex-post audits	Timely processing and finalisation of ex-post audits	<p>In relation to SGA 2019, audits completed by end April 2021</p> <p>In relation to SGA 2020, auditors selected by Q4 2021</p>	<p>Final ex-post audit reports on SGA 2019</p> <p>Unduly paid grants recovered (if applicable)</p> <p>Signed contract for ex-post audit on SGA 2020</p>

Actions	Indicator	Target	Main outputs
Grant Management Platform (IT) and knowledge management	<p>Timely revision and comprehensiveness of the Reporting, Business Planning and Partnership Management modules of the EIT's grant management platform</p> <p>Timely setup of eGrants</p> <p>Knowledge Management and BI available</p>	<p>Reporting 2020, Partnership Management and 2023 multi-annual grant management IT tools are effective and fully in use</p> <p>Improved BI fully in use and use of CORDA by KICs tested</p>	<p>Improved integrated platform modules operational for 2021 reporting and planning, and PIO, using Duna</p> <p>eGrants onboarding concluded and the EC tools setup for EIT grant cycle 2023 onwards</p> <p>Helpdesk support for EIT staff and KICs continuously available.</p> <p>BI module in operation, including Duna/Power BI</p> <p>CORDA pilot implemented</p>
Progress towards KICs' financial sustainability	Timely analytical contributions throughout the year as part of the Grant Cycle (reporting, business planning, monitoring), and other cyclical evaluations such as the EIT KICs 7-year review on aspects related to financial sustainability, including EIT KICs financial assets valuation.	<p>Improved visibility on EIT KICs financial sustainability positions, including financial assets.</p> <p>Progress made Year on Year by EIT KICs (FS coefficient, FS mechanisms in place, Co-funding levels across all pillars, financial assets), measured against the revised EIT financial sustainability principles.</p>	<p>Revised financial sustainability principles and framework for financial sustainability adopted.</p> <p>Reports on the targets achieved as part of the public EIT annual report, (in other relevant internal reports), and briefings to EIT GB and other stakeholders in relation to EIT KICs financial sustainability.</p>

Actions	Indicator	Target	Main outputs
	<p>Timely strategic contributions linked to EIT KICs financial Sustainability.</p> <p>Timely strategic and operational contributions on broader investors and ecosystems issues linked to EIT KICs financial sustainability, such as synergies with EIC, EIF and EIB.</p>	<p>Development and implementation of new structured synergies contributing to the EIT KICs financial sustainability linked to investors and ecosystems, including with EIC, EIF and EIB,</p>	

Table 12

Enhancing education in the EIT model / Implementing and monitoring the EIT Label

Objective: Implement a set of targeted cross-KIC actions that promote knowledge triangle integration, including the EIT label as flagship initiative. To achieve this, the EIT will carry out the following main actions:

- Implementation of the improved EIT Label Framework;
- Launch pilot run of the EIT Label Fellowship scheme;
- Explore possibilities of shared services.

Actions	Indicator	Target	Main outputs
Developing and updating the EIT Label model	<p>The EIT Label model revision action plan implemented, with a focus on the promotion of quality education and individual learner achievement</p> <p>Participation in the stakeholder events, promoting Label model</p>	<p>Up to 2 KICs piloting EIT Fellowship scheme</p> <p>EIT Label concept promoted at 2 major stakeholder events</p> <p>Timely implementation of the EIT Label model revision action plan</p>	<p>EIT Fellowship concept – pilot report adopted</p> <p>New EIT Label Framework and Handbook adopted and integrated in Call for Business Plans</p> <p>Concept Note on Shared services for the EIT Label drafted.</p>

Implementation of the improved EIT Label Framework	Impactful and harmonised approach implemented to EIT Labelled masters, doctoral programmes and other education programmes ensuring learning outcomes are achieved	Assessment of new programmes (and programmes applying for re-labelling) organized	EIT approval decisions for EIT labelled courses
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Table 13

Enhancing collaboration among KICs

Objective: The EIT will facilitate shared services towards the KICs and exchanges of experiences and good practices between KICs and foster collaboration between them (cross-KIC activities) on both thematic and horizontal topics.

Actions	Indicator	Target	Main outputs
Cross-KIC cooperation	Effective cross-KIC cooperation on priority topics agreed by the EIT community to create value and clustered according to the three categories: EIT strategic cross-KIC activities, EIT thematic cross-KIC activities and shared services	At least 20 MEUR allocated of grants for cross-KIC cooperation/missions in BPs 2022 Launching new operationalisation model of the cross-KIC modality	Cross-KIC cooperation activities included in KIC BPs 2022 Analysis/ monitoring of reports from existing cross-KIC cooperation programmes under BP 2021 The new way of operationalisation of the cross-KIC modality will be incorporated in the Business Plan Guidance 2022
KIC Shared services	Effective cooperation on shared services agreed by the EIT community	Continuation of already existing shared service arrangements	Delivering on previously agreed shared services as part of operations: <ul style="list-style-type: none"> • Provision of CFS • Common data models / BI

		Exploring the feasibility of new types of shared services	New shared service activities designed and responsibilities assigned
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Table 14

1.1.2 Increasing the regional impact of KICs

The objective of the EIT RIS is to contribute to boosting the ability to innovate of countries and regions in Europe that belong to the groups of so-called ‘modest and moderate’ innovators (according to the European Innovation Scoreboard⁹), as well as, the Outermost Regions.

In the new funding period, the EIT RIS will not be a mere outreach scheme, instead, it will be integrated into the KICs’ multi-annual strategies and will seek to involve more partners and support more projects coming from the EIT RIS countries and regions. The EIT will closely monitor the implementation of the renewed Regional Innovation Scheme strategy by the KICs. Results, lessons learned and good practices will be shared with relevant Commission services and with Member States through existing fora. The EIT will carry out targeted EIT RIS communication activities such as EIT-KIC events held in EIT RIS eligible countries and regions, EIT RIS information sessions jointly with other EC Services, as a result of the EIT’s work on synergies and complementarities with other EU programmes and initiatives, and work on the appropriate online visibility of the Scheme. A common approach of the EIT RIS among KICs will be encouraged with the aim of increasing the impact of the scheme. Furthermore, synergies with other funding instruments will be sought after, notably ESIF, and alignment and complementarity with the Smart Specialisation Strategies.

Actions	Indicator	Target	Main outputs
Ensure effective implementation of EIT RIS activities by KICs in line with the EIT SIA 2021-2027 and the respective implementation framework	Increased geographical representation of partners and projects coming from the EIT RIS countries and regions EIT RIS 2022-2027 operational framework adopted by KICs	Increased geographical representation of partners and projects coming from the EIT RIS countries and regions, reaching more than 15% of the total KIC individual approaches developed on implementing EIT RIS and synergies with ESIF and Smart Specialisation Strategies in line with the 2021-2027 framework	Report confirming increase of partners, projects and budget allocated to the EIT RIS countries and regions New RIS Implementation Framework integrated in BP 2022
Oversee preparation of the KIC individual approaches of the EIT RIS and towards synergies with ESIF in alignment with the SIA 2021-2027 and the respective implementation framework	Timely communication of EIT KICs’ activities including calls and events and support of cross-KIC communication actions leading to raised awareness in the EIT RIS countries and regions	Publication of EIT KICs’ calls on EIT, and EU	KIC individual approaches developed on implementing EIT RIS and synergies with ESIF and Smart Specialisation Strategies in line with the 2021-2027 framework Common EIT Community coordination mechanisms

⁹ http://ec.europa.eu/growth/industry/innovation/facts-figures/scoreboards_en

Coordinated dissemination of information and communication of EIT RIS activities together with the KICs		<p>Framework Programme websites and dissemination of information and good practices via other relevant channels</p> <p>Improved communication and streamlined information about EIT KICs activities in seven priority countries, implemented by the service contract</p>	<p>operating in priority countries and regions Website posts, publications</p> <p>Regular reports/communications on EIT KICs' activities in targeted countries and regions</p>
Explore and if appropriate, conclude and implement Memoranda of Understanding with EU Member States eligible for the EIT RIS	Reinforcing mutual information sharing and dissemination, as well as, exploiting synergies and complementarities.	Explore and if appropriate, conclude and implement Memoranda of Understanding with EU Member States eligible for the EIT RIS and assess their effectiveness	<p>Improved mutual information sharing and dissemination, as well as, implementation of synergies and complementarities</p> <p>Report on an annual basis on the effectiveness of the actions implemented under each Memorandum of Understanding concluded with the Member States</p> <p>Service contract for RIS information and coordination in place</p>

Table 15

1.1.3 Launch of a new EIT KIC

Objective: To further enhance the EIT's impact and to incentivise the innovations needed to meet new societal challenges, the EIT will, as established in the EIT Regulation and the EIT Strategic Innovation Agenda (SIA), expand its portfolio of Knowledge and Innovation Communities by selecting and designating an additional KIC in the field of Cultural and Creative Sectors and Industries.

In accordance with the SIA 2021-27, the EIT will publish a call for proposals for EIT Culture and Creativity in late 2021. In view of the new Call for EIT Culture and Creativity and based on the dedicated Stakeholder Engagement and Communication Roadmap, the EIT will focus on the mobilisation of the European cultural and creative sectors to ensure stakeholders are well informed of the opportunities to innovate with the EIT, of the upcoming call, and are thus in a strong position to lead or join a consortium.

To this end, the EIT will adapt accordingly to the schedule of the call preparations and the schedule of evaluation of proposals and the KIC designation. In 2021, the EIT will complete the following actions:

- Prepare Call documents (incl. Guidance, Evaluation Criteria and Call text);
- If requested by the Regulation and SIA 2021-2027, publish the KIC Call in late 2021;
- Mobilise stakeholders in the cultural and creative sectors to raise awareness of the EIT’s upcoming Call for Proposals for EIT Culture and Creativity;
- Implement the communications activities related to the Call, in particular, the Information Day(s) and webinars.

Actions	Indicator	Target	Main outputs
Preparation and Publication of the Call	Call documentation fully prepared , ready to be published	Call published Q4	Published Call text
Awareness-raising of the EIT’s Call for Proposals for EIT Culture and Creativity	<p>Information provided to stakeholders through webinars, website, incl. FQA, and social media that’s useful and relevant</p> <p>Stakeholders from cultural and creative sectors are informed about the opportunities provided by the Call</p>	<p>EIT and key materials (Call criteria, Framework of Guidance) promoted in a timely manner in line with visibility note and targets therein</p> <p>Online campaign to raise awareness of the call with minimum 2 posts per week and a dedicated campaign featuring ambassadors</p> <p>Organisation of 1 webinar for CCSI stakeholders in Q1 and Q2 2021</p> <p>Participation of EIT representatives in at least 7 CCSI-related events (physical / digital) in 2021</p>	<p>Information disseminated to stakeholders through webinars, website, incl. FQA, and social media</p> <p>Social media campaign with CCI ambassadors for EIT social media channels, amplified through key stakeholder channels</p> <p>Webinar for CCSI stakeholders organised with more than 200 participants out of which 80% have an increased understanding of the EIT and its KICs</p> <p>Reports from events</p>

Table 16

1.2 Supporting the entrepreneurial and innovation capacity of higher education

Objective: Increase the entrepreneurial and innovation capacity of the higher education sector by promoting and supporting institutional change in higher education institutions (HEIs) and their integration in innovation ecosystems.

In 2021 the EIT will start implementing the new action to support entrepreneurship and innovation in higher education, as introduced in the 2021-2027 SIA. In the first year, the EIT will together with the KICs work on setting up the relevant structures and processes to be able to launch and pilot the first elements of the initiative.

Actions	Indicator	Target	Main outputs
Design the Framework for entrepreneurial and innovation capacity of HEI initiative	Entrepreneurial and innovation capacity of HEI initiative framework in place and assessment prepared	Adopt the Framework by Q4/2021	Adoption of the framework for the initiative by the EIT GB
Facilitate KICs launching the pilot action	EIT oversees the successful completion of the pilot project	To initiate 10 new projects covering 15 new HEIs Complete 2 monitoring visits	Pilot action rolled out (10 new projects, covering 15 new HEIs) Monitoring visit reports

Table 17

1.3 EIT cross-cutting activities

1.3.1 Communications

1.3.1.1 Brand management and communications

Objective: Increase the visibility, awareness and understanding of the EIT Community, its relevance and added value, its activities and achievements through the active promotion of targeted information to external stakeholders and the public across EIT external communications channels.

To fully align with and support the EIT in delivering on its new priorities set out in the 2021-2027 SIA, the EIT will develop a new Communications and Stakeholder Engagement Strategy in 2021 to provide the strategic framework for all its activities during this period. The strategy will enable the EIT to adapt to rapidly changing technologies, communication and dialogue channels and increase the EIT's visibility towards the public. A call for strengthened openness and transparency creates high demands for the EIT in its communication towards and engagement with its stakeholders and the public, which will also be strongly reflected in the updated strategy. The new strategy will be accompanied blueprint to

support the delivery of the strategy until 2027. To align with Horizon Europe and its visibility requirements, the EIT will also update the EIT Community Brand Book that is applied by the EIT, all its Knowledge and Innovation Communities, their partners as well as EIT Alumni.

The Institute will focus on coordinating communication activities across the organisation to enhance its strategic impact. To support this effort and to mark the beginning of Horizon Europe and the EIT's enhanced mandate, communications products will be revised and updated. In addition, the EIT will continue to produce engaging and compelling content for dissemination across its channels. 2021 will also see the EIT amplify the value of its online communication by broadening its engagement and reach using digital and social media and stepping up the online exchange of its opportunities and results. To this end, a new website will be developed in 2021 and the potential of social media to reach citizens will continue to be maximised. The EIT will also continue to engage with media to support its efforts of reaching new audiences and augment the visibility of its opportunities and results.

Actions	Indicator	Target	Main outputs
<p><i>Development and implementation of the EIT Communications Framework</i></p>	<p>Development of an improved branding strategy for the EIT to create a quality brand for innovation to increase EIT visibility and awareness in line with SIA Engagement Strategy 2021-2027</p> <p>Timely response to all citizen enquiries</p> <p>Effective and coordinated EIT Community communication for enhanced EIT Community communication efforts</p>	<p>Communications and Stakeholder strategy adopted</p> <p>EIT responds to all citizen enquiries in line with administrative good practice</p> <p>Regular meetings (min. 10) and coordinated actions to enhance EIT Community visibility, branding, communication of EIT activities and awareness</p> <p>Updated EIT Community Brand Book adopted by EIT GB in 2021</p>	<p>Strategy and implementation plan adopted requirements</p> <p>Final reports of EIT Communications contracts</p> <p>Citizens and stakeholders queries responded to in line with EU Code for Good Administration and updated FAQ on the EIT website</p> <p>Minutes of EIT Community Communications Working Group shared with EIT Forum</p> <p>Update of the EIT Community Brand Book in full alignment with Horizon Europe for the entire EIT Community</p>

	<p>Timely communication of EIT Community news to the target group</p> <p>Innovations@EIT for effective showcasing to stakeholders and visitors</p>	<p>Dedicated horizontal monitoring activity finalised in Q4 2021</p> <p>16 editions of the EIT Community in the Media internal newsletter in 2021</p> <p>10 innovations on display at the EIT</p>	<p>EIT KIC Communications in line with legal provisions and final monitoring reports</p> <p>EIT Communications Coverage Overview prepared on a bi-monthly basis</p> <p>EIT Community powered innovations and tangible benefits to citizens showcased online and for visitors to EIT offices</p>
<p><i>Enhancement of the EIT Corporate Communications (Including EIT content production, EIT website, social media and press management)</i></p>	<p>Create compelling materials to present the EIT and its opportunities.</p> <p>Increase in visits to the EIT website</p>	<p>Update of minimum 4 EIT factsheets, 1 brochure, corporate presentation and 5 videos</p> <p>12 monthly newsletters published and disseminated to stakeholders.</p> <p>Minimum 5 inspiring stories per EIT KIC produced for sharing across EIT channels through videos, interviews, factsheets, takeovers, etc.</p> <p>Minimum 10 EIT Checks In video series with 150 000 views of EIT Checks In video interview series</p> <p>Communications materials produced for National Day campaign highlighting EIT Community</p>	<p>New creative and inspiring content created for targeted dissemination to external stakeholders across EIT channels reflecting new priorities for 2021-2027 and in full alignment with Horizon Europe priorities and brand guidelines.</p> <p>Monthly newsletter issued presenting key EIT Community opportunities, events and results.</p> <p>Increased EIT visibility and awareness among EIT stakeholders and the wider public by designing and developing creative content/formats for dissemination through EIT external communications channels.</p>

		presence and support in each Member State	
	Enhancement of the EIT website design and content	5% increase in unique visitors to the EIT website in 2021 compared to 2020 unique visitor statistics Minimum three new content items added per week Launch of a new website in Q4 2021 to strengthen EIT Community openness and transparency towards stakeholders and citizens	Information shared with external stakeholders with a regular update of the EIT website to present the latest opportunities, news, events and results Improved EIT website serving as a hub for the entire EIT Community, facilitating access to relevant information
	% increase in the number of EIT social media channels followers	Increase engagement with followers leading to % increase LinkedIn (25%), Twitter (10%), Facebook (2%) and Instagram (40%) in 2021 compared to 2020	Engaging EIT social media posts and content produced for citizens across Europe to increase EIT engagement, impressions and followers on EIT social media channels: Twitter, LinkedIn, Facebook and Instagram
	Increase in EIT Community mentions in media outlets and articles compared to 2020	1% Increase in EIT Community press (print, broadcast and online) coverage in 2021 compared to 2020 3 dedicated events for press organised in 2021 Timely response to all press queries	Quantitative and qualitative increase in EIT media coverage

Table 18

1.3.1.2 Stakeholder relations

Stakeholder engagement

Objective: Timely and targeted engagement with priority stakeholders to raise awareness and increase the visibility of EIT activities and ensure support from influential groups of stakeholders. In 2021, the EIT will develop the EIT Stakeholder Engagement and Communication Strategy that will be essential for driving relevant activities forward in the upcoming years.

In 2021, EIT will continue its engagement with institutional decision-makers, namely the European Parliament, the Council and the European Commission through the provision of targeted information and participation of EIT representatives in relevant events and meetings. Building on existing relations and lessons learnt from previous encounters, the EIT will organise regular meetings with the European Commission. The EIT Liaison Office in Brussels will continue to play a central role in facilitating and maintaining relations and synergies with the EU Institutions, as well as in strengthening collaboration with DG EAC, the responsible EC service for the EIT. It will also ensure close coordination with the EIT Community in Brussels through the EU Affairs Working Group.

The Stakeholder Forum 2021 will provide a space for interaction between EIT stakeholders and the EIT Community, and will consist of events and activities during the European Research and Innovation Days, meetings with the European Commission and meetings with EU Member States, as described below.

Relations with Member States will be strengthened via the revamped EIT Member State Representatives (MSR) Group. Priority will also be given to setting up an internal mechanism for coordination with the new network of EIT National Contact Points. The new mechanism will ensure a structured provision of information regarding EIT and KIC calls, funded projects, as well as other relevant information. Coordination and linkages between the MSR Group and the EIT NCPs will be ensured throughout the process in order to increase awareness of EIT activities and opportunities at the Member State and EU levels.

Finally, following the preparatory phase in 2020, the EIT will introduce the use of the European Commission' BASIS Tool for Briefings which will allow for the establishment of a standard procedure for briefing preparation, approval, and tracking across the organisation.

Actions	Indicator	Target	Main outputs
Engagement with institutional and knowledge triangle stakeholders	Structured dialogue with institutional and knowledge triangle stakeholders	The EIT Stakeholder Engagement Plan developed and updated on a bi-annual basis, in alignment with the new Stakeholder Engagement and Communication Strategy	Stakeholder Engagement Plan developed and approved
	Maximise EIT visibility through participation in	Participation of EIT representatives	Tracking table of Invitation Assessment,

	<p>events and awareness-raising</p> <p>Increase efficiency of EIT briefing preparations</p>	<p>(including EIT Governing Board members) in a maximum of 40 European/ International events of key stakeholders, including at least 3 events in Hungary as EIT host country</p> <p>BASIS tool customised for EIT workflow and fully integrated into existing EIT systems by Q2 2021</p> <p>Organisation of trainings for EIT staff by Q3 2021</p>	<p>Event Overview for 2021 Briefing Notes and presentations, Mission reports/ Call summaries</p> <p>Use of an integrated IT tool to develop and track briefing preparation</p> <p>SOPs for Briefings adopted by Q2 2021</p> <p>EIT staff trained to use BASIS</p>
Running EIT Liaison Office in Brussels	<p>EIT visibility and stakeholder engagement in Brussels increased</p> <p>Effective coordination mechanism between EIT and KICs on stakeholder engagement</p>	<p>Participation of EIT Liaison Officer in Brussels in at least 20 events/meetings (physical/ digital) of/with key stakeholders and support to priority synergies</p> <p>4 Bi-monthly Reports by Q4 2021</p>	<p>Weekly reports of the EIT House Liaison Office</p> <p>Bi-monthly reports from EIT House group</p>
Organisation of EIT Stakeholder Forum	<p>Interaction of EIT Community with key stakeholders and increased visibility of EIT activities</p> <p>Positive, above-average feedback received from</p>	<p>Report of EIT Stakeholder Forum 2020 finalised and communicated to stakeholders in Q1 2021</p>	<p>Final Report of EIT Stakeholder Forum 2020</p> <p>Report from the Meetings</p>

	participants (as measured by a dedicated survey)	EIT Community participates in the EU R&I Days 2021 EIT-EC service meeting organised by Q4 2021	
Engagement with EU Member States	Establish a structured dialogue and provide targeted and timely information to national and regional authorities of EU MS	Two EIT Member States' Representatives Group meetings (physical/ digital) organised by Q4 2021	Reports from meetings
Coordination and support to EIT National Contact Points (NCPs)	Establish a mechanism for NCPs to provide information regarding EIT and KIC calls and other EIT Community opportunities	Webinars/ meetings of EIT NCPs organised by Q4 2021 Information Package for EIT NCPs developed by Q4 2021 Call for the EIT NCP Coordination and Support Action (CSA) launched and proposals assessed by Q4 2020	Information Package, including an update of Country-specific fact sheets for all EU MS EIT NCP CSA Coordinator selected

Table 19

1.3.1.3 EIT Awards

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

The next edition of the EIT Awards will be organised in 2022 to increase opportunities for targeted communication opportunities and interaction and exchange of ideas with the broader innovation ecosystems in Europe and stakeholders and will showcase EIT success stories and will further enhance

awareness about the EIT. The EIT Awards be one element of a larger EIT event and will comprise five main categories: EIT Venture, EIT CHANGE, EIT Innovators, EIT Women Leadership , and EIT Public (Citizen) Award. The objectives of each of the EIT Awards are the following:

- The EIT Venture Award puts the spotlight on successful entrepreneurial start-ups that have been supported by the innovation communities through dedicated business creation or business development processes.
- The EIT CHANGE Award celebrates graduates of EIT-labelled education programmes who spur innovation and entrepreneurship and bring about a change in the areas of climate change, digitalisation, energy, health, food and raw materials addressed by the EIT and its innovation communities.
- The EIT Innovators Award recognises innovation teams composed of individuals from our innovation communities that have developed a product, service or process with a high potential for societal and economic impact.
- The EIT Women Leadership Award recognize the outstanding work and achievements of a woman from our innovation communities.
- The EIT Public Award recognizes the public (citizen) recognition of the overall excellence, and innovativeness of a European innovator.

The implementation of the EIT Awards will comprise the preparation of nominees for the pitching sessions, the set-up of a high-level jury for each Award category, the organisation of the Award Ceremony as one element of a larger EIT event, and the implementation of a monetary prize (1st, 2nd and 3rd) per category. The prizes for the EIT Award winners will be as follows:

PRIZES				
EIT Venture Award	EIT CHANGE Award	EIT Innovators Award	EIT Woman Leadership & Entrepreneurship	EIT Public (Citizen) Award
<i>A European-wide promotion of their businesses and the prerogative to use the label “EIT Venture/ CHANGE/ Innovators/Women Leadership /Public Award Winner ” in their profiling and marketing activities</i>				
EIT Financial contribution of EUR 80,000 (50k for the winner, and then 20k and 10k respectively for the second and third place)	EIT Financial contribution of EUR 80,000 (50k for the winner, and then 20k and 10k respectively for the second and third place)	EIT Financial contribution of EUR 80,000 (50k for the winner, and then 20k and 10k respectively for the second and third place)	EIT Financial contribution of EUR 80,000 (50k for the winner, and then 20k and 10k respectively for the second and third place)	No EIT Financial contribution

Table 20

During 2021, the preparations for the EIT Awards post 2022 will start.

Actions	Indicator	Target	Main outputs
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Preparation of the EIT Awards process	Timely implementation of the EIT Awards in 2022	Winners of all five categories awarded in 2022	Five 2022 EIT Awards winners
Preparation of the post 2022 EIT Awards	Timely launch of the preparation for the post 2022 EIT Awards competition	Preparations for the post 2022 EIT Awards competition started by Q4 2021	Concept note drafted and approved

Table 21

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

The EIT Awards will also contribute to collecting information about synergies with other EU programmes. The application forms will therefore include a section asking for any support previously received from EU programmes. This information will not be used for the eligibility or award decisions, but only for the communication on the EIT Awards and for sharing it with the relevant Commission services.

1.3.1.4 EIT Alumni

Objective: *To support the work of the EIT Alumni Board in refining their strategy and providing added-value activities to the EIT Alumni Community. In 2021 the EIT Alumni Community will focus on improving its governance structure with the selected EIT Alumni President joining as additional EIT Alumni Board member.*

Actions	Indicator	Target	Main outputs
Provide strategic advice and guidance to the EIT Alumni Board to further develop the community and ensure alignment with EIT's strategy and activities	Implement EIT Alumni strategy and annual work plan under effective governance to enhance the impact of EIT	Approve the EIT Alumni 2022 work programme	EIT Alumni work programme 2022 in place
	Approval of EIT Alumni Annual Work Programme	Assess the implementation of the EIT Alumni 2020 activities	2020 EIT Alumni Report
	Development and implementation of the EIT Alumni Challenges concept	Support contract in place.	Support contract effectively implemented.
	Development of sustainability strategy	Develop and implement the EIT Alumni Challenges concept	Full implementation of Alumni work programme 2021
		Develop objectives of EIT Alumni sustainability strategy	EIT Alumni President selected and EIT Alumni governance enhanced
			EIT Alumni Challenges Concept developed. One challenge implemented

			Objectives set for EIT Alumni sustainability strategy
Support the EIT Alumni Board in implementing its and activities	Support Alumni work programme implementation and organisation of the 2021 EIT Alumni Connect Event	Guidance and support to EIT Alumni Connect event provided by Q4 2021 and active participation of 120 students and alumni (>75% positive feedback in review).	EIT Alumni Connect event organised

Table 22

1.3.2 Identify and share good practices with stakeholders

Objective: Enhance dissemination of results and good practices from the EIT Community

The EIT has a key role in facilitating the dissemination of results and good practices. To this end, the EIT will develop its role as an institute able to identify, codify and share good practices from its activities in a more structured and coherent way. In an initial step, this process could be supported by an external organisation like the OECD or similar partners. The EIT will also provide guidance and assistance on dissemination related aspects and facilitate a cross-KIC exchange.

Actions	Indicator	Target	Main outputs
Identification, codification, dissemination of results, lessons learnt, and good practices with EIT stakeholders, including MS	EIT identifies, codifies and shares learnings and good practices. EIT supports the dissemination of results from KIC activities	EIT maintains a system that ensures enhanced KIC dissemination of results and good practices.	Action plan on the dissemination of results and good practices implemented, including monitoring action of KICs and explore feasibility to integrate EIT to EC systems
		EIT issues 3 sets of good practices with external support.	EIT disseminates 3 sets of good practices
		Collaboration with multipliers (EC, OECD or other partners) provides for a preceding systems analysis	Joint assessment of innovations from the EIT Community to develop an EIT Community Toolkit

Table 23

1.3.3 International cooperation

Objective: Strengthen the standing of the EIT among the global innovation community through a structured dialogue with third countries and international organisations.

In 2021 the EIT will focus its efforts in increasing the impact of the EIT Global Outreach Programme, in compliance with the Horizon Europe approach to international cooperation. Under the supervision of the EIT Governing Board and in close coordination with the European Commission, the EIT will provide guidance and monitor its Knowledge and Innovation Communities to ensure that the EIT Community activities in the US, Israel, and UK, contribute to the EIT’s objectives. This includes raising awareness about the EIT Community and facilitating synergies with organisations from these countries while ensuring a stronger EIT Community and therefore European footprint.

In addition, EIT will continue to explore opportunities to engage with and build strategic partnerships in other countries beyond Europe, including Horizon Associated countries, based on set priorities and available opportunities. International cooperation plans and activities of the EIT and the KICs will clearly demonstrate their European added value, under the supervision of the EIT Governing Board, and in compliance with the Commission strategy for international cooperation on research and innovation and in consultation with the respective Commission services.

Actions	Indicator	Target	Main outputs
Engagement with selected third countries and international organisations	<p>Increased awareness of EIT activities in locations of the Global Outreach Programme</p> <p>Increased awareness and accessibility of EIT activities in the Western Balkans</p>	<p>International cooperation plans of the EIT and the KICs, demonstrate European added value, under the supervision of the EIT Governing Board, in compliance with the Commission strategy for international cooperation on research and innovation and in consultation with the respective Commission services</p> <p>The Global Outreach cross-KIC project is closely monitored and the European Commission and EIT Governing Board is regularly informed</p>	<p>Bi-monthly progress reports from EIT Global Outreach Programme shared with the EIT Forum, Governing Board and European Commission.</p> <p>Report on the outcome of the first year of the joint KICs’ operation in the Western Balkans, incl. cooperation modes with other Funds</p>

		<p>Cooperation with other Funds identified and joint programming commenced</p> <p>More than 100 individuals and organisations benefitting from the EIT activities in the Western Balkans</p>	
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Table 24

1.4 Impact monitoring and evaluation

The EIT will continue strengthening its impact-focused approach to delivering world-class solutions to targeted societal challenges. Thus it will further improve its current monitoring system and introduce reporting and monitoring including impact indicators aligned with the Horizon Europe Key Impact Pathways, regularly monitor the KICs operational performance and their outputs, results, and progress towards impact and contribution to the Horizon Europe impact targets.

EIT monitoring strategy implementation

Objective: Monitoring of KICs operations and portfolio to strengthen the EIT’s grant control, to obtain a basis for performance-based funding, as well as to get insights into results of KICs activities.

In 2021, the EIT monitoring will be affected by the transition to a more efficient operational model which shifts the EIT’s control strategy towards the KICs internal processes. Therefore, the following will be monitored:

- KICs processes regarding the selection of KAVAs
- KICs portfolio management with go/no go decisions for underperforming KAVAs.
- KICs progress in addressing topics of strategic importance and recommendations issued by the EIT Governing Board
- KICs’ adherence to the Good Governance Principles

Monitoring is carried out based on the Monitoring plans and can be complemented by internal checks on topics identified as critical during the year. Furthermore, in 2021, KIC financing, monitoring, and reporting principles as well as the new EIT monitoring and control strategy will be adopted which may result in additional monitoring needs. Frequent exchanges between the EIT and the KICs contributes to continuous monitoring.

Actions	Indicator	Target	Main outputs
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2021 monitoring plan implementation	Contribution of monitoring activities to improving KIC grant management	Monitoring plan implemented by Q4 2021 (target: EIT GB rapporteur meetings, meetings with EIT KIC Supervisory Boards, monitoring assignments on KIC processes and specific activities/projects)	External experts contracted in time to support monitoring activities Reports and recommendations from monitoring activities
Preparation of the Monitoring Plans 2022	Improved planning and selection of monitoring activities 2022	Monitoring plan prepared (Q4 2021)	Final Monitoring plan 2022
Implementation of the EIT Innovation Agenda	Design, selection, and implementation of Innovation activities are well aligned with the Principles for Innovation Projects financed by the EIT Timely implementation of the EIT Innovation Agenda	The KICs align their calls for selecting innovation activities with the Principles for Innovation Projects financed by the EIT The EIT Innovation Agenda is timely implemented	The annual assessment of the KIC's adherence to the Principles for Innovation Projects financed by the EIT The report from the implementation of the EIT Innovation Agenda
Implementation of the EIT Business Creation Agenda	Timely implementation of the EIT Business Creation ToR (planned activities, synergies with EIC, synergies with EIF, synergies with EIB)	The EIT KICs through the EIT KICs Business Creation (BC) panel deliver on the agreed activities for the year.	A short report on overall activities delivered for the year. Other outputs as required and defined for the different streams of activities (planned activities, synergies with EIC, synergies with EIF synergies with EIB).
KICs' adherence to Good Governance Principles ensured	Improvement of KICs operation in terms of openness, transparency, effectiveness, and efficiency	The assessment concluded as part of the performance reporting by Q3 2021 Transparency and openness KICs'	Assessment report as part of annual performance assessment, including good governance principles, review on four additional priorities, and transparency action plan

		operations followed	
Revision on EIT Monitoring Strategy	The EIT Monitoring Strategy is revised and aligned with Impact Framework	New Monitoring strategy approved	New revised EIT Monitoring Strategy in place

Table 25

Evaluation and impact assessment

Objective: Evaluate and maximise future KICs' impact

This will entail the following actions:

- Conduct the 7-year Review 2015-2021 of the second wave KICs.
- Roll out and implement the EIT Impact Framework

Actions	Indicator	Target	Main outputs
7 and 15-year reviews	7-year review of the second wave KICs 2015-2021 conducted and 15-year review prepared	A 7-year review of the EIT Health and EIT RawMaterials (2 nd wave KICs) launched Year 15 review methodology developed, finalised for 1st wave KICs	Preliminary 7-year review draft report 15-year review preliminary methodology Draft MoC with 1 st wave KICs for post-15 year cooperation prepared
3-year reviews	3-year review of new KICs prepared	3-year review for 4 th wave KICs designed.	Concept in place for 3-year review of EIT Manufacturing and EIT Urban Mobility prepared
Finalisation of a Methodology for implementation and mainstreaming of the EIT Impact Framework	The EIT Impact framework aligned with HE KPIs and mainstreamed across the evaluation and monitoring system of EIT	Robust system under implementation for impact-led planning, data collection, reporting, and assessment	Improved system for impact-led planning, monitoring, incl. impact KPIs, reporting, and assessment 2021 KIC Annual Reports and 2022 KIC Business Plans reflect the EIT Impact Framework

Table 26

1.5 Synergies and complementarities with other programmes

Objective: The objective in 2021 is to contribute to the overarching objectives of Horizon Europe on fostering growth and creating jobs by improving results, breakthrough technologies and services, and sustainability of the operations of the KICs through synergies and multiplication of successful activities across KICs.

The EIT will:

- Promote and facilitate synergies with EC Policy DGs and other EU programmes and bodies (notably but not exclusively Horizon Europe missions, DGs RTD, EAC, GROW, EASME, the European Structural and Investment Funds, the Joint Research Centre, Erasmus, Digital Europe Programme, InvestEU, Creative Europe, COSME, EUIPO and the Copernicus Programme) for the integration of Knowledge Triangle.

Actions	Indicator	Target	Main outputs
Promotion of synergies with other EU initiatives	Added value priority synergies of EIT with other EU programmes and initiatives in place	<p>Implement EIT-EIC MoU and structured operational level dialogue</p> <p>Implement EIT-EIF structured cooperation with additional EIT KICs (beyond EIT Health) and at EIT-EIF level as per the scope and mechanism agreed</p> <p>Implement EIT-EIB structured cooperation, as per the scope and mechanism agreed</p> <p>Seek co-investment from ESIF with MoU countries and synergy implementation mechanisms with DG REGIO, EAC, RTD and JRC</p> <p>Seek agreement with DG EAC and NEAR on</p>	<p>Structured and practical cooperation with the listed key partners in place at EIT level and mutual exchange with Commission services.</p> <p>Actions implemented linked to EIT priorities</p>

		<p>synergies and co-investment with IPA III</p> <p>Review other potential partnerships at the EIT level</p> <p>Ensure fulfillment of Horizon 2020's cross-cutting mainstreaming target to invest at least 35% of the budget on climate-related objectives.</p> <p>Implementation of the 2021 EUIPO-EIT action plan</p> <p>Selected joint activities with JRC within the identified priority areas linked to EIT core tasks</p>	
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Table 27

2. Horizontal activities

2.1 Strategy: Co-ordination and Implementation

2.1.1 Strategy definition and coordination

EIT Governing Board meetings and EIT management

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

- Determine the general EIT strategy and give the necessary impulse, direction and co-ordination to policy definition, preparation and implementation in accordance with the EIT strategic objectives and provisions set out in the Amended EIT Regulation, EIT Strategic Innovation Agenda (SIA), EIT Programming Document (SPD) and guidance provided by the EIT Governing Board to coherently and consistently implementing the EIT mission.
- Ensure effective and efficient representation of the EIT's interests and strong involvement in internal deliberations, including Commission services as well as other external fora with a view to reinforcing the overall EIT strategy and activities hence benefitting EIT stakeholders at large.

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

This activity includes all logistical preparations (travel, catering, meeting services), administrative file handling, and preparation of supporting documents.

Actions	Indicator	Target	Main outputs
Strategic co-ordination by the EIT GB and EIT support services to the latter	Effective preparation and implementation of Governing Board (GB) and Executive Committee meetings, GB Working Groups meetings, Panel, GB Rapporteur and other meetings with GB Members participation including the meeting(s) with the KIC Chairmen	Effective and timely preparation and implementation of at least 4 regular GB meetings, 4 regular Executive Committee (ExCo) Meetings, Annual KIC Hearing in compliance with all applicable rules and procedures	GB, ExCo and Hearing agenda, minutes, and decisions Shortlist of proposed new EIT GB members adopted and sent to the EC Transition to the new EIT Regulation completed
EIT management	Effective management and implementation of the EIT's Annual Work Programme	Timely and complete implementation of the AWP. Continuous feedback and corrective actions on areas of improvement	Minutes of regular management meetings, regular meetings of the Director with the units, ad-hoc project-oriented cross-unit meetings as needed, quarterly management reviews
Internal decision making	Efficient internal decision-making is in place	Regular management and unit meetings take place 75% Implementation of the management action plans for internal communication and work environment action plan, updated following the staff survey	Complete and updated job descriptions and objectives of staff (in alignment with the WP) 4 strategic quarterly review meetings All EIT Director's decisions are published as appropriate Implemented simplification (management action plan)

Table 28

Planning, programming, reporting, and audits

Objective: Ensure and enhance planning, monitoring, reporting as well as preparation and follow-up to audits

To achieve the above objective, the EIT implements its annual cycle of planning, monitoring, and reporting processes for the EIT to deliver its objectives by contributing to its overall strategy in an effective, timely, efficient, coherent and accountable manner. Furthermore, the EIT will ensure an adequate preparation to and follow-up of audits by the European Court of Auditors, the Internal Audit Service of the Commission and the Internal Audit Capability of the EIT, including the implementation of actions to address open audit findings.

Actions	Indicator	Target	Main outputs
Planning, Programming, and Reporting	Timeliness (preparation and submission) of the documents foreseen in the SPP (Strategic Planning and Programming) cycle, namely Budget, Annual Activity Report, Budget implementation report, Report on budgetary and financial management, and Single Programming Document	Budget 2022, Draft budget 2023, AAR 2020, Report on budgetary and financial management 2020 produced and transmitted on time EIT Governing Board adopts the Single Programming Document 2022-2024, Budget 2022, and Draft SPD 2023-2025 by the end-Dec 2021	AAR 2020, SPD 2022-2024, Budget 2022, Report on budgetary and financial management 2020
	Timeliness (preparation and submission) of internal quality reporting	On-time delivery of accurate internal reports (ad-hoc, monthly, or quarterly) and bi-monthly summary reports for the Commission and GB	Bi-monthly summary reports for Commission and GB
Implementation of the Annual Work Programme	Timely implementation of the Annual Work Programme part of the SPD 2021	95% of activities implemented by Q4 2021	Consolidated Annual Activity Report 2021 (in 2022)
Gender Action Plan	EIT effectively promotes gender equality and women entrepreneurship	Gender Action Plan 2021 implemented. Gender focus point designated.	Report on Gender Action Plan, incl. EIT gender vision published EIT and KIC specific actions related to women

			entrepreneurship implemented Procedures screened to be gender-sensitive Gender training completed Gender analysis completed Alumni community activated KICs Gender Mainstreaming/Diversity Policies streamlined with the EIT's and approved at the management level
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Table 29

2.1.2 Internal communications and work environment

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

The EIT recognises that its staff members are its most valuable resource and are entitled to quality internal communications. Therefore, it is the EIT policy to keep its staff members informed and up to date so they are fully engaged with a high performing organisation.

This should contribute to the achievement of the following results:

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

Actions	Indicator	Target	Main outputs
Internal communication	Efficient communication structures are in place.	> 95% of staff is fully aware of the EIT and	Agenda and minutes of weekly management, unit, and heads of section

	Enhanced internal communication via participatory leadership approach	<p>their objectives and priorities (survey)</p> <p>All EIT GB and Director's decisions are communicated to staff in a timely manner and are published as appropriate</p> <p>Regular general staff meetings are organised following Governing Board meetings</p>	<p>meetings, priorities shared.</p> <p>EIT decisions communicated to staff</p> <p>Communication measures taken to inform staff on EIT implemented simplifications (management action plan).</p> <p>One lunchtime presentation per Unit</p> <p>4 All staff meetings</p> <p>2 HR information sessions for staff organised</p>
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Table 30

2.2 Administrative support

2.2.1 Human Resources

Objective: The objective of human resource management is to ensure the efficient support for staff in administrative matters, the timely recruitment of highly skilled new staff, the efficient running of the appraisal and reclassification system, and the implementation of a learning and development policy for staff.

This includes the following activities:

- Recruit, develop and retain highly qualified staff and provide comprehensive human resource management services to ensure the effective and efficient functioning of the EIT, as well as the promotion of transparency and equal opportunities within the Institute;
- Provide reliable human resources planning, procedures, implement appraisal and reclassification exercise and continue to ensure the availability of highly qualified staff to meet the EIT's objectives;
- Support the professional development of staff and further strengthen their competency and skills base, as well as their efficiency;
- Ensure a high-quality working environment and promote equal opportunities;
- Ensure a sound framework for the management and administration of the EIT's staff.

Actions	Indicator	Target	Main outputs
HR – Recruitment	EIT is fully staffed in line with its Establishment Plan	Timely and compliant completion of staff selection procedures Publication of the vacancy notice within 6 weeks of a vacant post and completion of reserve lists within 4 months from the deadline for applications	Posts filled according to the adopted recruitment plan
Payroll	Regular implementation of the salary run as required	-Zero delays in the payroll process -Less than 2% error rate	Timely implementation of the salary run
HR management system (SYSPER)	Effective functioning of SYSPER with maximum use of available modules	Additional modules to be implemented 2021: HR reporting, Ethics, Appraisal and Reclassification, personal files and Rights module	Modules implemented according to the timeline given by DG HR
HR – Training plan	Identification of in-house training courses according to the learning and development plan	90% of in-house training sessions provided according to plan	In-house training sessions completed according to the approved timeline indicated in the training plan
Social Policy	Schooling Policy Implemented, sports clubs and reimbursement of public transportation	Timely adoption of the ceiling decision on schooling and transport costs.	Amended schooling policy published on the EIT HR intranet Social Committee in operations
Implementation of the EIT Traineeships programme	Trainees support EIT activities and increase knowledge of EIT	At least 10 traineeships successfully completed in 2021	Traineeship reports
Ensure full use of available human resources	Reduction of the vacancy rate Use of interim staff for long-term (e.g. maternity) leaves	Not more than 3 vacant posts on average Interim staff in place for all long-term leaves without delay	Posts filled according to the adopted establishment plan Interim staff contracts

Implement obligations in the EIT Staff Regulation	Effective and efficient implementation of provisions under the Staff Regulation	Adopt implementing rules of the Staff Regulation Compliance with all provisions of staff rules and regulations in place Timely completion of appraisal (by Q2) and reclassification (by Q3)	Overview table on implementing rules Finalised appraisal reports and reclassification exercise
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Table 31

2.2.2 Finance, Budget, Procurement, and Accounting

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

This will be achieved through the following activities:

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

Activity	Indicator	Target	Main outputs
Implementation of the annual budget	High level of absorption of EIT funds	> 95% of non-grant commitment and > 90% payment appropriations absorbed by Q4 Budget review has been performed at least once in 2021	Quarterly budget implementation vs forecast reports per unit Budget amendments, transfers
Implementation of financial transactions	Legality and regularity of commitments and payments Further simplified financial transactions (Q2 2020) Registration time of invoices, cost claims, commitments	Introduce simplification measures for trainees, third parties, interview reimbursements Registration of invoices and cost claims within 5 calendar days	Revised rules for trainee, third party, and interview reimbursement 95% of the invoices and cost claims registered within 5 calendar days All commitment request registered within 2 working days

	<p>Processing salary payments by the deadline set by the Staff Regulation</p> <p>Smooth verification of mission claims within 4 working days Payments transferred in line with the legal due dates</p>	<p>Registration of commitment request within 2 working days</p> <p>Authorise salary payments by the 10th of each month</p> <p>Verification of mission claims within 4 working days</p> <p>Min 95% of payments are authorized in less than 27 days from registration (considering suspensions)</p>	<p>Mission claims paid within 15 calendar days</p> <p>Total number of late payments below 5% in 2021</p>
Procurement	<p>Procurement procedures completed</p> <p>Managed EIT contract portfolio</p> <p>Procurement procedures are compliant with the applicable rules</p>	<p>Min 85% procurement procedures completed in line with the adopted procurement plan by end of Q4 2021 (subject to the initiation of the operational units) including 100% of the prioritised procurement procedures</p> <p>Structured contract portfolio information is available in ABAC.</p> <p>97% of procurement procedures without complaints/court cases</p> <p>2021 Procurement Plan is updated on a quarterly basis.</p>	<p>Contracts concluded</p> <p>Updated procurement plans are presented to the EIT MT after the quarterly review meetings</p> <p>Recording of legal commitments in ABAC.</p> <p>Publication of contracts awarded in the previous year on the EIT website by end of Q2 2021.</p> <p>Total number of procurement procedures with complaints/court below 3%.</p>
Accounting	<p>Effective implementation of SLA with the Commission</p>	<p>Timely performance of accounting correspondent tasks</p> <p>Contribute to the validation of local</p>	<p>EIT accounts prepared Quarterly accounting controls performed in time</p> <p>VAT recovery request submitted</p>

	All purchased items above EUR100 are correctly encoded in ABAC assets	system performed by DGBUDG by the deadline set	Action plan related to the report on validation of the local system
	Obsolete, broken, stolen, lost inventory material is proposed for write-off	Audit of accounts performed in 2021	Report on the annual inventory check
		Ensure that inventory checks carried out before the end of the year and with >98% accuracy	Write-off Committee decision
		Ensure that the written-off inventory items are removed from premises	

Table 32

2.2.3 ICT, Document Management and Infrastructure

Management of Information and Communication Technologies (ICT)

Objective: Define, plan, set up, maintain, and develop high-quality Information and Communication Technology (ICT) infrastructures, tools, and services so that the staff is adequately supported in their operation.

Actions	Indicator	Target	Main outputs
Implementation of the EIT IT Framework	Timely implementation of the EIT IT Strategy and the 2021 IT Master Plan	Adoption of the EIT 2021 IT Master Plan by Q1	Endorsed and implemented IT Master Plan
		95% of the IT master plan implemented	IT SC meeting minutes
		Quarterly ITSC meetings	
		Effective EIT IT governance	
		All 2021 new IT projects have an approved IT project request, Business Case document,	All new IT projects approved in line with the PM2 rules.

		and a Project Charter	
Ensure EIT IT Security	Effective implementation of the EIT IT Policy and General Information Security Policy	Implementation of EC Risk Management Methodology GovSec reporting Mitigation measures implemented Access to ABAC and other IT systems used at EIT has been checked 1 time during the year	IT security threats eliminated or mitigated IT Security plan implemented Internal controls revised and approved by LISO
Raising awareness in the field of ICT	Number of trainings and awareness events	2 trainings completed	ICT facilities and services used in an appropriate and responsible manner
Provide adequate ICT systems and infrastructure	Adequate IT and infrastructure tools available to staff made available and backup solutions in place Timely response to user requests provided	Make general and individualised IT systems permanently available to all staff as required <10% of normal user requests require more than two working days to resolve <10% of critical tickets are solved within 4h Number of IT security incidents during 2021 reported to CERT_EU &EDPS >4	Available IT systems to all staff and external users ICT systems operational and business continuity ensured. Local and remote backups every 4 hours. Reports on incidents and user requests

	Services' availability ensured (average over one year), including planned maintenance	Services availability > 99% Planned maintenance < 3,65 days (1% services unavailability)	Business Continuity Plan in place and Disaster Recovery plan tested Report on planned maintenance
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Table 33

Data Protection and Document Management

Objective: The EIT will implement the data protection and document management policies and practices which will ensure efficiency, improved business continuity, and will strengthen transparency and accountability.

Actions	Indicator	Target	Main outputs
Document Management System	Reliable and comprehensive implementation of DMS via ARES/HAN	Comprehensive DMS of the Commission (ARES/HAN) fully in use at EIT via SLA	Filing plan and Retention list in place; ARES maintained Archiving and storage policy implemented Information security measures in place Public Register for access to the document in place Register of EIT Director decisions in place.
Organisation of information, archiving and storage	Adequate guidance, plan and procedures implemented	Full implementation of applicable guidance and archiving and data cleaning plan. Internal guidance on information provision, access to the document, complaints in place.	Archiving policy and guidelines adopted Archiving and data cleaning plan adopted and progress reports to management Guidance on access to documents, information provision, complaints and irregularities is fully adhered to.

Data Protection	Effective DPO supervision and implementation of the Data Protection Regulation and the DPO implementing rules	Continuation of the DPO action plan implementation	At least 10 updated or additional data protection records and privacy statements published in the EIT public register of records
	Effective and compliant processing of personal data by data controllers.	Very low number of data breaches	Reports on incidents of data breach and number of findings by EDPS
	Continuous data protection awareness-raising	Increased data protection knowledge of EIT staff	Annual training by the DPO; Data protection training to all newcomers

Table 34

Logistics and Building Management

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

Prevention and protection at work: In order to build up the staff awareness on health and safety measures, several trainings, informative brochures and publications as well evacuations exercises will continue in the course of the year.

Security within the EIT: To enable the EIT to operate in a safe and secure environment by establishing a coherent, integrated approach as regards its security, providing appropriate levels of protection for persons, assets, and information commensurate with identified risks, and ensuring efficient and timely delivery of security.

Actions	Indicator	Target	Main outputs
Office facilities	EIT premises in Budapest and EIT House in Brussels run effectively and are prepared for the future work	Effective overall maintenance of office space at EIT and provision of supplies Planned improvement actions (incl. feasibility study) submitted to management Timely coordination of postal services and reception services	Office maintenance and upgrades completed Feasibility study future work environment

		Timely replenishment of office supplies	
		Effective coordination with contractors and landlords	
Ensure security within the EIT premises	Provide efficient and timely security of the EIT staff and assets	Effective Work and Fire safety at EIT according to the local legislation	Reports on security incidents
		Review of physical security and potential improvements	Security improvement report
			Awareness training to all staff according to the local legislations

Table 35

2.2.4 Internal Control and Audit

Internal control and risk management

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

According to the EIT Financial Regulation, the EIT budget shall be implemented in compliance with effective and efficient internal control. To achieve this, the EIT adopted in 2020 the EIT Internal Control Framework¹⁰ and implements the internal control principles, applicable to all levels of management and designed to provide reasonable assurance in order to maintain effectiveness, efficiency, and economy of operations, achieve reliability of reporting, safeguard assets and information and prevent, detect, correct and follow up fraud and irregularities.

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

Actions	Indicator	Target	Main outputs
Internal Control Framework	EIT achieves a high level of implementation of the Internal Control Framework	The Internal control Framework is implemented	ICC coordination mechanism in place.

¹⁰ Governing Board Decision 01/2020 of 29 January 2020 on the adoption of the minimum standards and internal control framework

		<p>2020 Internal Control self-assessment conducted</p> <p>90% of the baseline Internal Control indicators set for 2020 are met.</p> <p>Maximum 3 re-current exceptions/internal control weaknesses reported in 2021</p>	<p>Report on Internal Control self-assessment presented to EIT Management. Mitigating measures for identified weaker areas proposed</p> <p>Register of exceptions and non-compliance maintained/ updated.</p>
Risk Assessment/Risk Management	EIT risks are identified and addressed	<p>Critical risks are identified in the Annual Work Programme and action plans to address them are in place, review as part of the Annual Activity Report</p> <p>80% of recommendations from the audit follow up register are closed (IAS, IAC, ECA)</p>	<p>Report on critical risks in the Annual Work Programme and Annual Activity Report</p> <p>Updated risk register</p> <p>Updated audit follow-up action plans.</p>
Implementation of the EIT Anti-Fraud Strategy	Efficient and effective EIT Anti-Fraud measures	<p>90% actions of the Anti-Fraud Strategy and Action Plan for 2021 implemented, strategy reviewed and action plan updated</p> <p>Annual training for all staff on Anti-Fraud</p>	<p>Report on the implementation of the action plan 2018-2020.</p> <p>Implementation of the updated 2021 -2023 Anti-Fraud Strategy and Action Plan.</p>

Table 36

Internal Audit Capability

Objective: *To provide independent, objective assurance and consulting services designed to add value and improve the EIT's operations.*

Activity	Indicator	Target	Main outputs
Preparation and adoption of IAC periodic plan, subject to EIT GB discussion taking into account advice of the EIT Audit Committee	Timely preparation of the IAC audit plan	Audit plan adopted by the EIT GB by March 2021 ¹¹	Audit plan for 2021
Execution of periodic IAC plan	Timely production and transmission of IAC audit reports	Submission of the reports to the Director and to the Governing Board by the end of 2021	Reports on audit findings and recommendations in line with the audit plan.
Organisation of the EIT Audit Committee meetings	Timely organisation of the EIT Audit Committee meetings	At least 2 Audit Committee meetings organised in the course of 2021.	Minutes of the meetings

Table 37

¹¹ Subject to GB decision on the IAC role at the EIT

Annexes

Annex I: Resource allocation per activity 2021 – 2023¹²

Activity	Operational HR	Operational HR	Operational HR	Total cost – Draft Budget (operational and administrative expenditure), EUR	Total estimated cost (operational and administrative expenditure), EUR	Total estimated cost (operational and administrative expenditure), EUR
	2021	2022	2023	2021	2022	2023
Increasing the impact of KICs and knowledge triangle integration	24	24	24	366,677,747.07	392,789,156.84	400,851,228.15
Supporting the innovation capacity of higher education	1	1	1	126,822.57	273,000.00	284,764.71
EIT cross-cutting activities	14	14	14	3,625,016.00	5,053,000.00	5,068,000.00
<i>out of which Impact monitoring and evaluation</i>	4	4	4	2,556,790.29	3,636,000.00	3,639,529.41
<i>out of which synergies and complementarities with other programmes</i>	1	1	1	2,236,322.57	3,527,000.00	3,529,647.06
Strategy: Coordination and implementation	10	10	10	1,068,225.71	1,090,000.00	1,098,823.53
Administrative support and coordination	21	21	21	2,243,274.00	2,289,000.00	2,307,529.41
TOTAL	70	70	70	373,741,085.36	401,494,156.84	409,610,345.79

¹² All figures are indicative and subject to the future Multi-Annual Financial Framework and the EIT Strategic Innovation Agenda for post-2020.

Annex II: Financial resources 2021 – 2023¹³

Table 1 - Expenditure

Expenditure	2021		2022	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	6,477,830	6,477,830	8,275,000	8,275,000
Title 2 - Infrastructure and operating expenditure	999,750	999,750	990,000	990,000
Title 3 - Operational expenditure	366,263,505	396,253,395	392,229,157	400,285,141
Title 4 - Cancelled appropriations	0	0	0	0
TOTAL EXPENDITURE	373,741,085	403,730,975	401,494,157	409,550,141

¹³ All figures are indicative and subject to the future Multi-Annual Financial Framework and the EIT Strategic Innovation Agenda for post-2020.

EXPENDITURE	Commitment appropriations					
	Executed budget 2019	Budget 2020	Budget 2021 ¹⁴	VAR 2021/2020	Envisaged in 2022 ¹⁵	Envisaged in 2023 ¹⁶
Title 1	5,822,678	6,603,803	6,477,830	-1.91%	8,275,000	8,275,000
Staff Expenditure						
11 Staff expenditure	5,266,818	5,621,953	5,581,000	-0.73%	7,325,000	7,325,000
12 External personnel	555,860	981,850	896,830	-8.66%	950,000	950,000
Title 2	1,010,221	881,472	999,750	13.42%	990,000	1,065,000
Building, equipment, and associated costs						
21 Building, equipment and associated costs	123,040	160,302	165,550	3.27%	210,000	215,000
22 Information and communication technology	397,346	438,920	398,700	-9.16%	400,000	450,000
23 Miscellaneous expenditure	489,835	282,250	435,500	54.30%	380,000	400,000
Title 3	473,625,142	608,376,304	366,263,505	-39.80%	392,229,157	400,270,346
Operational expenditure						

¹⁴ Figures based on the Draft General Budget of the European Union for the financial year 2021, COM(2020)300. Figures contain the European Commission contribution and the estimated amount of EFTA. The additional revenues arising from third countries contribution to EIT for 2021 are not included. The Participation Agreement to the Horizon Europe framework programme will be signed subsequently.

¹⁵ Figures based on the Proposal for a Regulation of the European Parliament and of the Council on the European Institute of Innovation and Technology (COM(2019)331). Figures contain the European Commission contribution and the estimated amount of EFTA (2.7%) .

¹⁶ Figures based on the Proposal for a Regulation of the European Parliament and of the Council on the European Institute of Innovation and Technology (COM(2019)331). Figures contain the European Commission contribution and the estimated amount of EFTA (2.7).

31 KICs and knowledge triangle integration	471,697,362	606,289,704	364,114,005	-39.94%	388,974,157	397,005,346
32 EIT cross-cutting activities	1,927,779	2,086,600	2,129,500	2.06%	3,200,000	3,200,000
33 Supporting the innovation capacity of higher education	0	0	20,000		55,000	65,000
Title 4	61,196,487	9,226,443	0	-100.00%	0	0
Cancelled appropriations						
40 Cancelled appropriations not used in year N	61,196,487	9,226,443.15	0	-100.00%	0	0
TOTAL EXPENDITURE	541,654,528	625,088,023	373,741,085	-40.21%	401,494,157	409,610,346

EXPENDITURE	Payment appropriations					
	Executed budget 2019	Budget 2020	Budget 2021 ¹⁷	VAR 2021/2020	Envisaged in 2022 ¹⁸	Envisaged in 2023 ¹⁹
Title 1	5,589,464	6,603,803	6,477,830	-1.91%	8,275,000	8,275,000
Staff Expenditure						
11 Staff expenditure	5,224,174	5,621,953	5,581,000	-0.73%	7,325,000	7,325,000

¹⁷ Figures based on the Draft General Budget of the European Union for the financial year 2021, COM(2020)300. Figures contain the European Commission contribution and the estimated amount of EFTA. The additional revenues arising from third countries contribution to EIT for 2021 are not included. The Participation Agreement to the Horizon Europe framework programme will be signed subsequently.

¹⁸ Figures based on the Proposal for a Regulation of the European Parliament and of the Council on the European Institute of Innovation and Technology (COM(2019)331). Figures contain the European Commission contribution and the estimated amount of EFTA (2.7).

¹⁹ Figures based on the Proposal for a Regulation of the European Parliament and of the Council on the European Institute of Innovation and Technology (COM(2019)331). Figures contain the European Commission contribution and the estimated amount of EFTA (2.7).

12 External personnel	365,289	981,850	896,830	-8.66%	950,000	950,000
Title 2	685,242	881,472	999,750	13.42%	990,000	1,065,000
Building, equipment, and associated costs						
21 Building, equipment and associated costs	75,971	160,302	165,550	3.27%	210,000	215,000
22 Information and communication technology	306,214	438,920	398,700	-9.16%	400,000	450,000
23 Miscellaneous expenditure	303,057	282,250	435,500	54.30%	380,000	400,000
Title 3	399,576,884	552,183,056	396,253,395	-28.24%	400,285,141	408,493,923
Operational expenditure						
31 KICs and knowledge triangle integration	398,078,551	550,527,756	392,647,195	-28.68%	397,530,141	405,728,923
32 EIT cross-cutting activities	1,498,334	1,655,300	3,586,200	116.65%	2,700,000	2,700,000
33 Supporting the innovation capacity of higher education	0	0	20,000		55,000	65,000
Title 4	11,818	0	0		0	0
Cancelled appropriations						
40 Cancelled appropriations not used in year N	11,818	0	0		0	0
TOTAL EXPENDITURE	405,863,408	559,668,331	403,730,975	-27.86%	409,550,141	417,833,923

Table 2 – Revenue

REVENUES	2019	2020	2021	VAR 2021/2020
	Budget	Revenues estimated by the agency	Revenues estimated by the agency	
2 CONTRIBUTIONS²⁰	415,988,884	546,350,468	360,913,826	-34%
- <i>Of which European Commission</i>	378,563,705	496,794,064	351,671,638	-29%
- <i>Of which EFTA/EEA (excl. Switzerland)²¹</i>	9,425,179	11,969,948	9,242,188	-23%
- <i>Of which third countries²²</i>	28,000,000	37,586,456	p.m.	
3 REVENUE FROM ADMINISTRATIVE OPERATION	8,002	17,455	-	
4 REVENUE FROM OPERATIONAL ACTIVITIES	-	3,419,216	3,385,178	-1%
5 SURPLUS AND BALANCES	8,477,210	-		
9 CANCELLED APPROPRIATIONS	-	75,300,884	9,442,081	
TOTAL REVENUES	424,474,096	625,088,023	373,741,085	-40%

²⁰ Figure based on the Proposal for a Regulation of the European Parliament and of the Council on the European Institute of Innovation and Technology (COM(2019)331).

²¹ Estimated rate is 2.41% that is based on figure for 2020.

²² Figure based on data for 2020.

Table 3 – Budget outturn and cancellation of appropriations

Budget outturn	2014	2015	2016	2017	2018	2019	2020
Revenue actually received (+)	167,154,095.48	228,848,153.12	263,990,494.08	303,950,728.71	345,293,770.08	416,030,924.15	550,031,181.22
Payments made (-)	164,874,352.73	223,016,442.62	261,615,261.00	302,905,236.00	337,587,363.02	405,987,745.47	541,891,232.07
Carry-over of appropriations (-)	1,886,888.06	759,478.94	1,020,678.00	420,191.00	831,035.78	519,806.66	3,990,641.27
Cancellation of appropriations carried over (+)	531,028.99	635,963.98	54,223.16	95,721.41	115,415.96	136,790.72	885,737.29
Adjustment for carry over of assigned revenue appropriations from previous year (+)	1,015,511.48	725,281.44	263,239.16	431,827.42	-	97,348.11	2,042.58
Exchange rate differences (+/-)	156,156.81	18,369.75	10,274.12	27,693.16	15,955.24	3,976.28	23,764.55
Adjustment for negative balance from previous year (-)[1]	2,196,154.68	1,564,522.66	5,434,261.00	3,181,974.00	1,617,794.42		
Total	4,291,706.65	7,979,629.89	7,096,004.28	4,307,131.38	8,592,626.42	9,761,487.13	5,060,852.30

Annex III: Human resources – quantitative information for 2021 – 2023²³

Table 1 - Staff population and its evolution; overview of all categories of staff

Staff population		Authorised under EU budget for 2018	Actually filled as of 31.12.2018	Authorised budget for 2019	Actually filled as of 31.12.2019	Authorised for 2020	Envisaged in 2021	Envisaged in 2022	Envisaged in 2023
Officials	AD								
	AST								
	AST/SC								
TA	AD	39	38	40	39	40	40	40	40
	AST	5	5	5	5	5	5	5	5
	AST/SC								
Total		44	43	45	44	45	45	45	45
CA FG IV		9	6	10	8	10	10	10	10
CA FG III		7	9	7	11	10	13	13	13
CA FG II		6	5	6	3	3	0	0	0
CA FG I									
Total CA		22	20	23	22	23	23	23	23
SNE		2	2	2	0	2	2	2	2

²³ All figures are indicative and subject to the future Multi-Annual Financial Framework and the EIT Strategic Innovation Agenda for post-2020.

<i>Structural service providers²⁴</i>		1	1	1	1	1	1	1
TOTAL (excluding external service providers)	68	64	70	66	70	70	70	70
<i>External staff²⁵ for occasional replacement²⁶</i>		1.5	1.5	1.5	1.5	1.5	1.5	1.5

Table 2 - Multi-annual staff policy plan year 2021 - 2023

Category and grade	Establishment plan in EU Budget 2017		Modifications in 2017 in application of flexibility rule		Establishment plan in voted EU Budget 2018		Modifications in 2018 in application of flexibility rule		Establishment plan in EU Budget 2019		Establishment plan 2020		Establishment plan 2021		Establishment plan 2022		Establishment plan 2023	
	Officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16																		
AD 15																		
AD 14		1				1				1	1		1		1			1
AD 13																		
AD 12										1	1		1		1			1
AD 11		1				1					2		2		2			2
AD 10										7	7		9		9			9
AD 9		5				8				7	9		9		9			9
AD 8		8				5				10	10		10		10			10
AD 7		5				13				9	7		7		7			7
AD 6		14				7				5	3		1		1			1

²⁴ Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission. FTE

²⁵ FTE

²⁶ For instance replacement due to maternity leave or long sick leave.

AD 5																	
Total AD		34				36				40		40		40		40	40
AST 11																	
AST 10																	
AST 9																	
AST 8																	
AST 7																	
AST 6																	
AST 5		1				1			2		3		3		3		3
AST 4		2				3			1		1		1		1		1
AST 3		2				1			2		1		1		1		1
AST 2																	
AST 1																	
Total AST		5				5			5		5		5		5		5
AST/SC 6																	
AST/SC5																	
AST/SC4																	
AST/SC3																	
AST/SC2																	
AST/SC1																	
Total AST/SC																	
TOTAL		39				41			45		45		45		45		45

Annex IV: Human resources – qualitative information for 2021-2023

A – Recruitment policy

The EIT employs temporary agents, contract agents, and seconded national experts. The EIT strives to recruit the most suitable professionals with the right mix of competencies to advance the organisational objectives. The selection procedures at the EIT follow the standards and principles in place in EU Institutions, including the EIT general implementing provisions of the Staff Regulations for Temporary Agents, Contract Agents, and Seconded National Experts. The new recruitment guide adopted in 2018 was updated in 2020 to incorporate the lessons learnt and align to HR best practices adapted to an EU institutional context.

Selection procedures at the EIT are carried out according to the following **principles in line with the EU Staff Regulations**:

Equal Treatment and non-discrimination

All candidates are offered the same opportunity to perform under the best conditions (e.g. the same scoring and assessment methodology is applied in the same way to all candidates; the same questions are asked to each candidate).

Objectivity and Independence

The Selection Board assesses the merits of the candidates dispassionately, without pressure from any source whatsoever, in order to guarantee a high calibre of staff recruited. In exercising its independence, the Selection Board has regard to the principles of equal treatment of candidates and the duty of care and sound administration.

The Selection Board is nevertheless subject to the applicable vacancy notice, the Staff Regulations and the Conditions of employment of other servants of the European Communities, its Implementing Rules, and the general principles of Community law as interpreted by the Court of Justice (legal compliance).

Impartiality (management of Conflict of interests)

The EIT has measures in place to ensure that any conflicts of interest issues are addressed and managed as swiftly as possible. This includes a declaration with reference to conflict of interest which Selection Board members are required to sign following the disclosure of applicant's names. In addition, the selection procedure at the EIT foresees that all assessment and scoring tools and methodologies, as well as interview and written questions are finalised before the names of candidates are revealed to the Selection Board.

Gender and geographical balance

The EIT aims to have gender balance at all levels of the organisation. Furthermore, it endeavours to maintain a geographical balance among staff recruited at the Institute, although this is difficult to fully achieve this due to the small size of the Institute and due to the adverse effects of the low (74.5%) correction coefficient applied to the salaries in Budapest, which hampers recruitment from Member States where higher salaries can be attained. As specific measures to counter-balance these negative effects, the EIT uses the EIT Awareness Days and events in other Member States to encourage participants to apply for open positions at the EIT and strives to disseminate vacancy notices in different EU sources and social media channels. Furthermore, the EIT has signed cooperation agreements with international schools and kindergartens in Budapest to ensure that EIT remains an attractive employer for expatriates.

Transparency in the selection procedures by the EIT is ensured by the following measures:

Documentation of procedure: A recruitment guide, describing the principles and stages of the selection process, is handed out to each appointed member of a Selection Committee.

Clarity of procedure: the steps of the selection process are explained to candidates in the vacancy notice. The eligibility and selection criteria are also defined in advance and made known to applicants in the vacancy notice published for each selection procedure. In addition, a Guide for applicants is published on the EIT website.

Written track of decision-making: minutes of Selection Committee meetings are drawn up by the HR section, and every decision is documented.

Confidentiality and Protection of Personal Data

The EIT ensures that candidates' personal data are treated according to Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018, and gives pertinent instructions to Selection Board members to ensure respect with data protection rules. On their appointment, Selection Board members are required to sign a declaration with reference to confidentiality and independence, ensuring that all discussions, assessments, information, and material collected and candidate's personal data are kept strictly confidential at all times.

Recruitment of temporary agents and contract agents

The Recruitment procedures for temporary agents and contract agents include the following main steps:

- a) Publication of a vacancy notice managed via the EU CV online tool which is disseminated in various EU sources and social media channels.
- b) After the deadline for submission of applications, the Selection Board checks the applications against the eligibility criteria and then screens all eligible applications against the selection criteria specified in the vacancy notice, based on the qualifications and training, professional experience and motivation of the candidate in relation to the profile concerned. As per the EU Staff Regulations, the Staff Committee is always represented in the Selection Boards.
- c) The most suitable candidates for the position are then invited to a written test and an interview with the Selection Board, who will then carry out the assessment of the candidates covering the specific competencies in the area of expertise, general aptitudes, and language skills, where applicable.
- d) The Selection Board will propose the most suitable eligible candidates to be placed on a reserve list, which is submitted to the Appointing Authority of the EIT for approval. Reserve lists may be extended by the decision of the EIT.
- e) Prior to being offered a post, candidates on a reserve list may be required to undergo further evaluation by the EIT (e.g. including a further interview).

Recruitment of Seconded National Experts

Regarding the recruitment of **SNEs**, the selection is carried out according to an open and transparent procedure, following the stages as described above for TA and CA. An additional element is that applications can be forwarded by the Permanent Representations and where provided for in the vacancy notice, by the EFTA Secretariat, the diplomatic missions of the non-member countries whose nationals are eligible for the secondment and the administrations of the IGO. Any secondment shall be authorised by the EIT Director and the SNE's employer by an exchange of letters.

External service providers

Regarding the tender procedure in case of **external service providers**, in case of justified need for external staff for the EIT, the EIT may rely on the following options:

External IT staff: The provision of services for external staff with IT expertise is carried out under an ongoing EIT framework contract, concluded for 4 years with an IT service provider following an open

procurement procedure. After the careful estimation of the IT staffing needs, in accordance with the IT profiles laid down in the framework contract, specific contracts are concluded by the EIT.

Interim staff: The EIT concluded a new framework contract for the provision of interim staff services on 07/08/2019, whereby, the EIT is able to request interim staff in four staff profiles (categories I-IV). Should the need arise for interim staff, the EIT will sign order forms to ensure the continuity of staff in the following situations:

- to replace staff member(s) in the event of maternity leave, long-term illness, parental or family leave, other long-term absences;
- to cope with peak periods of a heavy workload, which require an additional workforce for a fixed period of time;
- to carry out, on a temporary basis, specific projects and/or tasks that require specific competencies that are not available within the EIT.

Duration of employment

With regard to the **duration of contracts**, the EIT Regulation stipulates that: *"the staff of the EIT shall consist of personnel employed directly by the EIT under fixed-term contracts. The conditions of employment of other servants of the European Union shall apply to the Director and the staff of the EIT"*. In order to ensure more competitive employment conditions, the EIT is committed to pursuing the objective of introducing the possibility for contracts of indefinite duration.

Recruitment grades

In order to recruit highly qualified and motivated staff, conditions at entry into service need to be attractive. **Entry grades**, as a general rule, are adapted to the type of function and tasks related to the profile in question. Depending on the function and the level of tasks, the EIT offers posts in line with the Implementing Rules on the engagement and use of Temporary Agents: *"temporary agents shall be engaged in principle at the following entry grades: AST 1 to AST 4 for the function group AST, AD 5 to AD 8 for the function group AD"*.

In terms of **key functions**, the EIT has an AD14 Director post and recruits Heads of Unit in grade AD9, while the Chief Operating Officer is placed in grade AD11. Officers with coordination functions are in grade AD6-AD9 and other project officers are recruited as AD6. The accountant, legal officer, budget officer and internal auditor are in grades AD 6-AD 9.

B – Appraisal of performance and reclassification/promotions

There was no reclassification system in place at the EIT between 2010 and 2014, as the first reclassification exercise was conducted in 2015. Therefore, the career progression at the EIT has been slower and the average durations in grade are typically longer than indicated by the multiplication rates set out in Annex I B of the Staff Regulations. In order to align the average career progression in the EIT with the multiplication rates of the Staff Regulation and the average seniority in grade of temporary staff reclassified on the basis of the last five reclassification exercises the EIT planned to reclassify a higher percentage of temporary agents in 2017 to 2020 than foreseen in Annex I B of the Staff Regulations.

Table 1 - Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2018	How many staff members were promoted/reclassified in 2019	How many staff members were promoted/reclassified in 2020	Average seniority in grade of staff reclassified (over the last 5 reclassification exercises)

		officials	TA	officials	TA	
AD 16						
AD 15						
AD 14						
AD 13						
AD 12						
AD 11	1					
AD 10						
AD 9	9				5	2.48
AD 8	9		2		1	2.5
AD 7	8		2			
AD 6	11		3		3	2.66
AD 5						
Total AD	38		7		9	
AST 11						
AST 10						
AST 9						
AST 8						
AST 7						
AST 6						
AST 5	1					
AST 4	2		1		1	3.5
AST 3	2				1	3.01
AST 2						
AST 1						
Total AST	5		1		2	
AST/SC6						
AST/SC5						
AST/SC4						
AST/SC3						
AST/SC2						
AST/SC1						
Total AST/SC	0		0			
Total	43		8		11	

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2018	How many staff members were reclassified in 2019	How many staff members were reclassified in 2020	Average number of years in grade of reclassified staff members
CA IV	18				
	17				
	16	1			
	15				
	14	5		2	3.64
CA III	13				
	12				
	11				
	10	2	2		
	9	7		3	4.31
CA II	8				
	7				
	6	1	1		
	5	3	1		
CA I	4	1			
	3				
	2				
Total	1				
		20	4	5	

C– Mobility policy

Regarding internal mobility, from 2018 to 2020, 5 staff members changed function group from FGIII to FGIV, and two staff members changed function group from FG II to FG III, after applying successfully for open calls for filling vacant positions and being selected and included on reserve lists established by the EIT.

The EIT has developed its rules on the management of sensitive functions. In this context internal mobility will be considered on a case-by-case basis, as a potential mitigation measure depending on the risk involved in certain functions.

D – Gender and geographical balance

Gender balance - breakdown by contract type and category (as of 31/12/2020):

Gender	Category				TOTAL
	TA		CA	SNE	
	AST	AD	FG		
male	0	20	8	0	28
female	5	18	14	0	37

TOTAL	5	38	22	0	65
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Data regarding gender evolution over 5 years of the Middle and Senior management

		2017	2018	2019	2020	2021
Senior Management	Male	1	1	1	1	1
	Female	0	0	0	0	0
Middle Management	Male	3	3	3	3	3
	Female	1	1	1	1	1
Total Management		5	5	5	5	5

Geographical balance - breakdown by contract type and category (as of 31/12/2020):

Nationality	Category					SNE	TOTAL
	TA		CA				
	AST	AD	FG II	FG III	FG IV		
BG		2					2
CZ		2					2
DE		3					3
EL		1					1
ES		2					2
FR		1		1			2
HR		1		1			2
HU	4	10	2	6	6		28
IT	1	3		1			5
LT		1					1
LV		1					1
MT		1					1
NL				1			1
PL		3			2		5
PT		2					2
RO		1			1		2
SK		2		1			3
SV		1					1
IE		1					1
TOTAL	5	38	2	11	9	0	65

E – Schooling

The EIT has signed cooperation agreements with the following international schools and kindergartens in Budapest: American International School of Budapest, British International School, Deutsche Schule, Lycée Français, Britannica International School, SEK International School, English Garden Pre-school, Delfino kindergarten, Kid's Kiosk International kindergarten and A to Z International kindergarten.

The EIT's contribution to the school/pre-school and transport costs incurred by the staff are made by means of a direct billing from the EIT to the related School/Kindergarten or Bus Company when there is an agreement in place with the EIT. With this aim, further agreements with international schools and kindergartens as well as with school bus companies may be concluded by the EIT upon individual request from the EIT staff member and approval by the Director, if the international schools and kindergartens, as well as the school bus companies, comply with the requirements laid down in the EIT schooling and kindergarten and transport costs policy.

The schooling and kindergarten social policy of the EIT will be fine-tuned in 2021 to incorporate the lessons learnt in this regard since the last revision. According to the EIT kindergarten and schooling social policy, the annual ceiling for the contribution of the EIT to the costs of the kindergartens and schooling fees and transportation costs is revised on annual basis.

As a result, Decision 14/2020 of the EIT Director on the annual ceiling for the contribution of the EIT to the costs of kindergartens/pre-education establishments, schooling fees, and transport costs while meeting the needs to increase the EIT competitiveness, fair treatment of the staff by increasing the access of EIT staff dependent children to a larger choice of higher quality education, takes also into consideration the respective EIT budget limitations according to the formula for estimation of annual financial threshold laid down in the kindergarten and school social policy. In particular, the total amount allocated for the schooling and kindergarten costs for 2020/2021 is as follows: .

1. EIT ceiling for the school year 2020-2021: 20.722,02 EUR.
2. The ceiling for the EIT contribution to the international kindergarten fees for the school year 2020/2021: 13,573.34 EUR.

Annex V: Buildings

	Name, location, and type of building	Name, location, and type of building
	EIT Headquarter Infopark “E” office building, Budapest, Neumann Janos u. 1/E Hungary	EIT Liaison office Brussels, Rue Guimard 7 Belgium
Surface area (in square meters): - of which office space - of which non-office space	2,955.67 sqm - 2,423.55 sqm - 532.12 sqm	70 sqm - 59 sqm - 11 sqm
Annual rent (in EUR) Host country support	Aprr. 580,560 EUR (2,806 sqm) + 31 155 EUR (149.67 sqm). The Hungarian Government covers the rental costs of 2,806 sqm for 20 years starting from 2009.	24 800 EUR
Type and duration of the rental contract	Fixed-term contract for 2,806 sqm, from 1.12.2009 to 11.30.2029 Fixed-term contract for 149.67 sqm and 6 years (renewable until 11.30.2029)	Fixed-term contract for 9 years until 30.09.2027

Annex VI: Privileges and immunities²⁷

I. Privileges and immunities of the EIT office based in Budapest

1. Privileges in regard to fiscal and customs treatment:
 - a. The EIT, its assets, revenues, and other property are exempt from all direct taxes. The latter applies to property and assets that are owned by the EIT, or leased/rented by it, or otherwise made available to it.
 - b. The EIT is exempt from excise duties, sales charges, and other indirect taxes on substantial purchases of goods and services for official use.
 - c. The EIT is exempt from all customs duties, prohibitions, and restrictions on imports and exports on articles intended for official use, as well as on its publications.
2. Other privileges
 - a. Flag and emblem – the EIT is entitled to display its flag and emblem on its premises and on its vehicles used for official purposes.
 - b. Public services – the Government shall ensure that the EIT is supplied with public services necessary for performing its functions with priority equivalent to that granted to the essential governmental agencies.
3. Immunities
 - a. Inviolability of premises – the premises of the EIT, irrespective of ownership, are inviolable, respectively – exempt from search, requisition, confiscation, or expropriation
 - b. Inviolability of documentation – archives and official correspondence of the EIT, and documents pertaining to its possession and intended for official use are inviolable.
 - c. Inviolability of communication – the Government of Hungary should provide for inviolability and lack of censorship of all official communication and correspondence to/from the EIT
 - d. Protection of premises – the protection of the premises of the EIT is a responsibility of the Government of Hungary.

II. Privileges and immunities of the EIT Director and statutory staff

1. Privileges in regard to fiscal and customs treatment
 - a. Salaries, wages, and emoluments paid by the EIT directly or by the European Union to the EIT staff are exempt from national taxes.
 - b. Value Added Tax on goods and services purchased by the EIT staff is reimbursed within the first two years of their tenure with the EIT and up to an annual financial ceiling of EUR 1000.
 - c. EIT staff is released of customs fees and duties on their personal property, including motor vehicles for personal use, upon their initial transfer to Hungary to take their duties with the EIT, within 12 months of their official arrival to Hungary.
 - d. EIT staff is exempt from the compulsory contributions to the local social system unless they would opt to be included on a voluntary basis.
 - e. The above privileges are applicable mutatis-mutandis to the members of the EIT staffs' households.
 - f. The EIT Director and the members of his/her household are granted privileges and immunities as granted to heads of diplomatic missions and members of their households as per the Vienna Convention on Diplomatic Relations of 18.04.1961.

²⁷ As per Host Agreement signed between the EIT and the Government of the Republic of Hungary on 23.03.2010

- g. Exemption of taxation is granted also on remuneration, honoraria, emoluments, allowances, and other payments made by the EIT to the members of its Governing Board and its Seconded Experts.
- 2. Other privileges
 - a. Entry and stay – the Government shall take all necessary measures to provide the entry to, stay in, and exit from the country, as needed, to all categories of persons as indicated above.
 - b. Employment – members of the household of EIT staff are entitled to work on the local labor market without a work permit.

Annex VII: Evaluations

Monitoring

The principles for KIC financing, monitoring, and reporting aligned with the new EIT legal act will be adopted in March 2021.

As a result of multi-annual grant agreements and with a focus on performance-based funding, EIT will strengthen the monitoring of KICs in the area of articles 10 and 11(2) of EIT Reg. EIT will organise continuous monitoring and periodic external evaluations of the output, results, and impact of each KIC – for which the EIT impact Framework is developed. In particular, EIT will monitor the KICs' progress towards financial sustainability, cost-efficiency, and openness to new members.

Where legal agreements span over more than one financial year, the monitoring will also adequately cover the annual estimated financial needs of the KICs.

The EIT monitors its own operations and the KICs using four sets of indicators, each corresponding to a level of operations: KICs, cross-KICs, EIT, and Horizon 2020. In the course of 2016, the EIT revised the EIT core KPIs that are applicable to KICs as of 2017. The following new set of eleven KPIs comprise output and result/impact indicators:

- graduates from EIT labelled MSc and Ph.D. programmes,
- start-ups created by students enrolled and graduates from EIT labelled MSc and Ph.D. programmes,
- products (goods or services) or processes launched on the market,
- start-ups created as a result of innovation projects
- start-ups supported by KICs,
- investment attracted by start-ups supported by KICs,
- success stories submitted to and accepted by EIT,
- external participants in EIT RIS programmes,
- budget consumption of KICs,
- the error rate of KICs,
- financial Sustainability (FS): revenue of KIC Legal Entity and FS coefficient.

Evaluations and Assessments

EIT evaluations and assessments

The EIT will continue performing assessments on KICs' performance linked to pillars and the KICs life cycle, i.e. 7-year and 15-year reviews.

Follow-up of evaluations and assessments

In 2021, the EIT will continue implementing recommendations from the EIT and H2020 evaluations led by the European Commission as well as the assessments led by the EIT in the previous two years (assessment of the socio-economic impact created by the EIT and KICs, the 7-year review of the first wave of KICs, thematic assessments in education, business creation, innovation and knowledge triangle

integration). The recommendations made by the evaluations and studies are specific and essential for improving the policy, strategy and performance of the EIT and KICs, which was among the primary purposes of the assessments. This approach will continue serving as a foundation for greater accountability, innovation, and learning. It will also allow monitoring, through an accurate and credible process, the improvement of the EIT and KICs governance, operations and performance.

The Repository created in 2018, that integrated and consolidated all strategic and high-level recommendations, will be updated on a quarterly basis whereas the implementation of the agreed actions will be monitored in line with their timeline. When needed, corrective measures will be taken to ensure recommendations are fully implemented and lead to excelling the EIT and KICs strategies, policy and activities.

Impact Framework

In 2020-2021, the EIT will finalise the development of the Impact Framework and mainstream it the monitoring and evaluation system of the EIT and its communities. The Impact Framework implementation will strengthen the EIT impact-focused approach to delivering world-class solutions to targeted societal challenges. The EIT impact will be closely aligned with and will contribute to the EU Framework Programme for Research and Innovation's targets and ambition. At the same time, the EIT unique features predetermine the multi-layer dimension of the envisaged impact incl. economic, societal impact, and impact on the innovation.

Apart from **societal and economic impacts and respective impact indicators**, the Impact Framework will encompass all the other levels in the impact pathway: **inputs, outputs, short-term and medium-term outcomes/results and respective KPIs**. Its consistency against the **current EIT indicators and KPIs** will be cross-checked and ensured. For this purpose, the logic model approach would be used. According to the latter, the impacts from the last stage of the chain of impact: the EIT and KICs interventions produce outputs which then create short and medium-term results, which would subsequently lead to tangible benefits for the European economy or society at large, i.e. impacts, such as improved innovation capacity, business growth and strengthened competitiveness.

Thus, the EIT Impact Framework will be used as of 2021 as a major tool for the following important functions:

- Impact-led planning
- Performance monitoring and evaluation
- Impact assessments

Result-based investment: The KPIs related to results, an integral part of the Impact Framework, will be used to inform the EIT decisions on KIC funding. This will ensure the alignment of the funding mechanism with achieved results and, respectively, KICs' progress towards the long-term strategic targets (impact indicators). Respectively, the Framework will streamline and inform the EIT result-based funding decision.

Annex VIII: Risks 2021

EIT Risk Register 2021								
No	Key risk (title and description, including cause and potential consequence) (1)	Risk type (refer to risk typology) (2)	SPD Activity/ Objective affected (3)	Residual risk level (Low 1-2 Medium 3 High 4 Critical 5) (4)	Risk response (5)	Action plan Summary (6)		
						Description (6a)	Owner (6b)	Deadline (6c)
1	<p>Title: Business continuity of KIC financing for 2021 for the KICs is not ensured</p> <p>Causes:</p> <ul style="list-style-type: none"> • Uncertainties and delay in respect to transition to the Horizon Europe legal and operational framework etc.; • Uncertainty of operational and legal risks of publishing the call for grants 2021 H2020 using HE budget; • Changes in political priorities by the Council, EP or Commission, or the host country. <p>Consequences:</p> <ul style="list-style-type: none"> - Inability to publish call(s) in 2021; - Inability to award annual grants/delay in awarding grants to KIC for 2021; - Delayed planning and the start of implementation by KICs; 	<p>Risks related to planning, processes and systems</p> <p>Risks related to operational processes: Difficulties in implementing new policies caused by a lack of adequate legal instruments. Ineffective implementation of programs caused by cumbersome</p>	1.1. Increasing the impact of KICs and knowledge triangle integration	5	Reduce	<p>(a) Legal assessment of risks performed;</p> <p>(b) Most of the requirements of the HE draft legal framework are taken on board in the call text;</p> <p>(c) Financial risks are assessed and mitigation measures designed (e.g. early release of 2020 final balance payments).</p>	IC/SI Units	30/06/2021

	- Continuation of KIC activities is unsecured, KIC governance management stops operating, KIC LEs becoming insolvent.							
2	<p>Title: COVID-19 pandemic and lockdown measures generating disruption of the EIT's and KICs' activities</p> <p>Causes:</p> <ul style="list-style-type: none"> •Second wave, new lockdown in Europe; •High economic impact on stakeholders. <p>Consequences:</p> <p>- Amending the work programme and the EIT budget.</p>	<p>Risk related to the external environment</p> <p>Risks related to planning, processes and systems</p>	All activities of EIT	4	Reduce	<p>(a) Use of online collaborative tools and video conferencing tools.</p> <p>(b) Teleworking quotas stopped, parental leave and leave rules relaxed;</p> <p>(c) Simplified procedure for sick leave certificates put in place; reinforced support to staff from the Medical Service and Social Workers;</p> <p>(d) Adaptation of the Internal procedures for the signature of documents, reception of goods and services and invoices to the current situation;</p> <p>(e) Guidelines for various phases on working conditions and data protection documentation was prepared and communicated to staff and relevant external providers;</p> <p>(f) Acceptance of the risk to use online conferencing tools for</p>	DIR/SF Units	31/12/2021

						working meetings and external events; continual assessment of the risks associated with the use of online tools; investments in new tools, applications, materials as appropriate.		
3	<p>Title: Improper implementation of EIT-KICs agreements given the complexity of the KIC concept in combination with the transition year risks.</p> <p>Causes:</p> <ul style="list-style-type: none"> • New legal Framework, Framework Partnership Agreements/ Model Grant Agreements, multi-annuality, complex KIC governance, activities, and evolving partnerships; • Complex KIC governance, activities and evolving partnerships and delay of approval of the HE and EIT legal basis, and lack of agreement on the implementation modalities of the new funding model. <p>Consequences:</p> <ul style="list-style-type: none"> - Irregularities, recovery of EIT funds; - Delays in implementing KICs' activities; 	Legality and regularity	1.1. Increasing the impact of KICs and knowledge triangle integration	4	Reduce	<p>(a) Predictable grant management processes supported by IT systems for 2020 KIC report assessment, 2021 grant allocation and amendments;</p> <p>(b) Effective control mechanism put in place as part of BP assessment, amendment and KIC report assessment processes;</p> <p>(c) Monitoring strategy strengthened on 2021 BP activities;</p> <p>(d) Assessment of certificates on the Financial Statements that are required by the EIT;</p> <p>(e) Risk-based ex-post audits to be performed on GA 2020 in close cooperation with ECA;</p>	IC/SI Units	31/12/2021

	<ul style="list-style-type: none"> - Negative reactions from EC, ECA, OLAF, KICs; - Damage reputation/credibility of the EIT. 					(f) Reinforced operational capacity.		
4	<p>Title: Inappropriate setting of EIT's future model due to KICs complexity and uncertainties of Horizon Europe legal and operational framework, delays in grant implementation, and in particular launching call for 2022 grants</p> <p>Causes:</p> <ul style="list-style-type: none"> • Uncertainties and delay in respect to transition to the Horizon Europe legal and operational framework, including business processes, new funding model, templates, IT systems, etc; • Operationalization of multi-annuality is not yet set; • Operationalization of cascading is not yet set; • EIT approach to simplified costs is not yet set. <p>Consequences:</p> <ul style="list-style-type: none"> - Improper operational model may result in inefficiencies in implementing KICs' activities; - EIT objectives are not met, negative reactions from EC, ECA, OLAF, KICs; damage on reputation/credibility of the EIT. 	<p>Risks related to planning, processes and systems</p> <p>Risks related to operational processes: Difficulties in implementing new policies caused by a lack of adequate legal instruments. Ineffective implementation of programs caused by cumbersome</p>	1.1. Increasing the impact of KICs and knowledge triangle integration	5	Reduce	<p>(a) Transition to HE legal and operational framework is prepared via dedicated consultations with the EC/KICs;</p> <p>(b) The different operational models in terms of cascading levels are carefully assessed in terms of risks and impact and this assessment is used for the decision making;</p> <p>(c) Multi-annuality is planned from budget availability, commitment appropriations reporting and payment and assurance aspects, considering HE legal and operational framework, and alternative transition arrangements for 2022 are put in place in case of delays;</p> <p>(d) Simplified cost framework is assessed and prepared;</p> <p>(e) Assurance model for the future KIC operation is planned;</p>	IC Unit	31/07/2021

	- Less suitable legal framework, EIT-KIC Partnership Agreements/ Model Grant Agreements with special regards to the cascading element.					(f) Grant management IT systems supporting future operational model are developed and functioning.		
5	<p>Title: Non-implementation of core elements of EIT Annual Work Programme 2021 due to insufficient human resources</p> <p>Causes:</p> <ul style="list-style-type: none"> Lack of resources to manage business as usual processes for eight KICs (SGA 2020 reporting, BP2021 amendment, 2022-2024 funding allocation, ex post audits). <p>Consequences:</p> <ul style="list-style-type: none"> Decrease in quality in implementation of core business related tasks. Due to high workload risk of burn-out or leave of key IC staff. Reputational loss, potential legal/financial implications. 	<p>Risks related to people and the organisation</p> <p>Risks related to human resources (staffing, competences, collaboration).</p>	All activities of EIT	5	Reduce	<p>(a) Revision of the organization structure of the unit in views of the transition to new programme;</p> <p>(b) Competence mapping in order to ensure high performance team and business continuity for the extended workload;</p> <p>(c) Reinforcement of the unit through transfers of competent resources within the organisation and external collaboration (i.e. with KICs);</p> <p>(d) Participatory leadership, collaborative and co-creation culture and capacities/skills;</p> <p>(e) Extended use of interim staff and trainees during the period under additional workload and transition;</p> <p>(f) Merit based HR management and support for high performing staff;</p>	All Units	31/12/2021

						(g) Attract additional staff resources from EU institutions or national secondments; (h) Recruitment in the HR plan for 2020 and 2021 to ensure reserve lists are available.		
6	<p>Title: IT hardware or software failure</p> <p>Cause:</p> <ul style="list-style-type: none"> • Malware/virus/ransomware/phishing infection. <p>Consequence:</p> <ul style="list-style-type: none"> - Results in the loss/corruption of data. - Stolen identities, loss of intellectual property or unavailability of critical EIT systems/services. - Systems and services could be stopped for different periods of time. - Adequate document management cannot be ensured. - Misuse of EIT information assets to attack third party systems, or to communicate inappropriate information due to: <ul style="list-style-type: none"> ❖ Software/technology vulnerabilities are not addressed in a timely manner; ❖ Lack of user awareness/ perception on data security; ❖ Social hacking; 	Risks related to IT and other support systems	2.2. Administrative support	4	Reduce	<p>(a) Periodic security review;</p> <p>(b) Implementation of end-point anti-virus protection on all EIT equipment;</p> <p>(c) Patch management is implemented;</p> <p>(d) Periodic penetration testing of critical information systems (vulnerability tests);</p> <p>(e) Capturing of logs from servers and desktops with endpoint anti-virus protection to carry out data analytics on infections by previously unknown malware;</p> <p>(f) Strengthening of the EIT password policy;</p> <p>(g) Capturing logs from internet proxy servers to identify the level of impact by malware infections;</p>	SF Unit/ IT Section	Recurrent, EIT follows CERT-EU recommendations and yearly security exercise.

	❖ Data access mistakes/misuse leading to data breach.					<p>(h) Minimizing use of accounts with administrative privileges;</p> <p>(i) IT section prepares reports to IT Steering Committee on information security incidents and follow up measures are outlined and implemented;</p> <p>(j) Information security monitoring systems are collecting data from end-points, from network firewalls and from proxy servers and statistical analysis is performed to measure related risk indicators.</p>		
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Annex IX: Procurement Plan 2021

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

The overall budgetary allocation reserved for procurements in 2021 amounts to EUR 6,020,000.

Administrative appropriations

The **administrative appropriations** concern the implementation of EIT operations under its administrative autonomy. According to Article 71(1) of EU Framework Financial Regulation, administrative appropriations may be implemented without prior financing decisions.

The planned procurement procedures will cover the following main areas/subjects within the administrative budget in 2021, for an indicative amount of EUR 1,400,000.

Areas / subjects	Indicative type of contract(s) ²⁸	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
Professional travels	OF	2	Q1-Q4
Medical services (annual check-up, pre-recruitment medical checks)	OF/NEW FWC	3	Q1-Q4
Trainings for EIT staff	SER/OF	10	Q1-Q4
Language courses	OF	2	Q1-Q4
Schooling/kindergarten	SLA	4	Q1-Q4
Interim staff	OF/AMD FWC - NEW NP	12	Q1-Q4
Organization of social events	SER	6	Q2-Q3
Studies and surveys	OF	1	Q2
Organisation of meetings, events (catering, travel, and technical services), e.g. EIT Governing Board and Executive Committee meetings, other meetings	SC/OF	12	Q1-Q4
Provision of IT services (1st and 2nd level support; software development)	SC	2	Q1-Q4
Reception services	SER	1	Q1
Acquisition and renting of IT equipment and software	SC/OF/SUP	13	Q1-Q4
Acquisition of mobiles and landline	SC	3	Q1-Q2
Logistics and building management	OF/SER/SUP/NEW FWC	14	Q1-Q4
External legal advice	SER/NEW NP	3	Q1-Q4

Operational appropriations

²⁸ SER: Direct service contract, SUP: Direct supply contract; New FWC (new framework contract), SC: Specific contract based on a framework contract; OF: Order form based on a framework contract; SLA: Service Level Agreement

The **operational appropriations** cover the implementation of actions contributing to the achievement of the objectives of the EIT referred to under the EIT 2021 Annual Work Programme.

According to Article 72(2) of EU Framework Financial Regulation, the Annual Work Programme of the EIT shall be equivalent to a financing decision for the activities it covers.

The indicative amount of procurement procedures linked to operational activities amounts to EUR 4,600,000.

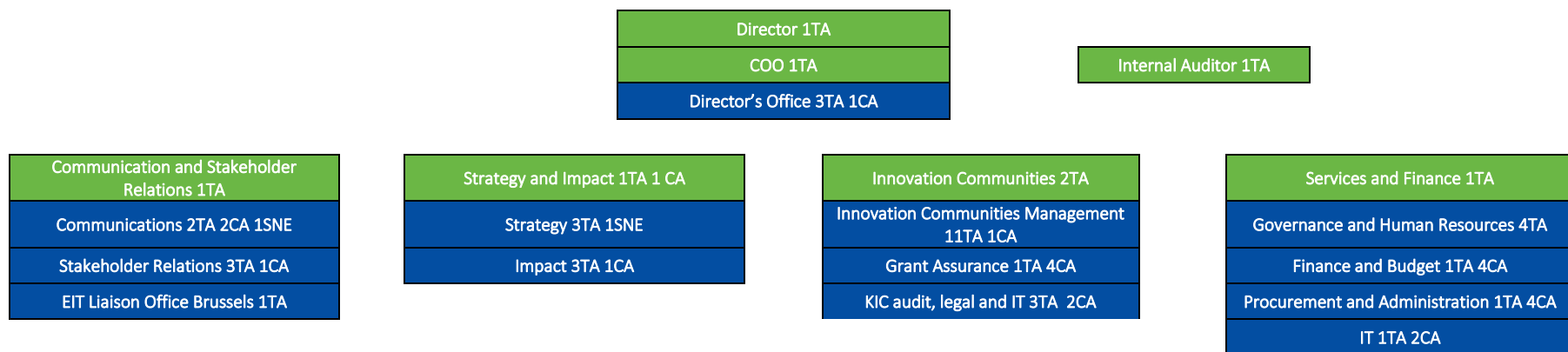
The detailed table, as set out below, provides the subject of the planned procurement procedures, estimation of the amount, the number and type of contracts envisaged, as well as the procedural timeframe:

Subject matter of the contract envisaged (Legal basis: EIT Regulation, H2020 Regulation)	Budget line	Estimated amount (EUR)	Indicative type of contract ²⁹	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
1. Increasing the impact of KICs and knowledge triangle integration					
1.1. Support to existing KICs					
1.1.1. Financial support, strategic supervision and guidance					
SGA 2020 ex-post audits	3111	300,000	SC	2	Q3-Q4
Grant Management platform + Business intelligence	3111	220,000	SC/SLA	6	Q1-Q3
Experts for BP / report assessment	3111	690,000	EXP	102	Q1-Q3
1.1.2. Enhancing education in the EIT model					
Assessment and reviews	3112	110,000	SC/EXP	6	Q1-Q2
1.1.3. Enhancing collaboration					
1.2. Increasing the regional impact of KICs					
EIT regional support actions	3115	300,000	SER	1	Q4
1.3. Launch of new KICs					
Promotion of the EIT's 2021 Call for Proposals	3114	200,000	SC	1	Q3
2. Supporting the entrepreneurial innovation capacity of higher education					
Supporting the innovation capacity of higher education	3300	20,000	SC	1	Q1
3. EIT cross-cutting activities					
3.1. Communication					

²⁹ SER: Direct service contract, SUP: Direct supply contract; New FWC (new framework contract), SC: Specific contract based on a framework contract; OF: Order form based on a framework contract; SLA: Service Level Agreement

3.1.1. Stronger branding strategy and communication					
Communications Campaign website hosting, migration, technical support enhancement of a web-based tool, brand support	3202	1,400,000	SC / FWC	2 new FWCs + 4 SCs	Q1-Q3
3.1.2. Stakeholder relations					
Engagement with institutional and knowledge triangle stakeholders	3204	250,000	SC/NP/EXP	6	Q1-Q4
3.1.3. EIT Awards					
Event organization	3202	70,000	SC	1	Q3
3.1.4. EIT Alumni					
Alumni Board Meeting Logistics Alumni website hosting and maintenance Alumni Promotion Alumni projects Alumni Connect 2021 organisation Alumni President	3203	150,000	SC/SER	7	Q1-Q4
3.2. Identify and share good practices with stakeholders					
OECD cooperation	3207	200,000	MoU	1	Q1-Q4
3.3. International cooperation					
Expert support	3205	400,000	EXP	1	Q4
4. Impact monitoring and evaluation					
Monitoring and evaluation activities	3206	220,000	EXP/SC/FWC	New FWC + 1 SC + 4 EXP selections	Q1

Annex X: Organisation chart 2021



Annex XI: Grants 2021

XI.1: Grant to be awarded following 2009, 2014, 2016, and 2018 Call for KIC proposals

Basic act:

Regulation on the European Institute of Innovation and Technology³⁰ (“EIT Regulation”)

Legal basis:

- Article 1 of Decision 21/2019 of the Governing Board of the EIT of 25 September 2019 on the Financial Regulation of the European Institute of Innovation and Technology (“EIT Financial Regulation”);
- Article 91 of Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and the Council (“Framework Financial Regulation”);
- Article 130(5) of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 (“EU Financial Regulation”) for the award of specific grants.

Budget line: 3110 KIC grants

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

The Business Plans for 2021 grants must include initiatives that specifically contribute to the implementation of the KICs’ Strategic Agendas. More specifically they should lay down:

- The links between the implementation of multiannual strategy and the individual KIC activities for 2021;
- Expected achievements (outputs, outcomes/results);
- Partnership, governance and management, incl. co-location centres;
- Financial sustainability strategy;
- EIT Regional Innovation Scheme (RIS);
- Contribution to the EIT Community brand identity, communication, dissemination and outreach;
- EIT Cross-KIC scheme.

³⁰ As available after the political agreement it in the legislative procedure: Version of 17 February 2021, as endorsed by the Permanent Representatives Committee (COREPER) at its meeting held on 17 February 2021

In line with Article 7(1) of the recast EIT Regulation, KICs will undertake in particular:

- innovation activities and investments with European added value, including facilitating the creation of innovative start-ups and the development of innovative businesses in complementarity with the EIC and InvestEU, fully integrating the higher education and research dimensions to attain a critical mass and stimulating the dissemination and exploitation of results;
- innovation-driven research, experimentation, prototyping, and demonstration in areas of key economic, environmental, and societal interest and drawing on the results stemming from Union and national research, with the potential to strengthen the Union's competitiveness at the international level and find solutions for the major challenges faced by European society, including those relating to health and the digital market;
- education and training activities in particular at masters and doctoral level, as well as professional training courses, in areas with the potential to meet future European socio-economic and socio-ecological needs and which expand the Union's talent base, promote the development of innovation-related skills, the improvement of managerial and entrepreneurial skills and the mobility of researchers and students, and foster knowledge-sharing, mentoring and networking among the recipients of EIT education and training activities, including those that are EIT-labelled;
- actions as part of the pilot on supporting HEIs to better integrate into innovation value chains and ecosystems and bringing them together with other key innovation players from the knowledge triangle and thereby improve their innovation and entrepreneurial capacity;
- outreach activities and the dissemination of best practices in the field of innovation with a focus on development of cooperation between higher education, research and business, including the service and financial sectors, and, where relevant, public and third sector organizations;
- RIS activities, fully integrated into the KICs multiannual strategy and linked to the relevant Smart Specialisation Strategies in order to strengthen the innovation capacity and to develop sustainable innovation ecosystems with a view to decreasing the disparities and divide in innovation performance across the Union;
- seeking synergies and complementarities between KIC activities and existing European, national and regional programmes, in particular the EIC, other European Partnerships and Missions under Horizon Europe, where appropriate;
- mobilising funds from public and private sources. KICs shall in particular seek to raise an increasing proportion of their budget from private sources and from income generated by their own activities;
- providing on request information on research and innovation outputs and results, and related intellectual property rights, developed under the KICs activities and on the relevant inventors.

Detailed operational objectives, deliverables, indicators and expected results to be achieved by the KICs are established and set out by the KICs in their annual Business Plans for 2021 in accordance with Article 7(2)(d) of the EIT Regulation.

Entities eligible for funding

In order to be eligible for funding, the applicants must be established in one of the eligible countries, i.e.:

- The Member States (MS) of the European Union (EU) including their outermost regions
- The Overseas Countries and Territories (OCTs) linked to the Member States³¹
- eligible non-EU countries:
 - Countries associated to Horizon Europe³²;

At the date of the publication of the work programme, there are no countries associated to Horizon Europe. Considering the Union's interest to retain, in principle, relations with the countries associated to Horizon 2020, most third countries associated to Horizon 2020 are expected to be associated to Horizon Europe with an intention to secure uninterrupted continuity between Horizon 2020 and Horizon Europe. In addition, other third countries can also become associated to Horizon Europe during the programme. For the purposes of the eligibility conditions, applicants established in Horizon 2020 Associated Countries or in other third countries negotiating association to Horizon Europe will be treated as entities established in an Associated Country, if the Horizon Europe association agreement with the third country concerned applies at the time of signature of the grant agreement;

- Low and middle income countries³³.

Legal entities which are established in countries not listed above will be eligible for funding when provided for in the specific call conditions, or their participation is considered essential for implementing the action by the granting authority.

Award criteria:

The funding allocation criteria are primarily **performance-based**, without a pre-defined support funding element.

KICs will continue to **implement the EIT Regional Innovation Scheme (RIS) individually and Cross-KIC collaboration and shared services jointly**.

Further details including the indicative split per wave are laid down in the respective GB decision.

The EIT GB will decide on the funding for each KIC, which will be calculated on a set of criteria, taking into account among others performance against specific targets:

³¹ Entities from Overseas Countries and Territories (OCT) are eligible for funding under the same conditions as entities from the Member States to which the OCT in question is linked. See the Horizon Europe Programme Guide for a complete list of OCTs.

³² Please see the Horizon Europe Programme Guide on the Portal for up-to-date information on the current list of and the position for Associated Countries.

³³ See the Horizon Europe Programme Guide on the Portal for a complete list of these countries.

- I. Multiannual strategy
- II. Financial sustainability (2019)
- III. Effectiveness of KTI measured by KPIs (2019)
- IV. Financial performance measured by KPIs (2019)
- V. Non-financial performance (2019 and 2020)
- VI. Business Plan quality and ambition (2021)

The proposed Cross-KIC activities, KIC shared service as well as HEI Capacity Building will be evaluated against its expected impact and cost-effectiveness.

The EIT Governing Board will make a decision on maximum EIT financial contribution for 2021, subject to the stability of the EIT's new legal framework and adoption of the EIT budget following the adoption of the EU budget. The Director will take the award decisions concerning the grants.

Indicative amount of award:

EIT may award up to EUR 358,4 million to the eight KICs in 2021 – subject to the amount of available commitment appropriations in the EIT Budget 2021.

If the Horizon Europe association agreement(s) with the third country/ies concerned will be adopted before 31 December 2021 with retroactive application from 1 January 2021, and the third country/ries will pay its/their financial contribution to the EU budget, additional funding may be available for the KICs in 2021.

Maximum possible rate of co-financing:

EIT funding is provided in line with the maturity of KICs and **co-financing requirements** aligned with the EIT SIA 2021-2027.

Additionally, as indicated in the EIT Strategic Agenda 2021-2027, some KICs' activities, due to their specific nature, might need extra incentives to be performed. To this aim, the EIT Governing Board might decide to apply more favourable funding conditions for Cross-KIC activities, RIS activities and new action supporting the entrepreneurial and innovation capacity of the higher education sector.

Eligibility date:

In accordance with Article 193(2)(b) of the EU Financial Regulation, which allows for an eligibility start date prior to the submission of the proposals in duly justified cases provided for in the basic act, **the eligibility date for the 2021 grants shall be retroactively 1 January 2021.**

This exemption is justified by the significant delay in the legislative procedures of the Multiannual Financial Framework 2021-2027, the Horizon Europe legislative package, and the EIT legislative package. In accordance with the Commission's position³⁴ clarified in 2020, the pre-condition for the launch of the 'Invitation to submit 2021 Business Plans' is a stable political agreement on the EIT basic act. Since the 2021 activities of the KICs have started on 1 January 2021, it is necessary and justified to allow retroactive eligibility from this date, irrespective of the late adoption of the MFF, the Horizon Europe and EIT legislative packages, and of the submission date of the 2021 Business Plan proposals (see the indicative timeline below).

³⁴ Ares(2020)4047471 – 31/07/2020

KIC Partnership Agreements and grant agreements:

The actions are implemented through grants awarded, in accordance with Article 91 of the Framework Financial Regulation.

The following eight KIC Partnership Agreements will provide the basis for the conclusion of the 2021 Grant Agreements:

1. KIC Partnership Agreement with EIT Climate-KIC Knowledge and Innovation Community Legal Entity (Climate-KIC Holding B.V.), to be signed in early 2021.
2. KIC Partnership Agreement with EIT Digital Knowledge and Innovation Community Legal Entity (EIT Digital IVZW), to be signed in early 2021.
3. KIC Partnership Agreement with EIT InnoEnergy Knowledge and Innovation Community Legal Entity (KIC InnoEnergy SE), to be signed in early 2021.
4. KIC Partnership Agreement with EIT Health Knowledge and Innovation Community Legal Entity (EIT Health e.V.), to be signed in early 2021.
5. KIC Partnership Agreement with EIT Raw Materials Knowledge and Innovation Community Legal Entity (EIT Raw Materials GmbH), to be signed in early 2021.
6. KIC Partnership Agreement with EIT Food Knowledge and Innovation Community Legal Entity (EIT Food IVZW), to be signed in early 2021.
7. KIC Partnership Agreement with EIT Urban Mobility Knowledge and Innovation Community Legal Entity (EIT KIC Urban Mobility SL) to be signed in early 2021.
8. KIC Partnership Agreement with EIT Manufacturing the Knowledge and Innovation Community Legal Entity (EIT Manufacturing ASBL) to be signed in early 2021.

Indicative timetable:

The indicative timeline is based on the significant delay in the adoption of the EIT legislative package (i.e. EIT's new legal framework).

Activity	Indicative deadline
GB decision on the determination of the EIT financial allocation criteria for year N	February of year N (i.e. following the stability of the EIT's new legal framework)
Invitation to submit the Business Plans	February of year N
Submission of the Business Plans	March of year N
GB decision on the allocation of the financial contribution of year N to the KICs	March of year N
Award decision and signature of grant agreements	April/May of year N

A - Eligible costs for equipment, infrastructure, and other assets

According to the Horizon Europe MGA (see Article 6.2.C.2), as a default option (Option 1) in terms of cost eligibility, the depreciation costs of equipment, infrastructure, or other assets used for the action, as recorded in the beneficiary's accounts are eligible.

The HE model agreement allows for alternative options: Option 2 - to declare the full costs of purchasing equipment, infrastructure, or other assets; Option 3 – to declare both the depreciation and full cost of listed equipment, infrastructure, or other assets at grant level. The alternative options are to be used as an exception, only if justified by the nature of the action and the context of the use of the equipment or assets.

The KIC Legal Entity (LE) and the Co-location Centres (CLC) are established specifically for the purpose of facilitating the coordination and operation of a KIC. In order to achieve its objectives, the KIC LE and CLCs must have the appropriate infrastructure in place, including office space, office equipment, IT equipment, etc. Such infrastructure is established uniquely for the EIT programme and used only for the purposes of the KIC. Setting up the necessary infrastructure requires an upfront investment, and KIC LEs and CLCs have limited financial means to support it.

Based on the above justification, in order to bring the KICs closer to their objectives while limiting costs to the minimum necessary and respecting the purpose of the relevant provisions of the HE framework, the EIT applies the following:

- Article 6.2.C.2 allows for the use of depreciation and full cost for the listed equipment at the grant level (Option 3, if selected for the call). This option includes an additional option (if selected for the grant) to list the exact type of equipment.

In the case of the **Grant Agreement 2021 (GA 2021)**, Option 3 with the additional option will be allowed subject to the following limitations:

- Purchase costs could only be claimed by the KIC LE and CLCs for the area “management and coordination of the KIC”, for KIC added value activities identified upfront;
- The purpose of incurring the relevant costs would be limited to the set-up and development of KIC LE and CLCs;
- The relevant costs could only be claimed up to EUR 750 000 per KIC Business Plan per year.

B – Use of KIC Partners’ premises for the purpose of KIC Legal Entity / Co-location Centre offices

The KIC Legal Entities (LE) and their Co-location Centres (CLCs) located in different countries need office space to operate, this is a core component of the action supported by the EIT. In some cases, a lease agreement exists with third parties, which is a typical subcontracting situation. However, in other instances, KIC LEs and/or CLCs are using the premises of certain KIC partners. This is advantageous not only for a better-integrated partnership but also from a financial point of view the costs are usually lower than the rental of similar office space would be in the same area.

According to standard HE rules, the use of premises would be covered by indirect costs calculated on a 25% flat-rate basis over direct costs. However in the case of KICs, this activity is directly linked to the implementation of the action and therefore can be attributed to it directly, as a consequence in line with the respective definitions it shall be reported as a direct cost. Furthermore, based on the same argumentation, the EIT does not allow KIC LEs/CLCs to claim indirect costs.

Therefore, in order to preserve the specificities and distinctive features of the KIC model, the EIT applies the following in the transition year of 2021:

- **Grant Agreement 2021 (GA 2021)** will allow for declaring as a direct cost of subcontracting the expenditure linked to the use of KIC partners' premises by KIC LE / CLCs, subject to the following conditions:
 - The use of premises is limited to the purpose of day-to-day management and operations functions of the KIC;
 - The specific eligibility rules laid down for subcontracting apply, in the particular best value for money, which can be demonstrated by comparison to available benchmarks, such as usual rental fees of similar quality office space at the same area;
 - The tasks to be implemented and the estimated cost of each subcontract shall be set out in Annex 1 of the GA (Business Plan).

C – Financial support to third parties

The EU Financial Regulation foresees that the action may involve financial support to third parties. In this case, the relevant provisions of the Horizon Europe MGA on financial support to third parties will be implemented, together with the EIT-specific rules laid down in Annex 5 of the HE MGA. Financial support to third parties involves funding provided by the beneficiary (i.e. a KIC partner) to one or more recipients that are not a party to the grant agreement. The scheme is also called 'cascade funding'.

In order to realise the objectives laid down in the EIT Regulation and the Strategic Innovation Agenda of the EIT, KIC Partners shall be allowed to provide financial support to third parties. The rules governing the provision of financial support to third parties are laid down in the Grant Agreement 2021 (GA 2021), Article 6.2.D.1, in line with the HE MGA template.

Financial support to third parties includes sub-grants (financial support to third parties, Article 6.2.D.1 (a)) and financial support in the form of prizes (Article 6.2.D.1 (b)).

Sub-grants may be provided by the KICs in particular in the following areas:

- Education programmes (e.g. EIT labelled master schools and doctoral schools),
- Participation of entities from EIT RIS countries and regions in EIT RIS activities,
- Business creation services (e.g. venture, start-up, and scale-up support),
- Innovation projects.

In the case of sub-grants, the maximum amount of financial support may exceed EUR 60 000, where achieving the objectives of the action would otherwise be impossible or overly difficult. As a general rule, financial support to third parties should not exceed EUR 500 000.

D – Targets for EIT core Key Performance Indicators

The below indicative target values are based on the draft Business Plans 2021 submitted by the eight KICs in September 2020. Final target values will only be confirmed in the approved Business Plans 2021.

EIT Core KPIs 2021 - (Draft) Target Values	EIT Climate-KIC	EIT Digital	EIT InnoEnergy	EIT Health	EIT Raw Materials	EIT Food	EIT Urban Mobility	EIT Manufacturing
EITHE02.1 - Marketed Innovations	27	63	45	12	77	18	14	8
EITHE03.1 - KIC Supported Start-ups/Scale-ups		70	77	160	80	219	66	139
EITHE03.2-EITRIS - KIC Supported Start-ups/Scale-ups	95	30	6	16	9	84	6	53
EITHE04.1 - Start-ups created of/for innovation	-	36	3	5	6	8	5	2
EITHE04.2-EITRIS - Start-ups created of/for innovation	-	2	3	-	-	1	2	6
EITHE05.1 - Start-ups created of EIT labelled MSc/PhD programmes	3	12	7	3	4	-	2	-
EITHE05.2-EITRIS - Start-ups created of EIT labelled MSc/PhD programmes	-	3	-	-	-	-	0	-
EITHE06.1 - Investment attracted by KIC supported start-ups/scale-ups	€ 20.00 M	€ 41.00 M	€ 170.00 M	€ 151.00 M	€ 5.00 M	€ 50.25 M	€ 1.94 M	€ 3.80 M
EITHE06.2-EITRIS - Investment attracted by KIC supported start-ups/scale-ups	€ 5.00 M	€ 4.00 M	€ 20.00 M	€ 22.60 M	-	€ -	€ 0.25 M	€ 0.28 M
EITHE07.1 - Graduates from EIT labelled MSc and PhD programmes	200	388	182	25	184	27	0	-
EITHE08.1 - Participants in (non-degree) education and training	1345	450	4910	2890	5589	4378	2000	3561
EITHE09.1 - EIT labelled MSc/PhD students and graduates who joined start-ups	5	20	75	3	4	-	0	-
EITHE11.1 - Financial Sustainability (FS)	€ 11.78 M	€ 7.00 M	€ 30.00 M	€ 8.31 M	€ 8.58 M	€ 5.96 M	€ 5.08 M	€ 5.69 M
EITHE11.2 - Financial Sustainability (FS) %	23.74%	11.18%	44.02%	15.57%	11.23%	7.83%	11.39%	11.90%
EITHE12.1 - Co-funding rate	59.47%	59.38%	57.66%	78.85%	70.52%	82.72%	86.05%	83.14%
EITHE13.1 - KIC success stories	20	20	20	20	20	20	20	20

Note: EITHE02.1 Marketed Innovation is accepted only if the product/service is put on the market and sold for at least 10.000 EUR. The target for EITHE13.1 KIC Success stories is set to 20 by EIT. EITHE12.1 Cofunding rate includes Business Plan KAVA funding but also EIT RIS and Cross-KIC funding – therefore, the rates do not fully correspond to the rates indicated in the EIT Strategic Innovation Agenda 2021-2027

Annex XII: Evaluation criteria for the EIT Call for Proposals 2021 for a new EIT Knowledge and Innovation Community in the Cultural and Creative Sectors and Industries (CCSI)

Following the deadline of the EIT Call for Proposals, admissibility, eligibility and exclusion checks will be performed for each proposal.

1. Admissibility criteria

Prior to the evaluation, proposals will be examined for compliance with the following admissibility criteria:

- the proposal must be submitted electronically via the proposal submission system operated by the European Commission in accordance with the provisions of the [EU Financial Regulation](#)³⁵ (Article 149(2));
- all mandatory parts of the proposal must have been completed;
- the proposal must be submitted by the Call deadline.

Only proposals satisfying all of the admissibility criteria shall pass on to the eligibility criteria assessment stage.

Since the working language of the EIT is English, applicants are requested to submit the proposal in English. If the proposal is submitted in any other official language of the European Union, the EIT may ask for the English translation of the specific document from the applicant.

In addition, the proposal must be accessible and legible, otherwise the EIT may request the applicant to resubmit the application document.

2. Eligibility criteria

Following the admissibility check, only proposals complying with the following conditions will be considered eligible for further evaluation:

³⁵ Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012

- the applying consortium must contain at least three independent partner organisations established in at least three different Member States;
- at least two thirds of the partner organisations forming the consortium are established in different Member States;
- the applying consortium includes at least one higher education institution one research institution and one private company;
- the proposal must be submitted by a consortium containing a maximum of 50 partners.

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

3. Exclusion criteria

Applicants will be excluded from participation in the Call and from the award if they are in one of the situations referred to in Articles 136(1) of the [EU Financial Regulation](#).

As evidence, the applicants will have to submit a declaration of honour on exclusion criteria and absence of conflict of interest. Following the designation decision, the winning consortium will be requested to submit recently issued evidence (e.g. registration and tax certificates, judicial records) in support of the declaration of honour, in accordance with Article 137 of the [EU Financial Regulation](#).

Only admissible and eligible proposals will be evaluated against the financial and operational capacity criteria.

4. Financial capacity criteria

The Coordinator's organisation will be subject to the financial capacity assessment if (and when) the winning consortium has been designated. The Coordinator's organisation will be subject to a financial viability check. Financial capacity will be assessed based on the financial viability check³⁶.

At the proposal submission stage³⁷, the Coordinator will be asked to confirm that the organisation has carried out a self-check of the financial capacity of the organisation through the financial self-check tool³⁸ or has been covered by a financial viability check for an EU project for the last closed financial year.

³⁶ The organisation's financial viability will be assessed by checking that: it has sufficient liquidity – it is able to cover its short-term commitments, it is financially autonomous, it is solvent - capable of covering its medium and long-term commitments, it is profitable – by generating profits, or at least with self-financing capacity.

³⁷ This confirmation will be requested on the SEP system as part of the proposal submission forms.

³⁸ <https://ec.europa.eu/research/participants/lfv/lfvSimulation.do>

If, following the designation decision, the Coordinator's organisation financial viability would be assessed as 'weak' or 'insufficient':

- the Coordinator has to step down from his role but can participate in any other; in this case, the applying consortium must put forward a solution, including the appointment of a new Coordinator and reassignment of the coordination tasks;
- the consortium's activities will be subject to additional monitoring and reporting based on an action plan;
- if no acceptable solution or action plan would be presented by the Coordinator, the KIC designation/start-up phase may be terminated, and the designated consortium is cancelled.

Following the provisions of Article 198(5) of the [EU Financial Regulation](#), public bodies, including Member State organisations, international organisations, or legal entities whose viability is guaranteed by a Member State or a Horizon Europe associated country, will be exempted from the financial capacity check.

5. Operational capacity criteria

1) The Coordinator's familiarity with the Call's theme and experience of coordinating and/or participating in international projects related to innovation, research and education, (separately or together), as well as familiarity with the European Union's financial procedures, is proven through having:

- participated in at least one project with a total budget (allocated or coordinated) exceeding EUR 3 million;
- coordinated at least one project with at least two other partners (three in total) from at least three different European countries and from at least two sides of the Knowledge Triangle;
- participated in at least two EU financed projects.

The Coordinator should provide references for the above required projects as evidence of his/her operational capacity (one project may meet several of the above criteria). The projects should have been successfully completed, the final implementation date of the projects should not be earlier than 31 December 2017, and the minimum budget of the projects should be higher than EUR 300.000 to make the reference eligible. All reference projects should be related to the relevant thematic area.

2) The capability and necessary experience of the key members of the Interim Management Team, namely the CEO (Chief Executive Officer), COO (Chief Operational Officer), Chief Financial Officer (CFO) are evidenced through them having:

- at least 7 years work experience relevant to the position (i.e. tasks in the Interim Management of the designated consortium);
- for the CEO, 7 years, and for the COO 5 years work experience in the Call's thematic field;
- at least 5 years work experience in an international environment (including implementation of international projects).

Relevant curriculum vitae (maximum four pages) in Europass format³⁹ covering the related professional qualifications, work experience in international environment and management expertise shall be attached to the Coordinator's Motivation and Commitment Declaration.

Only proposals that pass the operational capacity verification will be evaluated by the external experts.

6. Technical evaluation criteria

Further to the [Horizon Europe criteria](#) requirements⁴⁰, the following EIT specific technical evaluation criteria will be applied:

Table 1 – Technical evaluation criteria

EXCELLENCE 40 points max.	QUALITY & EFFICIENCY OF IMPLEMENTATION 25 points max.	IMPACT 35 points max.
TOTAL 100 points		
<p>1.1 STRATEGIC APPROACH</p> <p>Relevance, specificity and added value of the strategic approach aiming at excellence and proposed focus within the theme; applicability of the EIT KIC model to tackle the CCSI societal challenge via a multidisciplinary approach by integrating the knowledge triangle and fostering entrepreneurship and innovation throughout Europe. Relevance and specificity of the Consortium's strategy to become a sustainable institutionalised European Partnership.</p>	<p>2.1. OPERATIONS</p> <p>Relevance and quality of the management and governance plans; effectiveness of the operational structure including selection and connectivity of co-location centres and demonstration how the knowledge triangle integration approach will be implemented on the operational level in an efficient manner. This should also include clear reference to how the EIT Regional Innovation Scheme is integrated.</p>	<p>3.1 IMPACT</p> <p>Planned pan-European impact in line with the EIT Impact Framework for each of the following impact pathways, demonstrated by relevant KPIs:</p> <ul style="list-style-type: none"> - Societal impact relevant to the CCSI societal challenge - technological/economic/innovation impact by influencing the creation and growth of companies, creating of

³⁹ <https://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions>

⁴⁰ Article 28 and Annex III HE Regulation

<p><i>[15 points max]</i> [0-5 points; weighting: 3]</p> <p>1.2 INNOVATION POTENTIAL</p> <p>Consortium’s innovation potential to implement the future KIC’s strategy, demonstrated by the combined quality and commitment of the partners (including SMEs), forming a diverse, balanced, collaborative and world-class/excellent partnership to improve the innovation capacity of local ecosystems including through the EIT Regional Innovation Scheme in accordance with EIT Strategic Innovation Agenda (2021-2027) and demonstrated openness to integrate new partners.</p>	<p><i>[10 points max]</i> [0- 5 points; weighting: 2]</p> <p>2.2 KIC BUSINESS MODEL AND FINANCIAL PLAN</p> <p>Feasibility of the future KIC’s business model and financial plan (including the generation of funding from non-EIT sources as set out in the EIT SIA/ attraction of co-funding from partners) aiming at financial sustainability in the long-term. Quality and relevance of the future KIC’s plan for the management and exploitation of intellectual property supporting the KIC’s business model as well as plans to generate other type of revenues.</p>	<p>new innovative solutions, direct and indirect jobs and mobilising additional public and private investments)</p> <ul style="list-style-type: none"> - educational impact by strengthening human capital in research and innovation, enhancing innovative and entrepreneurial skills both at individual and organisational levels.
<p><i>[15 points max]</i> [0- 5 points; weighting: 3]</p> <p>1.3 SYNERGIES</p> <p>Demonstrated added value and readiness to establish concrete synergies and complementarities, positioning of the future KIC towards other relevant public, private and third sector initiatives at EU, Member State and other levels.</p>	<p><i>[15 points max]</i> [0- 5 points; weighting: 3]</p>	<p><i>[25 points max]</i> [0-5 points; weighting: 5]</p> <p>3.2 COMMUNICATIONS</p> <p>Quality and relevance of the future KIC’s plans for communications including the contribution to the EIT Community brand identity.</p> <p><i>[5 points max]</i> [0- 5 points; weighting: 2]</p> <p>3.3 DISSEMINATION OF RESULTS</p> <p>Quality and relevance of dissemination plans for KIC results, including sharing good practices within, between and beyond the KICs, across EU Member States, regions and institutions to ensure maximum impact.</p> <p><i>[5 points max]</i> [0- 5 points; weighting: 2]</p>

7. Hearing with the EIT Governing Board and designation of the EIT KIC

Following the approval of the evaluation results by the EIT Governing Board, the representatives of those proposals reaching the threshold of 70% points at the Panel of Experts evaluation stage will be invited to a hearing of the EIT Governing Board.

At the evaluation stage of the Governing Board Hearing, the overall strategic rationality and consistency of the EIT KIC model presented in the proposal will be assessed. This will be done by evaluating the proposals from a holistic perspective against the three main criteria: Excellence, Quality & Efficiency of Implementation and Impact. In particular, the aspects shown in table 2 are key to the EIT KIC model and will be assessed:

Table 2 – Evaluation criteria for Hearing with the EIT Governing Board

EXCELLENCE 10 points max.	QUALITY & EFFICIENCY OF IMPLEMENTATION 10 points max.	IMPACT 10 points max.
TOTAL 30 points		
Adaptability and suitability of the EIT KIC model for the proposed strategic approach aiming at excellence by the applicant and potential contribution to the EIT’s strategic objectives. [0- 5 points; weighting: 2]	Feasibility and quality of the proposed KIC operational model and its plan towards financial sustainability, taking into account lessons learnt from current KICs. Feasibility and quality of the plan for the management of the interim period. [0- 5 points; weighting: 2]	Consistency of the applicant’s KIC model, its potential and feasibility to achieve a significant and sustainable systemic impact in line with the EIT’s overall objectives and EIT Impact Framework. [0- 5 points; weighting: 2]

The Governing Board’s score will be calculated as the average of the individual scores of the Governing Board members. The sum of the points from the Governing Board Hearing will be added to the points obtained at the technical evaluation stage (Panel of Experts stage). The proposal receiving the highest number of points out of the maximum of 130 points can be designated by the EIT Governing Board. The EIT GB can designate one applicant and may establish a reserve list with one applicant.

Annex XIII: Implementation of the EIT Awards

Basic act: Regulation (EC) No XX/YYY on the European Institute of Innovation and Technology (“EIT Regulation”).

Legal basis:

- Article 1 of Decision 21/2019 of the Governing Board of the EIT of 25 September 2019 on the Financial Regulation of the European Institute of Innovation and Technology (“EIT Financial Regulation”);
- Article 92 of Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council (“Framework Financial Regulation”);
- Articles 206 and 207 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 (“EU Financial Regulation”) concerning the award of prizes;

Budget line: 3204

Indicative amount: EUR 50.000 for the EIT Venture Award, EIT Innovators Award, EIT CHANGE Award, and EIT Women Leadership Award. Financial prizes of EUR 20.000 EUR and EUR 10.000 respectively for second and third places for the VENTURE, INNOVATORS Award, CHANGE and WOMAN Award. No financial prize is foreseen to be awarded for the EIT Public (Citizen) Award.

A) CRITERIA FOR THE EIT AWARDS:

The criteria for participation are as follows:

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

Admissibility criteria:

- The application has been submitted no later than the deadline specified in the call for nominations;
- The online application has been duly completed in Award Force for the EIT Venture Award Competition.

Eligibility criteria:

The applicant venture:

- Is incorporated or registered (if mandatory in accordance with the applicable national law);
- Has received business creation support by a KIC, i.e. the venture has gone through a structured business support process offered by a KIC.

Evidence to be provided:

- Registration or incorporation certificate;

- Description in Award Force or proof of the receipt of business creation support by a KIC uploaded.

Exclusion criteria:

Applicants will be excluded from participating in the call for nominations if they are in any of the situations of exclusion defined in Article 136 of the EU Financial Regulation.⁴¹

Applicants will be excluded from the award if, in the course of the award procedure, they fall under any of the situations defined in Article 141 of the EU Financial Regulation.

Evidence to be provided:

- The legal representative of the applicant venture must sign a declaration on their honour certifying that they are not in one of the situations referred to in Articles 136 and 141 of the EU Financial Regulation, filling in the relevant form and upload to the application accompanying the call for nominations.

Selection criteria: The applicant venture:

- Offers an innovative and marketable product or service, with a European perspective and the potential to expand globally;
- Has already at least 10 customers and an investment made of min. 100.000 EUR;
- Comprises a team of a minimum of three Full-Time Equivalent (FTEs) that convincingly demonstrates that it has the competencies to successfully develop the product or service and bring it to the market.

The evidence to be provided:

- A description of how the above selection criteria are met (e.g. on the product or service, on the applicant venture's team, on the customers or investors/investments) including the business plan of the venture and relevant accompanying information.

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

Criteria (equal weighting)	Explanation
1. Commercial and business characteristics/potential	<ul style="list-style-type: none"> ✓ Need for (or the prospect of) product or service with technical features uniqueness and technology risk addressed, including Intellectual property position ✓ Competitive advantage over potential competitors, including quality and relevance of the description of the business model (pricing, downstream value, scalability, funding strategy)

⁴¹ Regulation (EU, Euratom) No 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union and amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014 and repealing Regulation (EU, Euratom) No 966/2012

	<ul style="list-style-type: none"> ✓ Addressable market size, potential target customers and customer engagement plan (Go To Market), and sales & profit potential
2. Societal impact	<ul style="list-style-type: none"> ✓ Degree of the societal impact in line with the scope of the KIC
3. Team characteristics	<ul style="list-style-type: none"> ✓ Leadership quality of the CEO and suitability of team members ✓ If applicable: identification of short-term talent gaps and a strategy to fill them
4. Pitch/Presentation	<ul style="list-style-type: none"> ✓ Professionalism: the clarity, demeanour, and professional delivery of the team and the quality and persuasiveness of the oral presentation ✓ Quality of answers during the Q&A portion of the presentation

Evidence to be provided:

For award criteria 1-3: A description of how the above award criteria are met, included in the application package. It is essential that the information provided allows for a proper assessment of the award criteria. To this end, as a minimum the business plan and accompanying documents should provide the following information:

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

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

The award decision will be made by the EIT Authorising Officer based on the recommendation made by the jury and announced during the EIT Awards event.

2. **EIT CHANGE Award:** in order to participate in the EIT CHANGE Award competition, applicants need to fulfill the following **admissibility, eligibility, and exclusion criteria:**

Admissibility criteria:

- The application has been submitted no later than the deadline specified in the call for nominations;
- The online application has been duly completed in Award Force for the EIT CHANGE Award Competition.

Eligibility criteria:

The applicant:

- has graduated from an EIT labelled education programme.

Evidence to be provided:

The applicant shall submit a copy of her/his University diploma and the EIT labelled degree, or confirmation (declaration of honour) from the KIC Education Director. If not yet handed out: a confirmation by the KIC Education Director that the nominee will receive a diploma and the EIT labelled degree prior to the Award event.

Exclusion criteria:

Applicants will be excluded from participating in the call for nominations if they are in any of the situations of exclusion defined in Article 136 of the EU Financial Regulation.⁴²

Applicants will be excluded from the award if, in the course of the award procedure, they fall under any of the situations defined in Article 141 of the EU Financial Regulation.

Evidence to be provided:

Applicants must sign a declaration on their honour certifying that they are not in one of the situations referred to in articles 136 and 141 of the EU Financial Regulation, filling in the relevant form attached to the application form accompanying the call for nominations.

Selection criteria:

The applicant:

- has demonstrated innovation and entrepreneurship capacity, facilitated by the EIT labelled education programme.

Evidence to be provided:

- CV of the applicant (EU CV format);
- copy of the EIT labelled degree of the applicant or confirmation (declaration of honour) from the KIC Education Director. If not yet handed out, the degree can be replaced by a confirmation by the KIC Education Director that the applicant will receive a diploma and the EIT labelled degree prior to the Award event.

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

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

⁴² Regulation (EU, Euratom) No 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union and amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014 and repealing Regulation (EU, Euratom) No 966/2012

	✓ Quality of answers during the Q&A portion of the presentation
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Evidence to be provided:

For award criteria 1-3: the online application for the EIT CHANGE Award Competition completed including a description on how the award criteria are met. It is essential that the “innovation story” provides information on all criteria to allow for a proper assessment. As a minimum, the innovation story should describe:

- The innovativeness and entrepreneurial/intrapreneurial nature of the nominee’s achievement: (“How do you spur innovation and entrepreneurship?”)
- The (potential) societal and economic impact of the achievement: (“How does your achievement/activity create societal and economic impact?”)
- How the achievement has been facilitated by the EIT labelled education programme of the KIC concerned facilitated your achievement/enhanced your ability to spur innovation and entrepreneurship?”)

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

The award decision will be made by the EIT Authorising Officer based on the recommendation made by the jury and announced during the EIT Awards event.

3. **EIT Innovators Award:** in order to qualify for the EIT Innovators Award, the applicant teams have to satisfy the following **admissibility, eligibility and exclusion criteria:**

Admissibility criteria:

- The application has been submitted no later than the deadline specified in the call for nominations;
- The online application has been duly completed in Award Force for the EIT Innovators Award Competition.

Eligibility criteria:

- The team shall involve individuals from at least three KIC partners representing at least two sides of the Knowledge Triangle (a core team may be defined if the teams are very large);
- KIC partners shall come from at least two different countries;
- The team has received funding for their project by a KIC between 01/01/2018 and closure of the call for nominations.

Evidence to be provided:

The evidence to be provided as part of the application package consists of a description of the (core) team and information about funding received to be described in Award Force for the EIT Innovators Award. Exclusion criteria:

Applicants will be excluded from participating in the call for nominations if they are in any of the situations of exclusion defined in Article 136 of the EU Financial Regulation⁴³.

⁴³ Regulation (EU, Euratom) No 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union and amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014 and repealing Regulation (EU, Euratom) No 966/2012

Applicants will be excluded from award if, in the course of the award procedure, they fall under any of the situations defined in Article 141 of the EU Financial Regulation.

Evidence to be provided:

- The EIT will perform the check of the exclusion criteria by relying on the on previously submitted declarations of honour of KIC Partner organisations. If the EIT considers it justified, it may require the resubmission of the declaration on honour (e.g. if the declaration of honour was submitted to the EIT before 30 September 2020).

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

- Team must have successfully achieved the pre-commercialization stage

Evidence to be provided:

- a document⁴⁴ proving that the team has successfully achieved the pre-commercialisation stage.

Award Criteria: an international jury composed of experts will evaluate the applications and the nominees’ pitches based on the criteria described below.

Criteria (equal weighting)	Explanation
1. Originality of the new product, process or service	<ul style="list-style-type: none"> ✓ Uniqueness and features of product/process/service ✓ Degree to which product/process/service is disruptive
2. The efficiency and effectiveness of the team and conversion of the idea into the outcome	<ul style="list-style-type: none"> ✓ Resources (time and finances) used to transform the idea (i.e. starting point) into a product/process/service ✓ Innovation process – planning, goals, milestones, team ✓ Diversity of the team and degree of pan-European cooperation
3. Social and potential and real economic impact of the outcome	<ul style="list-style-type: none"> ✓ Prospects to address a societal challenge tackled by the EIT and KICs ✓ Impact potential ✓ Plan/arrangements for commercialisation
4. Pitch/ Presentation	<ul style="list-style-type: none"> ✓ Quality and persuasiveness of the presentation ✓ The clarity, demeanour, and professionalism of the presentation of the team and the business case ✓ Quality of answers during the Q&A portion of the presentation

Evidence to be provided:

1. For award criteria 1-3: Description on how the above award criteria are met are to be presented in the online application for nominated teams and clarified during the presentation.

⁴⁴ Documents such as a sponsorship agreement, invoice to a first customer, certification awarded/ quality assurance, commitment letters from potential consumers, on-going exchanges with regulatory bodies, market research before final stage of a product or service launch or similar evidence.

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

4. **EIT Women Leadership Award:** in order to participate in the EIT Women Leadership Award competition, applicants need to fulfil the following **admissibility, eligibility and exclusion criteria:**

Admissibility criteria:

- The application has been submitted no later than the deadline specified in the call for nominations;

The online application has been duly completed in Award Force for the EIT Women Leadership Competition Eligibility criteria:

The applicant:

- shall be a woman belonging to the EIT Community (e.g. participation in the KICs, in the KIC's ecosystem, educational, innovation or business creation activities or similar).

Evidence to be provided:

Description or proof of belonging to the EIT Community.

Exclusion criteria:

Applicants will be excluded from participating in the call for nominations if they are in any of the situations of exclusion defined in Article 136 of the EU Financial Regulation.⁴⁵

Applicants will be excluded from the award if, in the course of the award procedure, they fall under any of the situations defined in Article 141 of the EU Financial Regulation.

Evidence to be provided:

Applicants must sign a declaration on their honour certifying that they are not in one of the situations referred to in Articles 136 and 141 of the EU Financial Regulation, filling in the relevant form and upload to the application accompanying the call for nominations..

Selection criteria:

The applicant:

- Holds an active position within the EIT Community as a Woman leader/ Role Model, is having a pivotal role to inspire others within or beyond the EIT Community (incl. teacher/trainer, entrepreneur or innovator etc.);
- Has demonstrated impact on the EIT Community and/ or the broader European innovation eco-systems incl. Citizens/ society.

Evidence to be provided:

The "Woman Leadership story" submitted as part of the application for the EIT Women Leadership Award shall demonstrate the required capacity.

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

⁴⁵ Regulation (EU, Euratom) No 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union and amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014 and repealing Regulation (EU, Euratom) No 966/2012

Criteria (equal weighting)	Explanation
1. Pro-active attitude and entrepreneurial drive	<ul style="list-style-type: none"> ✓ Display of pro-active attitude and initiative ✓ Degree of thinking outside boundaries and (systematic) exploration and generation of new ideas/ ways or methodologies
2. Quality of Leadership & Entrepreneurial achievements	<ul style="list-style-type: none"> ✓ The degree to which the achievements/ activities are significant for the EIT Community and/ or the broader European Innovation eco-systems
3. Link to EIT Community	<ul style="list-style-type: none"> ✓ Quality of the description of how the nominee is linked and is active in the EIT Community
4. Pitch/ Presentation	<ul style="list-style-type: none"> ✓ Quality, creativity, and persuasiveness of the Woman Leadership story presented ✓ Quality of answers during the Q&A portion of the presentation

Evidence to be provided:

For award criteria 1-3: the online application for the EIT Women Leadership Award Competition including a description of how the award criteria are met. It is essential that the “Woman Leadership story” provides information on all criteria to allow for a proper assessment. As a minimum, the Woman Leadership & Entrepreneurship story should describe:

- The innovativeness/nature of the nominee’s achievement/ activities: (“How do you spur thinking outside the box and inspire others?”)
- The (potential) societal and economic impact of the achievement: (“How does your achievement/activity create societal and economic impact?”)
- The impact of the achievement/ activities on the EIT Community and/ or the broader European Innovation eco-systems (“How did your activity help to promote gender diversity/ equality within the EIT Community?”)

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

The award decision will be made by the EIT Authorising Officer based on the recommendation made by the jury and announced during the EIT Awards event.

5. **EIT Public (Citizen) Award** - recognizes the public (citizen) recognition of the overall excellence, and innovativeness of one of the nominees for the other four Award categories listed above.

EIT Public Award will be awarded to one of the nominees of EIT Venture Award, EIT CHANGE Award, EIT Women Leadership Award, EIT Innovators Award, based on the public voting (as defined in the call) which will take place before the Award Ceremony.

B) EIT EVALUATION COMMITTEE

An EIT Evaluation Committee will be appointed by the responsible Authorising Officer in order to give an advisory opinion on the admissibility, eligibility, exclusion and selection criteria. Each member shall sign a declaration of absence of conflict of interest and confidentiality before starting the evaluation. If needed, the EIT Evaluation Committee may request clarifications or additional information with due respect to the equal treatment principle.

C) APPOINTMENT AND COMPOSITION OF THE JURIES

Each award category will have a jury (excluding 5. EIT Public (Citizen) Award) for the evaluation of the nominees against the award criteria.

Each jury will consist of three members: external high-level experts (with the possible participation of EIT Governing Board Members). The composition of the jury shall include in a balanced manner representatives of higher education, business (creation), innovation, and the investor community. Each jury should also strive to have gender equality as much as possible in their composition. All members shall be experienced specialists with prominence in their field and will be competent to evaluate the nominations given the scope of the different awards. Jury members will be appointed by the responsible Authorising Officer of the EIT.

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

D) INDICATIVE TIMETABLE

Activity	Deadline	Comment
Publication of the call for nominations	Q3/Q4 2021	On EIT website
Deadline for submitting applications to the EIT	By end of Q1 2022 latest	KIC SPOCs to submit nominations to the EIT
Evaluation by EIT	Within 1 month following deadline for submission of applications	Check on completeness documentation and whether the candidates meet the admissibility, eligibility, exclusion, and selection criteria
Formal publication of nominees	Following evaluation by EIT	On EIT website
Communication campaign	With the formal publication of nominees –event	
Evaluation by the Jury	Prior to and during the EIT Awards event	
Award decision	Prior to the EIT Awards ceremony	

EIT Awards ceremony	3 2022	
Provision of prize	Within one month after the EIT Awards winners ceremony	

Annex XIV: KICs' Strategies 2021 -2027 – objectives, impact and KPI targets

The EIT KICs have drafted the 2021 -2027 Strategic Agendas (SAs) in alignment with the provisions and priorities of Horizon Europe and the EIT SIA 2021 -2027⁴⁶. The SAs are aligned with the EIT's impact framework high level objectives to:

- (a) Increase the impact of KICs and knowledge triangle integration;
- (b) Increase the innovation capacity of the higher education sector by promoting institutional change in higher education institutions (HEIs);
- (c) Increase the regional outreach of the EIT in order to address regional disparities in innovation capacity across the EU.

The strategic documents focus on the KICs development and achievements over the next 7 year period and consistency with the strategic objectives of the European Union, in particular Horizon Europe, and KIC's contribution to achieving these goals. The SAs target alignment with good governance principles set by the EIT and the cross-KIC collaboration and synergies with other programmes, aiming at maximising the EIT Regional Innovation Scheme results.

The following main objectives and KPI targets were set by the EIT KICs for 2021-2027:

(1) Climate – KIC⁴⁷:

Focus Areas: *Amplify Climate-KIC impact across four major systems – cities, materials, land-use, and finance – where progress on cutting emissions and building resilience is arguably slowest.*

Strategic Objectives:

⁴⁶ Dependent on adoption of Horizon Europe and EIT Legislative package

⁴⁷ [Climate KIC SA 2021-2027 - Ares\(2021\)4263898](#)

- **Sustainable Innovation Ecosystems:** The KIC will strengthen sustainable innovation and entrepreneurial ecosystems across Europe, particularly in those countries in the RIS programme and supported by the EIT Higher Education Initiative.
- **Next-Generation Climate Entrepreneurship:** Capitalizing on a growing number of mature technology start-ups and the progression of the climate innovation challenge from one of technology *development* to one of technology *diffusion*, we will move from a “quantity” to a “quality” approach.
- **Funding:** Attract other sources of funding beyond EIT with the aim to achieve full financial sustainability by 2024. This will include diversifying streams of revenue to build resilience but also focusing on attracting funders who share our ambition and who can help us maintain at least €100m per year for climate innovation, education, and entrepreneurship activities.
- **Governance, capability, and inclusion:** Enhance the governance, legal entities, and capabilities at the core of our innovation community to act as an orchestrator and catalyst. We also commit to openness and transparency, including publishing full open calls, having an open-access community, being pan-European and nurturing inclusion from diverse innovation actors.
- **Knowledge sharing and diffusion:** Share knowledge and experience with other organisations looking to test and learn from systemic innovation models and gathering more insights into its relative impact potential, including through conducting an external evaluation of EIT Climate-KIC’s work.
- **Synergies and alignment:** Climate-KIC will continue to contribute to the Union’s climate objectives as laid down in law and seek to bolster Europe’s INDC and National Energy and Climate Plans (NECPs) through innovation, seeking cooperation and synergy with other EU instruments and partnership, including with the European Innovation Council, the European Investment Bank and naturally with the other EIT KICs.

By 2027 EIT Climate-KIC will have:

1. Helped Europe avoid over **500 million tons** (CO₂eq) of emissions;
2. Strengthened the resilience of **10 million people** to the impacts of climate change;
3. Leveraged over **€100bn** to support the scale-up of innovations to tackle climate change;
4. Become the strategic partner of choice for over **50 cities, regions, countries and large-scale businesses across Europe**, orchestrating change through innovation to achieve net-zero emissions and climate resilience aligned to the 2015 Paris Climate Change Agreement;
5. Enhanced the innovation and entrepreneurial skills of over **200,000 people across Europe**, equipping them to be leaders of change.

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Designed/Tested Innovations	14	13	12	12	12	12	12	87
EITHE01.3 EITRIS	EIT RIS Designed/Tested Innovations	50%							
EITHE01.4 EITRIS	#EIT RIS Countries – Designed/Tested Innovations	6 countries							
EITHE02.1	#Marketed Innovations	35	20	18	20	20	20	20	153
EITHE02.2 EITRIS	EIT RIS Marketed Innovations	30%							
EITHE02.3 EITRIS	#EIT RIS Countries – Marketed Innovations	6 countries							
EITHE03.1	#Supported Start-ups/Scale-ups	163	150	150	130	120	120	120	953
EITHE03.2 EITRIS	EIT RIS Start-ups/Scale-ups Supported	60%							
EITHE03.3 EITRIS	#EIT RIS Countries – KIC supported Start-ups/Scale-ups	16 countries							
EITHE04.1	#Start-ups created of/for innovation	1	3	3	3	3	3	3	19
EITHE04.2 EITRIS	#EIT RIS Start-ups created of/for innovation	60%							
EITHE04.3 EITRIS	#EIT RIS Countries – Start-ups created of/for innovation	2 countries							
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	1	4	4	5	5	5	5	29
EITHE05.2 EITRIS	#EIT RIS Start-ups created of EIT labelled MSc/PhD programmes	40%							
EITHE05.3 EITRIS	#EIT RIS Countries – Start-ups created of EIT labelled MSc/PhD programmes	8 countries							
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups	22M	30M	30M	25M	20M	20M	20M	167M
EITHE06.2 EITRIS	Investment attracted by KIC supported EIT RIS Start-ups/Scale-ups	35%							
EITHE06.3 EITRIS	# EIT RIS Countries – Investment attracted by KIC supported EIT RIS Start-ups/Scale-ups	10 countries							
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	200	240	230	230	230	230	230	1590

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE07.2 EITRIS	# EIT RIS Graduates from EIT labelled MSc/PhD programmes	500 over whole period							
EITHE07.3	% of Graduates in same disciplines from partner HEIs	60%							
EITHE08.1	#Participants in (non-degree) education and training	2959	1500	1500	1500	1500	1200	1200	11359
EITHE08.2 EITRIS	# EIT RIS Participants with (non-degree) education and training	65%							
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	3	10	10	10	10	10	10	63
EITHE09.2 EITRIS	# EIT RIS EIT labelled MSc/PhD students and graduates who joined Start-ups	35%							
EITHE10.1	# Active KIC Partners (in EIT Grant)	180	170	160	160	150	150	150	Average 160 partners
EITHE10.2 EITRIS	# EIT RIS Active KIC Partners	20%							
EITHE10.3 EITRIS	# EIT RIS Countries – Active KIC Partners	20 countries							
EITHE11.1	FS revenues	€6.2M	€8.5M	€11.6M	€15.8M	€18.5M	€23.2M	€27M	€110.7M
EITHE11.2	% FS coefficient	18%	25%	39%	63%	93%	116%	133%	60%
EITHE12.1	% Co-funding rate	60%	77%	105%	163%	229%	252%	272%	145% average
EITHE13.1	# KIC success stories	20	20	20	20	10	10	10	110
EITHE13.2 EITRIS	# EIT RIS Success stories	50%							
EITHE13.3 EITRIS	# EIT RIS Countries – Success stories	10 countries							
EITHE 16.1	# HEIs involved in EIT and KIC activities	14	16	18	20	22	24	26	140
EITHE 16.2	# RIS HEIs	Minimum of 22%							
EITHE 16.3	# HEIs involved in the new HEI Action (this No is included in the target for EITHE 14.1)	6	8	10	13	15	15	15	82
EITHE 16.4	% RIS HEIs	35%							

(2) EIT Digital⁴⁸:

Focus Areas: *EIT Digital will strategically concentrate its ‘deep tech’ investments in selected focus areas: Digital Tech, Digital Cities, Digital Industry, Digital Wellbeing, Digital Finance.*

Strategic Objectives:

- Bring European values to the digital world. European values include ethics of AI, data protection, trusted social media platforms (societal). To achieve this, regulation is one way, but a more compelling way is to build global European digital businesses. Europe needs to focus on scaling up disruptive digital ventures that have the ambition to conquer the world.
- Further address fragmentation to support digital enterprises and entrepreneurs. Europe needs to accelerate on the Digital Single Market and work towards making the whole of Europe the “de facto” domestic market for European entrepreneurs. In this respect EIT Digital is both instrumental in identifies domains leveraging European strengths, and in actually building and scaling European companies in these domains.
- Raise R&D investments in digital technologies, with an emphasis on software. Currently, American and Asian companies are massively investing, while European companies are more conservative.
- Strongly increase deep tech innovation investments, so as to take mature research results out of the labs and into the market, especially by means of entrepreneurship.
- Adapt the European education system to the digital reality, to equip people with the right digital skills and to deploy digital technology to support education.
- Improve the capacity of Universities for providing Innovation & Entrepreneurial (I&E) education, connected to the HE initiative. This includes the creation of a repository and a web site where all HEI in Europe will find resources for including I&E topics in their programmes.

By 2027 EIT Digital will have:

1. Created yearly **40** new equity positions from the venture creating activities in the Innovation Factory and **25** new equity positions the RIS Venture Program’s teams, totalling more than 600 equity positions for EIT Digital by the end of 2027.

⁴⁸ [Climate KIC SA 2021-2027 - Ares\(2021\)2522745](#)

2. Increased EU Member States digital competitiveness by +130% increased in participation (100% MS participation);
3. Increased the KIC's Master School intake with over **2.000** eligible applicants for each Master School cohort and will have recruited more than **500** new students every year, while, at the same time, reducing the cost per student by making a more efficient use of the scholarships and by optimizing tuition fee waivers; keeping the quality standards and services provided to the students.
4. Enrolled **1.5 million** online learners; ensured **50% women participation** in the Digital programmes, reached an average DESI for Human Capital development in Europe >75

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Designed/Tested Innovations	63	65	67	70	70	70	70	475
EITHE01.3 EITRIS	EIT RIS Designed/Tested Innovations	Please include the target (% of the above KPI) for the period.							20%
EITHE01.4 EITRIS	#EIT RIS Countries – Designed/Tested Innovations	Please include the target (% of the above KPI) for the period.							20%
EITHE02.1	#Marketed Innovations	63	65	67	70	70	70	70	475
EITHE02.2 EITRIS	EIT RIS Marketed Innovations	Please include the target (% of the above KPI) for the period.							20%
EITHE02.3 EITRIS	#EIT RIS Countries – Marketed Innovations	Please include the target (% of the above KPI) for the period.							20%
EITHE03.1	#Supported Start-ups/Scale-ups	97	100	110	120	120	120	120	787
EITHE03.2 EITRIS	EIT RIS Start-ups/Scale-ups Supported	Please include the target (% of the above KPI) for the period.							30%
EITHE03.3 EITRIS	#EIT RIS Countries – KIC supported Start-ups/Scale-ups	Please include the target (% of the above KPI) for the period.							20%
EITHE04.1	#Start-ups created of/for innovation	38	40	50	60	60	60	60	368
EITHE04.2 EITRIS	#EIT RIS Start-ups created of/for innovation	Please include the target (% of the above KPI) for the period.							20%
EITHE04.3 EITRIS	#EIT RIS Countries – Start-ups created of/for innovation	Please include the target (% of the above KPI) for the period.							20%

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	15	20	25	30	30	30	30	180
EITHE05.2 EITRIS	#EIT RIS Start-ups created of EIT labelled MSc/PhD programmes	Please include the target (% of the above KPI) for the period.							20%
EITHE05.3 EITRIS	#EIT RIS Countries – Start-ups created of EIT labelled MSc/PhD programmes	Please include the target (% of the above KPI) for the period.							25%
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups	€ 45m	€ 55m	€ 60m	€ 70m	€ 70m	€ 70m	€ 70m	€ 440m
EITHE06.2 EITRIS	Investment attracted by KIC supported EIT RIS Start-ups/Scale-ups	Please include the target (% of the above KPI) for the period.							15%
EITHE06.3 EITRIS	# EIT RIS Countries – Investment attracted by KIC supported EIT RIS Start-ups/Scale-ups	Please include the target (% of the above KPI) for the period.							15%
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	350	400	450	500	500	500	500	3.200
EITHE07.2 EITRIS	# EIT RIS Graduates from EIT labelled MSc/PhD programmes	Please include the target (% of the above KPI) for the period.							30%
EITHE07.3	% of Graduates in same disciplines from partner HEIs	5%	9%	11%	13%	15%	20%	25%	15%
EITHE08.1	#Participants in (non-degree) education and training	450	600	800	1000	1000	1000	1000	5.850
EITHE08.2 EITRIS	# EIT RIS Participants with (non-degree) education and training	Please include the target (% of the above KPI) for the period.							30%
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	20	20	20	20	20	20	20	140
EITHE09.2 EITRIS	# EIT RIS EIT labelled MSc/PhD students and graduates who joined Start-ups	Please include the target (% of the above KPI) for the period.							30%

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE10.1	# Active KIC Partners	330	360	400	450	505	570	650	650
EITHE10.2 EITRIS	# EIT RIS Active KIC Partners	Please include the target (% of the above KPI) for the period.							15%
EITHE10.3 EITRIS	# EIT RIS Countries – Active KIC Partners	Please include the target (% of the above KPI) for the period.							20%
EITHE11.1	FS revenues	€ 8m	€ 10,25m	€ 13,25m	€ 16m	€ 19,5m	€ 22,5m	€ 24,6m	€ 114,1m
EITHE11.2	% FS coefficient	23%	29%	44%	64%	195%	225%	246%	74%
EITHE12.1	% Co-funding rate	40%	50%	50%	50%	50%	50%	50%	49%
EITHE13.1	# KIC success stories	17	19	20	25	25	25	25	156
EITHE13.2 EITRIS	# EIT RIS Success stories	Please include the target (% of the above KPI) for the period.							20%
EITHE13.3 EITRIS	# EIT RIS Countries – Success stories	Please include the target (% of the above KPI) for the period.							20%
EITHE 16.1	# HEIs involved in EIT and KIC activities	50	55	62	70	78	86	94	94
EITHE 16.2	# RIS HEIs	Please include the target (% of the above KPI) for the period.							20%
EITHE 16.3	# HEIs involved in the new HEI Action (this No is included in the target for EITHE 16.1)	15	25	35	45	55	70	81	81
EITHE 16.4	# RIS HEIs	Please include the target (% of the above KPI) for the period.							20%

(3) EIT InnoEnergy⁴⁹:

Thematic Fields: *Energy for Circular Economy; Energy for Transport; Renewables; Smart Cities; Smart Grid and Storage; Innovation Projects Strategy and Services*

Strategic Objectives (aligned with the 2030 EU climate objectives):

EIT InnoEnergy strategy for the period 2021-2027 is to continue contributing to EU30 goals, by designing, developing, and deploying commercially viable innovations that tackle the energy, societal and economical challenges. The results will be 10 world leading companies with sales of 100M€/year; 50 CXO positions covered by EIT

⁴⁹ EIT Innoenergy SA 2021-2027 - [Ares\(2021\)3137725](#)

InnoEnergy alumni and a top transatlantic player supporting over 100 start-up landings per year.

Table 1. Annual KPI targets.

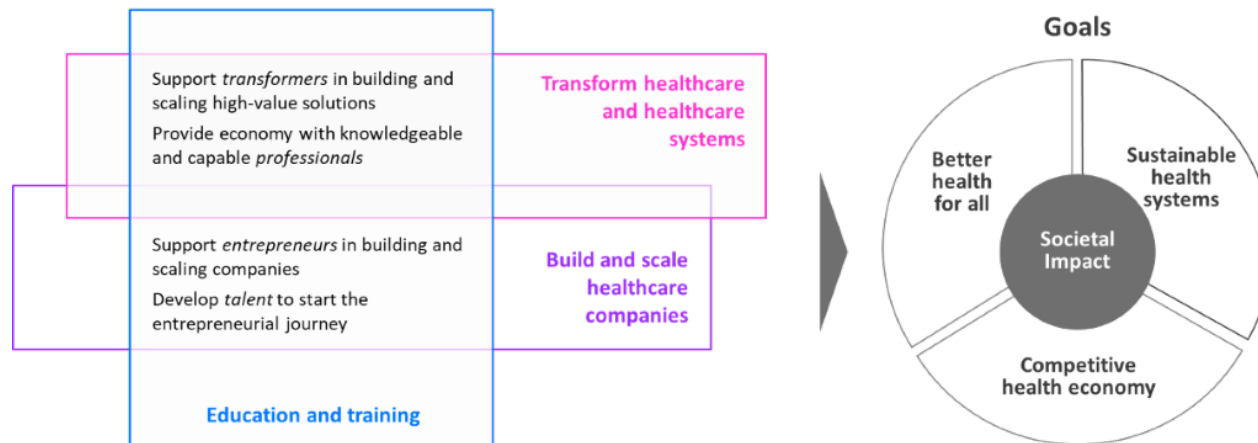
Code EITHEO	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
1.1	#Designed/Tested Innovations	32	32	40	40	40	40	40	264
1.3	EITRIS EIT RIS Designed/Tested Innovations	Please include the target (% of the above KPI) for the period.							15%
1.4	EITRIS #EIT RIS Countries - Designed/Tested Innovations	Please include the target (% of the above KPI) for the period.							50%
2.1	#Marketed Innovations	55	60	60	60	60	60	60	415
2.2	EITRIS EIT RIS Marketed Innovations	Please include the target (% of the above KPI) for the period.							15%
2.3	EITRIS #EIT RIS Countries – Marketed Innovations	Please include the target (% of the above KPI) for the period.							50%
3.1	#Supported Start-ups/Scale-ups	77	77	90	90	90	90	90	604
3.2	EITRIS EIT RIS Start-ups/Scale-ups Supported	Please include the target (% of the above KPI) for the period.							50%
3.3	EITRIS #EIT RIS Countries – KIC supported Start-ups/Scale-ups	Please include the target (% of the above KPI) for the period.							15%
4.1	#Start-ups created of/for innovation	3	3	3	3	3	3	3	21
4.2	EITRIS #EIT RIS Start-ups created of/for innovation	Please include the target (% of the above KPI) for the period.							50%
4.3	EITRIS #EIT RIS Countries – Start-ups created of/for innovation	Please include the target (% of the above KPI) for the period.							50%
5.1	#Start-ups created of EIT labelled MSc/PhD prog.	7	6	6	6	6	6	6	43
5.2	EITRIS #EIT RIS Start-ups created of EIT labelled MSc/PhD prog.	Please include the target (% of the above KPI) for the period.							15%
5.3	EITRIS #EIT RIS Countries – Start-ups created of EIT labelled MSc/PhD prog.	Please include the target (% of the above KPI) for the period.							15%
6.1	Investment attracted by KIC supported Start-ups/Scale-ups (M/Euros)	400	600	800	1000	1000	1000	1000	5800
6.2	EITRIS Investment attracted by KIC supported EIT RIS Start-ups/Scale-ups	Please include the target (% of the above KPI) for the period.							15%
6.3	EITRIS # EIT RIS Countries – Invest. attracted by KIC supported EIT RIS Start-ups/Scale-ups	Please include the target (% of the above KPI) for the period.							15%
7.1	#Graduates from EIT labelled MSc/PhD programmes	182	250	275	300	325	350	350	2032
7.2	EITRIS # EIT RIS Graduates from EIT labelled MSc/PhD programmes	Please include the target (% of the above KPI) for the period.							15%
7.3	% of Graduates in same disciplines from partner HEIs	30%	30%	30%	30%	30%	30%	30%	30%
8.1	#Participants in (non-degree) education and training	51,410	50,000	50,000	50,000	50,000	50,000	50,000	351,410
8.2	EITRIS # EIT RIS Participants with (non-degree) education and training	Please include the target (% of the above KPI) for the period.							15%
9.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	40	40	40	40	40	40	40	280
9.2	EITRIS # EIT RIS EIT labelled MSc/PhD students and grad. who joined Start-ups	Please include the target (% of the above KPI) for the period.							15%
10.1	# Active KIC Partners	400	400	450	450	450	450	450	Avg. 435
10.2	EITRIS # EIT RIS Active KIC Partners	Please include the target (% of the above KPI) for the period.							15%
10.3	EITRIS # EIT RIS Countries – Active KIC Partners	Please include the target (% of the above KPI) for the period.							15%
11.1	FS revenues	30	46.2	61.2	92.2	120.2	151.2	182.2	683.2
11.2	% FS coefficient	64	96	153	263	481	605	729	15%
12.1	% Co-funding rate	50%	40%	30%	20%	10%	10%	10%	
13.1	# KIC success stories	20	20	20	20	20	20	20	140
13.2	EITRIS # EIT RIS Success stories	Please include the target (% of the above KPI) for the period.							15%
13.3	EITRIS # EIT RIS Countries – Success stories	Please include the target (% of the above KPI) for the period.							15%
16.1	# HEIs involved in EIT and KIC activities	40	40	40	40	40	40	40	40
16.2	# RIS HEIs	Please include the target (% of the above KPI) for the period.							15%
16.3	# HEIs involved in the new HEI Action (No included in target for EITHE 14.1)	5	10	10	11	15	15	15	81
16.4	# RIS HEIs	Please include the target (% of the above KPI) for the period.							15%

(4) EIT Health⁵⁰:

Focus Areas: *towards health continuum care pathways, bringing care home, creating the enabling environment for healthcare transformation, from the workplace to the health place, harnessing the power of real-world data, fostering healthy lives by introducing behavioral change.*

Strategic objectives:

- Promoting better health for all;
- Strengthening healthcare systems in Europe;
- Contributing to a sustainable health economy in Europe.



⁵⁰ EIT Health SA 2021-2027 - Ares(2021)2832659

By 2027, the KIC will have:

- Directly improved quality of life (QoL) of 4.8 million Europeans;
- Educated 30,000 change-agents that scale sustainable and systemic solutions;
- Attracted €1.3 billion of investment to start-ups;

Overall:

- EIT Health Partners address health challenges co-creatively and collaboratively across the whole of Europe, mitigating a fragmented health market (*RIS objective: at least 15% of impact can be brought back to RIS regions*);
- People who are driving EIT Health activities, reflect society (*Gender equality and diversity objective: consistently do better than overall (health) industry*).

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Designed/Tested Innovations⁵¹	18	23	19	18	19	16	16	129
EITHE01.3 EITRIS	EIT RIS Designed/Tested Innovations								30%
EITHE01.4 EITRIS	#EIT RIS Countries – Designed/Tested Innovations								15%
EITHE02.1	#Marketed Innovations	17	13	20	11	11	9	6	87
EITHE02.2 EITRIS	EIT RIS Marketed Innovations								15%
EITHE02.3 EITRIS	#EIT RIS Countries – Marketed Innovations								15%
EITHE03.1	#Supported Start-ups/Scale-ups	103	154	154	139	126	109	109	894

⁵¹ Decrease due to shift towards projects focusing on efficiency gains.

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE03.2 EITRIS	EIT RIS Start-ups/Scale-ups Supported								15%
EITHE03.3 EITRIS	#EIT RIS Countries – KIC supported Start-ups/Scale-ups								15%
EITHE04.1	#Start-ups created of/for innovation	3	3	3	3	3	3	3	21
EITHE04.2 EITRIS	#EIT RIS Start-ups created of/for innovation								20%
EITHE04.3 EITRIS	#EIT RIS Countries – Start-ups created of/for innovation								15%
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	4	4	8	10	12	14	16	68
EITHE05.2	#EIT RIS Start-ups created of EIT labelled MSc/PhD programmes								19%
EITHE05.3	#EIT RIS Countries – Start-ups created of EIT labelled MSc/PhD programmes								15%
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (Million €)	151	166	199	211	191	206	186	1307
EITHE06.2	Investment attracted by KIC supported EIT RIS Start-ups/Scale-ups								15%
EITHE06.3	# EIT RIS Countries – Investment attracted KIC supported EIT RIS Start-ups/Scale-ups								15%
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	60	90	50	160	190	220	240	1010
EITHE07.2	# EIT RIS Graduates from EIT labelled MSc/PhD programmes								15%

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE08.1	#Participants in (non-degree) education and training	2890	3240	3640	4240	4840	5540	6340	30730
EITHE08.2	# EIT RIS Participants with (non-degree) education and training								20%
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	6	8	12	14	18	20	24	102
EITHE09.2	# EIT RIS EIT labelled MSc/PhD students and graduates who joined Start-ups								15%
EITHE10.1	# Active KIC Partners ⁵²	555	565	575	585	595	605	615	-
EITHE10.2	# EIT RIS Active KIC Partners								15%
EITHE10.3	# EIT RIS Countries – Active KIC Partners								15%
EITHE11.1	FS revenues (Million €)	11.9	13.1	16.3	18.6	22.6	33.4	30.4	146.3
EITHE11.2	% FS coefficient	19%	19%	23%	25%	31%	51%	55%	-
EITHE12.1	% Co-funding rate	min. 20%	min. 30%	min. 30%	min. 30%	min. 30%	min. 50%	min. 60%	-
EITHE13.1	# KIC success stories	20	20	20	20	20	20	20	140
EITHE13.2	# EIT RIS Success stories								18%
EITHE13.3	# EIT RIS Countries – Success stories								15%
EITHE 16.1	# HEIs involved in EIT and KIC activities	20	20	25	25	30	30	30	180
EITHE 16.2	# RIS HEIs								15%
EITHE 16.3	# HEIs involved in the new HEI Action (this No is included in the target for EITHE 14.1)	6	8	10	13	15	15	15	82
EITHE 16.4	# RIS HEIs								15%

⁵² Number includes 85% of partner base (core and associate) plus Linked Third Parties, External Project Partners, RIS Hubs and Wild Cards.

(5) EIT Raw Materials⁵³:

Focus Areas: *exploration and raw materials resource assessment; mining in challenging environment; increased resource efficiency in mineral and metallurgical processes; recycling and material chain optimization for end-of-life products; substitution of critical and toxic materials in products and for optimized performance; design of products and services for the circular economy.*

Strategic Objectives:

- **(1) Securing raw materials supply:** EIT RawMaterials focuses on securing raw materials supply from within Europe by strengthening and shortening raw materials supply chains in Europe from mines and secondary sources, and enabling sustainable new extraction and processing of raw materials.
- **(2) Designing materials solutions:** by accelerating and upscaling the design and production of advanced and engineered materials, the KIC will counter the trend of advanced materials development moving from Europe to other regions.
- **(3) Closing materials loops:** the KIC contributes to the design for a circular economy by developing new designs and methodologies for material flow analysis and life-cycle assessment, as well as improving resource efficiency.

By 2027, EIT RawMaterials will have:

1. Attracted **investments** attracted in resources worth **0.5 billion euro**;
2. Improved industrial competitiveness of the raw materials sector and advanced material sector in Europe, by **increasing savings and sales resulting** from improved material and energy units, estimated at **100 million euro**;
3. **Carbon savings** in the RM sector – **by 20%**;
4. **Improve gender balance in RM sector – by 30%**;

⁵³ EIT RawMaterials SA 2021-2027 - Ares(2021)2402274

5. Reached 50% of new processing plants of the raw materials in sector, with Zero Liquid Discharge implemented.

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total 2021-2027
EITHE01.1	#Designed/Tested Innovations	2	4	14	15	15	15	15	80
EITHE01.3 EITRIS	EIT RIS Designed/Tested Innovations	18%							14
EITHE01.4 EITRIS	#EIT RIS Countries – Designed/Tested Innovations	0	0	1	2	3	3	3	
EITHE02.1	#Marketed Innovations	71	44	29	30	30	30	30	264
EITHE02.2 EITRIS	EIT RIS Marketed Innovations	16%							41
EITHE02.3 EITRIS	#EIT RIS Countries – Marketed Innovations	5	4	3	3	3	3	3	
EITHE03.1	#Supported Start-ups/Scale-ups	75	50	50	50	50	50	50	375
EITHE03.2 EITRIS	EIT RIS Start-ups/Scale-ups Supported	30%							112
EITHE03.3 EITRIS	#EIT RIS Countries – KIC supported Start-ups/Scale-ups	8	8	8	8	8	7	7	
EITHE04.1	#Start-ups created of/for innovation	6	2	2	10	10	10	10	50
EITHE04.2 EITRIS	#EIT RIS Start-ups created of/for innovation	16%							8
EITHE04.3 EITRIS	#EIT RIS Countries – Start-ups created of/for innovation	1	0	0	1	1	1	1	
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	3	4	7	8	10	12	13	57
EITHE05.2 EITRIS	#EIT RIS Start-ups created of EIT labelled MSc/PhD programmes	16%							9
EITHE05.3 EITRIS	#EIT RIS Countries – Start-ups created of EIT labelled MSc/PhD programmes	0	0	0	0	1	1	1	
EITHE06.1	Investment attracted by KIC supported Start-ups /Scale-ups	10	10	10	10	10	10	10	70
EITHE06.2 EITRIS	Investment attracted by KIC supported EIT RIS Start-ups/Scale-ups	15%							10.5
EITHE06.3 EITRIS	# EIT RIS Countries – Investment attracted by KIC supported EIT RIS Start-ups/Scale-ups	1	1	2	2	3	3	3	
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	184	140	160	180	200	200	200	1,264
EITHE07.2 EITRIS	# EIT RIS Graduates from EIT labelled MSc/PhD programmes	16%							205
EITHE07.3	% of Graduates in same disciplines from partner HEIs	22%	22%	22%	22%	22%	22%	22%	
EITHE08.1	#Participants in (non-degree) education and training	5,835	4,327	3,903	3,370	3,370	3,370	3,370	27,545
EITHE08.2 EITRIS	# EIT RIS Participants with (non-degree) education and training	17%							4,650
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	4	6	9	11	14	17	18	79
EITHE09.2 EITRIS	# EIT RIS EIT labelled MSc/PhD students and graduates who joined Start-ups	15%							12
EITHE10.1	# Active KIC Partners	300	300	300	300	300	300	300	
EITHE10.2 EITRIS	# EIT RIS Active KIC Partners	38%							115
EITHE10.3 EITRIS	# EIT RIS Countries – Active KIC Partners	14	14	14	14	14	14	14	
EITHE11.1	FS revenues	8.6	10.2	12.5	16.4	21.3	27.9	44.0	140.9
EITHE11.2	% FS coefficient	12%	15%	18%	22%	29%	43%	80%	
EITHE12.1	% Co-funding rate	35%	28%	30%	31%	34%	39%	50%	
EITHE13.1	# KIC success stories	20	20	20	20	20	20	20	140
EITHE13.2 EITRIS	# EIT RIS Success stories	16%							22
EITHE13.3 EITRIS	# EIT RIS Countries – Success stories	2	3	3	4	4	3	3	
EITHE 16.1	# HEIs involved in EIT and KIC activities	75	75	75	75	75	75	75	
EITHE 16.2	# RIS HEIs	40%							30
EITHE 16.3	# HEIs involved in the new HEI Action	6	8	10	13	15	15	15	82
EITHE 16.4	# RIS HEIs	15%							12

(6) EIT Food⁵⁴:

Focus Areas: *With consumers at its core, EIT Food empowers a trusted multi-stakeholder community that includes market-leading and start-up businesses, technology innovators, best-in-class research institutions and educators, and advanced farmers and consumers.*

Strategic Objectives:

- **Overcome low consumer trust:** by engaging citizens to promote an appreciation of food 'value' and sustainable 'cost'.
- **Create consumer-valued food for healthier nutrition:** enable individuals to make informed and affordable personalised nutrition choices
- **Build a consumer-centric connected food system:** engage consumers in an integrated food system, making personalised nutrition and more sustainable food choices a reality.
- **Enhance sustainability through resource stewardship:** to transform the traditional linear 'produce-use-dispose' model into a circular bioeconomy.
- **Educate to engage, innovate and advance:** 'food system' skills for students, entrepreneurs and (SME) professionals addressing specific skill gaps through advanced training programmes.
- **Catalyse food entrepreneurship and innovation:** the creation of start-ups and support of SMEs to unleash their innovation potential

By 2027, EIT Health envisages:

1. That **212,000 people** will actively engage with us to develop healthier, sustainable behaviour;
2. To support the **design** and testing of almost **one thousand innovations**;
3. To support over **1300 graduates** from EIT labelled MSc/ PhD programmes, and engage over **345,000 online learners**;
4. To support **280 entrepreneurs** into the food system and help scale up almost **800 companies** to secure over **350 million euro** investment funding.

⁵⁴ EIT Food SA 2021-2027 - Ares(2021)2494705

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Designed/Tested Innovations	86	90	100	110	120	120	120	746
EITHE01.3 EITRIS	EIT RIS Designed/Tested Innovations	15%							
EITHE01.4 EITRIS	#EIT RIS Countries – Designed/Tested Innovations	10 countries							
EITHE02.1	#Marketed Innovations	12	51	65	70	75	75	75	423
EITHE02.2 EITRIS	EIT RIS Marketed Innovations	15%							
EITHE02.3 EITRIS	#EIT RIS Countries – Marketed Innovations	10 countries							
EITHE03.1	#Supported Start-ups/Scale-ups	208	120	120	120	120	120	120	840

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE03.2 EITRIS	EIT RIS Start-ups/Scale-ups Supported	25%							
EITHE03.3 EITRIS	#EIT RIS Countries – KIC supported Start-ups/Scale-ups	10 countries							
EITHE04.1	#Start-ups created of/for innovation	6	13	18	20	20	20	20	119
EITHE04.2 EITRIS	#EIT RIS Start-ups created of/for innovation	15%							
EITHE04.3 EITRIS	#EIT RIS Countries – Start-ups created of/for innovation	10 countries							
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	0	8	15	18	20	20	20	101
EITHE05.2 EITRIS	#EIT RIS Start-ups created of EIT	20%							

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
	labelled MSc/PhD programmes								
EITHE05.3 EITRIS	#EIT RIS Countries – Start-ups created of EIT labelled MSc/PhD programmes	14 countries							
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups	50.25m€	50m€	50m€	54m€	62m€	62m€	60m€	388m€
EITHE06.2 EITRIS	Investment attracted by KIC supported EIT RIS Start-ups/Scale-ups	15%							
EITHE06.3 EITRIS	# EIT RIS Countries – Investment attracted by KIC supported EIT RIS Start-ups/Scale-ups	15 countries							

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	27	100	165	180	220	120	320	1132
EITHE07.2 EITRIS	# EIT RIS Graduates from EIT labelled MSc/PhD programmes	15%							
EITHE07.3	% of Graduates in same disciplines from partner HEIs	TBD – Clarification requested on interpretation of this KPI							
EITHE08.1	#Participants in (non-degree) education and training	3244	5000	6900	8200	9600	10000	10000	52944
EITHE08.2 EITRIS	# EIT RIS Participants with (non-degree) education and training	25%							
EITHE09.1	# EIT labelled MSc/PhD students	5	14	20	20	25	35	40	159

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
	and graduates who joined Start-ups								
EITHE09.2 EITRIS	# EIT RIS EIT labelled MSc/PhD students and graduates who joined Start-ups	15%							
EITHE10.1	# Active KIC Partners	225	240	255	270	285	285	285	1845
EITHE10.2 EITRIS	# EIT RIS Active KIC Partners	20%							
EITHE10.3 EITRIS	# EIT RIS Countries – Active KIC Partners	20 countries							
EITHE11.1	FS revenues (M€)	5.35	6.75	8.625	10.475	10.85	11.5	12.5	66.05
EITHE11.2	% FS coefficient	9.015%	11.5%	14.0%	16.4%	16.3%	17.7%	20.2%	15.3%
EITHE12.1	% Co-funding rate	78.7%	77.6%	76.4%	72.4%	70.2%	69.5%	68.4%	72.9%
EITHE13.1	# KIC success stories	20	20	20	20	20	20	20	140
EITHE13.2 EITRIS	# EIT RIS Success stories	15% = 3 stories from activities executed in RIS per annum = 21 success stories							

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE13.3 EITRIS	# EIT RIS Countries – Success stories	10 RIS countries referenced in success stories							
EITHE 16.1⁵⁵	# HEIs involved in EIT and KIC activities	46	65	80	100	120	120	120	651
EITHE 16.2	# RIS HEIs	15%							
EITHE 16.3	# HEIs involved in the new HEI Action (this No is included in the target for EITHE 14.1)	6	8	10	13	15	15	15	81
EITHE 16.4	# RIS HEIs	Please include the target (% of the above KPI) for the period. 40%							

⁵⁵ This refers to the total unique HEIs reached by all KICs. Final estimates subject to change, depending on available budget, definitions and policy developments.

(7) EIT Urban Mobility⁵⁶

Areas of focus: City Club: Defining challenges and sharing best practice; Academy: Closing the knowledge gap; Business Creation: Creating a business out of innovations; Innovation: From research to applied ideas; Factory: Leveraging solutions globally.

Strategic Objectives:

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

By 2027, the KICs envisages to:

1. Become the leading and by far the largest provider of urban mobility specific and targeted education and training in Europe. It will have enhanced entrepreneurial and innovation capacity of education for the transport sector: By 2027 EIT Urban Mobility has educated over **50.000 people in innovation and entrepreneurship, technology implementation**, system transformation and change;
2. Make Europe the leader in sustainable urban mobility transformation and support the **creation of 500.000 new "green" jobs** linked to cycling, public transport and shared Mobility in Europe by 2027;
3. Co-create with citizens and citizen associations in **40 European cities to foster user-centric design** and fast uptake of sustainable urban mobility solutions.

⁵⁶ EIT Urban Mobility SA 2021-2027 - Ares(2021)2507298

4. Support the increase in the average number of public transport stations per square km (underground/metro stations, bus stops, trams) by 90% of City Club cities from levels of 2021;
5. **Decrease by 100%** in City Club cities the greenhouse **gas emissions derived from the transport sector**;
6. Support the **decrease the car ownership per capita** (registered private cars per capita) **by 80%** of City Club cities from levels of 2024.

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Designed/Tested Innovations	17	30	30	30	35	35	35	212
EITHE01.3 EITRIS	EIT RIS Designed/Tested Innovations	15%							
EITHE01.4 EITRIS	#EIT RIS Countries – Designed/Tested Innovations	5 countries per year							
EITHE02.1	#Marketed Innovations	15	17	20	22	27	30	33	164
EITHE02.2 EITRIS	EIT RIS Marketed Innovations	15%							
EITHE02.3 EITRIS	#EIT RIS Countries – Marketed Innovations	5 countries per year							
EITHE03.1	#Supported Start-ups/Scale-ups⁵⁷	118	100	100	100	100	110	120	748
EITHE03.2 EITRIS	EIT RIS Start-ups/Scale-ups Supported	25%							

⁵⁷ Target includes supported RIS startups, i.e. early-stage startups (without legal entity). Subject to change in case of revised startup definition.

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE03.3 EITRIS	#EIT RIS Countries – KIC supported Start-ups/Scale-ups	6 countries per year							
EITHE04.1	#Start-ups created of/for innovation⁵⁸	19	10	10	10	10	10	10	79
EITHE04.2 EITRIS	#EIT RIS Start-ups created of/for innovation	30%							
EITHE04.3 EITRIS	#EIT RIS Countries – Start-ups created of/for innovation	4 countries per year							
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	2	4	7	11	14	18	23	79
EITHE05.2 EITRIS	#EIT RIS Start-ups created of EIT labelled MSc/PhD programmes	15%							
EITHE05.3 EITRIS	#EIT RIS Countries – Start-ups created of EIT labelled MSc/PhD programmes	1 country per year starting from 2023							
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (in mEUR)⁵⁹	3	5	8	9	10	11	12	58
EITHE06.2 EITRIS	Investment attracted by KIC supported EIT RIS Start-ups/Scale-ups	15%							

⁵⁸ Target includes startups created of RIS activities.

⁵⁹ Rounded to mEUR

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE06.3 EITRIS	# EIT RIS Countries – Investment attracted by KIC supported EIT RIS Start-ups/Scale-ups	3 countries per year							
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	0	50	130	300	450	500	550	1980
EITHE07.2 EITRIS	# EIT RIS Graduates from EIT labelled MSc/PhD programmes	15%							
EITHE07.3	% of Graduates in same disciplines from partner HEIs	0	0	1	1	2	2	3	-
EITHE08.1	#Participants in (non-degree) education and training	2700	2700	4100	6000	7500	9000	10500	42500
EITHE08.2 EITRIS	# EIT RIS Participants with (non-degree) education and training	15%							
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	0	2	10	20	30	35	40	137
EITHE09.2 EITRIS	# EIT RIS EIT labelled MSc/PhD students and graduates who joined Start-ups	15%							
EITHE10.1	# Active KIC Partners	182	202	223	233	233	243	253	1350
EITHE10.2 EITRIS	# EIT RIS Active KIC Partners	15%							
EITHE10.3 EITRIS	# EIT RIS Countries – Active KIC Partners	10 countries per year							

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE11.1	FS revenues	5	6.6	8.4	8.4	9.9	11.2	12.7	62.4
EITHE11.2	% FS coefficient	15	18	20	19	18	19	20	19
EITHE13.1	# KIC success stories ⁶⁰	20	20	20	20	20	20	20	140
EITHE13.2 EITRIS	# EIT RIS Success stories	3 success stories per year							
EITHE13.3 EITRIS	# EIT RIS Countries – Success stories	2 countries per year							
EITHE 16.1	# HEIs involved in EIT and KIC activities	25% of Active KIC Partners							
EITHE 16.2	# RIS HEIs	15% of HEIs involved in EIT and KIC activities							
EITHE 16.3	# HEIs involved in the new HEI Action	6	12	24	36	48	60	72	129
EITHE 16.4	# RIS HEIs	20%							

(8) EIT Manufacturing⁶¹

Focus Areas: *to bring manufacturing actors of Europe together in an innovation ecosystem that adds unique value to European products, processes, services – and inspire the creation of globally competitive and sustainable manufacturing.*

Strategic objectives:

⁶⁰ Target set by EIT by default.

⁶¹ EIT Manufacturing SA 2021-2027 - Ares(2021)2507298

- **Competitive Manufacturing Skills and Social Sustainability:** Increase skill agility and reduce skill gaps, empower women in Manufacturing, and make working in manufacturing attractive.
- **Powerful Manufacturing Innovation Ecosystem:** Establish open innovation ecosystems, foster business creation, start-ups and SMEs.
- **Globally Competitive and Resilient Manufacturing:** Increase competitiveness through high innovative capacity, increasing system agility, flexibility and resilience.
- **Environmentally Sustainable Manufacturing:** Enable manufacturing for a circular economy and decarbonize manufacturing.
- **Manufacturing fit for the Digital Age:** Exploit the potential of digital tools, industrial data, and digital (business) platforms.

By 2027, EIT Manufacturing aim to:

1. Increase the number of **highly qualified employees** working in the manufacturing sector to **30% by 2027** and reduce the related number and type of skill gaps and shortages;
2. **Empower Women in Manufacturing**, by contributing to an increase in the share of female (25-64) scientists and engineers in manufacturing to **at least 30%**;
3. Trigger an increase to **40% of small manufacturing enterprises** in sector employment;
4. Enable Manufacturing for a **Circular Economy**, by achieving an increased circular material use rate in **manufacturing sector of 15%**;
5. **Decarbonise manufacturing, by reducing** with at least 25% the their green-house gas emissions (compared to 2005).

Code	EIT Core KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1 (SO3, FA 3.1, s.t.)	# Designed/Tested Innovations	21	22	28	30	30	30	30	191
EITHE01.3 EITRIS	EIT RIS Designed/Tested Innovations	18%							
EITHE01.4 EITRIS	#EIT RIS Countries – Designed/Tested Innovations	15%							
EITHE02.1 (SO3, FA 3.1, m.t.)	# Marketed Innovations	11	20	22	23	25	26	27	154
EITHE02.2 EITRIS	EIT RIS Marketed Innovations	15%							
EITHE02.3 EITRIS	# EIT RIS Countries – Marketed Innovations	15%							
EITHE03.1	# Supported Start-ups/Scale-ups	90	130	171	208	229	252	277	1,357
EITHE03.2 EITRIS	EIT RIS Start-ups/Scale-ups Supported	15%							
EITHE03.3 EITRIS	# EIT RIS Countries – KIC supported Start-ups/Scale-ups	15%							
EITHE04.1 (SO1, FA 1.2, m.t.)	# Start-ups created of/for innovation (thereof by female leaders)	2 (0%)	7 (25%)	8 (30%)	10 (30%)	11 (35%)	12 (35%)	12 (40%)	62 N.A.
EITHE04.2 EITRIS	#EIT RIS Start-ups created of/for innovation	15%							
EITHE04.3 EITRIS	#EIT RIS Countries – Start-ups created of/for innovation	15%							
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	0	0	0	4	9	15	18	46

Code	EIT Core KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE05.2 EITRIS	#EIT RIS Start-ups created of EIT labelled MSc/PhD programmes	15%							
EITHE05.3 EITRIS	#EIT RIS Countries – Start-ups created of EIT labelled MSc/PhD programmes	15%							
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (in MEUR)	4	9	22	38	41	45	47	206
EITHE06.2 EITRIS	Investment attracted by KIC supported EIT RIS Start-ups/Scale-ups	15%							
EITHE06.3 EITRIS	# EIT RIS Countries – Investment attracted by KIC supported EIT RIS Start-ups/Scale-ups	15%							
EITHE07.1 (SO1, FA 1.2, s.t.)	# of Graduates from EIT labelled MSc/PhD programmes (thereof women)	0	0	116 (35%)	251 (36%)	388 (38%)	590 (39%)	758 (39%)	2,103
EITHE07.2 EITRIS	# EIT RIS Graduates from EIT labelled MSc/PhD programmes	20%							
EITHE07.3	% of Graduates in same disciplines from partner HEIs	100%	100%	100%	100%	100%	100%	100%	N.A.
EITHE08.1	# Participants in (non-degree) education and training	642	1,496	2,566	3,902	5,561	7,611	10,136	31,914
EITHE08.2 EITRIS	# EIT RIS Participants with (non-degree) education and training	20%							
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	0	0	16	34	53	83	108	294
EITHE09.2 EITRIS	# EIT RIS EIT labelled MSc/PhD students and graduates who joined Start-ups	15%							
EITHE10.1	# Active KIC Partners	132	200	280	300	310	315	320	320

Code	EIT Core KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE10.2 EITRIS	# EIT RIS Active KIC Partners	20%							
EITHE10.3 EITRIS	# EIT RIS Countries – Active KIC Partners	20%							
EITHE11.1	FS revenues (in million EUR)	6.594	8.975	12.523	14.262	19.603	21.762	23.733	107,452
EITHE11.2	% FS coefficient	16%	18%	20%	20%	27%	31%	34%	N.A.
EITHE12.1	% Co-funding rate ³¹	19%	18%	19%	20%	21%	21%	21%	N.A.
EITHE13.1	# KIC success stories	15	20	25	30	30	30	30	180
EITHE13.2 EITRIS	# EIT RIS Success stories	15%							
EITHE13.3 EITRIS	# EIT RIS Countries – Success stories	15%							
EITHE 16.1	# HEIs involved in EIT and KIC activities	18	28	33	42	48	49	51	51
EITHE 16.2	# RIS HEIs	25%							
EITHE 16.3	# HEIs involved in the new HEI Action (this No is included in the target for EITHE 14.1)	6	8	10	13	15	15	15	82
EITHE 16.4	# RIS HEIs	25%							