European Institute of
Innovation & Technology

EIT Programming Document

Making Innovation Happen

2020 - 2022

European Institute of Innovation and Technology (EIT)

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www.eit.europa.eu

The EIT is a body of the European Union

Contents

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, digitisation, efficient and renewable energies to health, sustainable raw materials and food, with manufacturing and urban mobility selected as two additional areas of focus starting from 2019. The EIT delivers on Europe's commitment to the UN's Sustainable Development Goals and contributes to the overarching objectives of the Europe 2020 strategy on fostering growth and creating jobs.
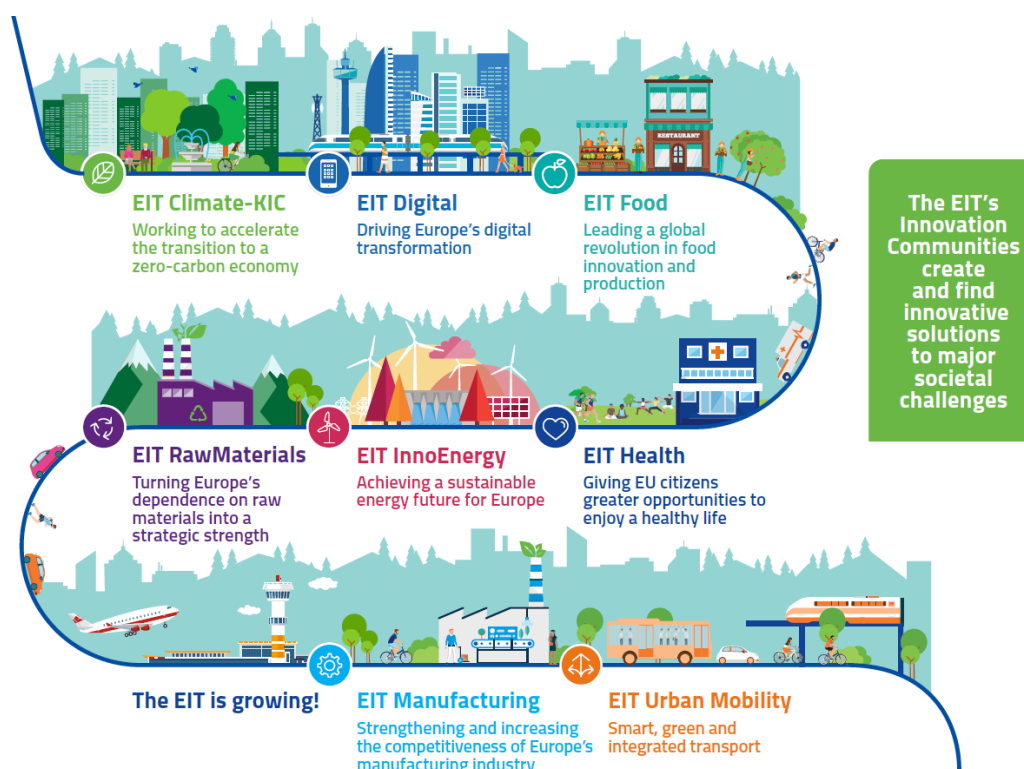
Building on its strong results, the EIT's plans and activities for 2020 are presented along its three strategic objectives:

1. Incentivising Growth, Impact and Sustainability through the EIT

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 to financial sustainability of its innovation communities and their gradual transition to financial independence from the EIT. The EIT will further promote synergies among the existing KICs by implementing targeted cross-KIC actions such as reinforcing the EIT education label. Based on their 2020 Business Plan targets, KICs will launch more than 300 new products and services on the market, will support more than 1,000 start-ups, their start-

ups will attract more than 300 million euro external investment and another 1,000 entrepreneurial students will graduate from the EIT Labelled Masters and PhD programmes in 2020 alone.

At the same time, the EIT will continue to simplify its processes to increase internal efficiency while maintaining adequate controls in managing EUR 2.4 billion of EU funds during the 2014-2020 period.

2. Enhancing the EIT's Impact

In addition to actions taken towards financial sustainability, the EIT communities will reinforce efforts to generate entrepreneurial talent, successful start-ups and scale-ups, in close collaboration with other EU instruments and other stakeholders. To harness Europe's innovation potential more comprehensively, the EIT headquarters will continue to provide guidance and support to all of its Innovation Communities to facilitate this cooperation, as well as to derive further benefits from EIT Regional Innovation Scheme (EIT RIS) by reaching innovators in regions that are not yet participating in EIT programmes.

To further increase its visibility, the EIT will focus its communications activities in 2020 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. The 2020 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 success at the EIT's annual Innovation Forum, INNOVEIT.

The EIT will also continue to support the development of the EIT Alumni Community in 2020 by organising the seventh edition of the EIT Alumni Connect event and other activities.

3. New Delivery Mechanisms and Results-oriented Monitoring

In 2020, the EIT will continue refining and putting into practice its overall strategy and processes to analyse and assess results and impacts of all EIT Community activities. In particular, emphasis will be put on prioritising and implementing recommendations from external and internal evaluations performed in 2016-2018, such as the EIT and Horizon 2020 interim evaluations, EIT Impact Study, 7-year review of the first wave of KICs and thematic assessments in education, innovation and knowledge triangle integration. Moreover, the EIT will further prepare for launching its Impact Framework (2021 – 2027) through developing an 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. Last but not least, the EIT will prepare for the implementation of its new Strategic Innovation Agenda as of 2021.

Finally, the EIT will need to take steps in 2020 to address the limitations of the EIT's staffing capacity to ensure legality and regularity of future grant payments and the EIT's ability to fully achieve its strategic objectives set out in its Strategic Innovation Agenda for 2014-2020.

List of acronyms

AAR	Annual Activity Report
ABAC	Accrual Based Accounting
AD	Administrator
AST	Assistant
CA	Contract Agent
CFS	Certificate on Financial Statements
CLC	Co-location Centre
COO	Chief Operation Officer
COST	European Cooperation in Science and Technology
DMS	Document Management System
EARTO	European Association of Research and Technology Organisations
EC	European Commission
EFSI	European Fund for Strategic Investment
EFTA	European Free Trade Association
EIT	European Institute of Innovation and Technology
EIT RIS	EIT Regional Innovation Scheme
ESIF	European Structural and Investment Funds
EU	European Union
EXCO	Executive Committee
FPA	Framework Partnership Agreement
FTE	Full Time Equivalents
GB	Governing Board
H2020	Horizon 2020
HR	Human Resources
ICT	Information and Communications Technology
IGO	Intergovernmental Organisation
IP	Intellectual Property
JRC	European Commission's Joint Research Centre
KAVA	KIC Added Value Activities
KCA	KIC complementary activities
KIC LE	KIC Legal Entity
KICs	Knowledge and Innovation Communities
KPIs	Key Performance Indicators
LE	Legal Entity
OECD	Organisation for Economic Co-operation and Development
R&D	Research and Development
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
WEF	World Economic Forum
WP	Work Programme

Mission statement

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

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

In 2010, the European Union launched a strategy for sustainable growth for the coming decade: the Europe 2020 Strategy. A flagship initiative part of Europe 2020 is the 'Innovation Union', which aims to create an innovation-friendly environment making it easier for great ideas to be turned into products and services contributing to economic growth and job creation and the financial instrument implementing these objectives is Horizon 2020[2]. By coupling research and innovation, Horizon 2020 is helping to achieve this with its emphasis on excellent science, industrial leadership and tackling societal challenges. 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.

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

To further enhance impact and to incentivise innovation in new areas of societal challenges, the EIT has, according to the EIT Strategic Innovation Agenda (SIA)[3], gradually expanded its portfolio of EIT's Knowledge and Innovation Communities. Building on the existing six Knowledge and Innovation Communities, three designated in 2009, two in 2014 and one in 2016, two additional Knowledge and Innovation Communities in the themes of Added-value Manufacturing and Urban Mobility, have led to a total portfolio of eight. The estimated financial needs of the EIT in 2020[4] are approximately EUR 0.55 billion.

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

[2] http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32013R1291&qid=1415873358015&from=EN

[3] http://eit.europa.eu/interact/bookshelf/eit-strategic-innovation-agenda-sia-2014-2020

[4] The financial needs for years 2021-2022 depend on the mandate and tasks entrusted to the EIT in the EIT's Strategic Innovation Agenda 2021-2027 and the future Multi-Annual Financial Framework of the European Union.

Section I – General context

In 2010, the European Union launched a strategy for sustainable growth for the coming decade: the Europe 2020 strategy. A flagship initiative part of Europe 2020 is the 'Innovation Union', which aims to create an innovation-friendly environment that makes it easier for great ideas to be turned into products and services that will bring our economy growth and jobs enhancing Europe's global competitiveness.

The financial instrument implementing the 'Innovation Union' is Horizon 2020, the largest EU Research and Innovation programme ever with nearly EUR 80 billion of funding available over seven years (2014 to 2020). By coupling research and innovation, Horizon 2020 is helping to achieve this with its emphasis on excellence in science, industrial leadership and by tackling societal challenges. The goal is to ensure Europe produces world-class science, removes barriers to innovation and makes it easier for the public and private sectors to work together in delivering innovation. It promises to deliver more breakthroughs, discoveries and world-firsts by taking great ideas from lab to market.

The EIT strongly contributes to the objectives set out in Horizon 2020, in particular by addressing societal challenges in a manner that is complementary to other initiatives in these areas. It was set up by Regulation (EC) 294/2008 with the objective of contributing to sustainable economic growth and competitiveness by reinforcing the innovation and entrepreneurial capacity of the EU and its Member States.

During 2020[5], the EIT continues to contribute to Europe 2020, the 'Innovation Union', Horizon 2020 and the European Commission's objectives by continuing to integrate the Knowledge Triangle of higher education, research and business. This integration takes place primarily via the Knowledge and Innovation Communities, which bring together excellent organisations on a long-term basis around societal challenges. Based on existing European excellence, the KICs will continue to build upon and create new eco-systems tackling fragmentation and duplication of efforts across borders to generate critical mass, enhance and strengthen collaboration, optimise the use of human, financial and physical resources, and attract top talent from all over the world.

The EIT considers a top priority the promotion of strong bonds through synergies and complementarities with EU, national, regional and international initiatives.

Close alignment between the EIT's and the European Commission's priorities, namely strengthening Europe's growth, competitiveness and stimulating investment for the purpose of job creation, paved the way for future synergies[6]. This should be done through smarter investment, better regulation and greater flexibility. A strong emphasis is put on education, research and innovation, promoting a climate of entrepreneurship and job creation. Specifically, the EIT and its KICs will strive to participate in the agreed European Fund for Strategic Investments (EFSI). This new task and the increasing portfolio of KICs will require further human resources to enable the EIT to deliver on these important political priorities.

Furthermore, the EIT contributes to the political priority 'Digital Single Market' by fostering European innovation and entrepreneurship in the field of information and communication technologies. 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 contributes to the European Commission's priorities on Energy Union and Climate Action. Within EIT Climate-KIC, the EIT integrates research efforts focusing on climate change adaptation and mitigation. The EIT thus stimulates climate change entrepreneurship among students and professionals

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[5] The objectives and activities of the EIT for 2021-2022 depend on the outcome of ongoing the negotiations on the Commission's Proposal for the 2021-2027 SIA, the proposal for the revision of the EIT Regulation and the Commission proposals for the next Multi-annual Financial Framework (MFF) and the Horizon Europe Programme.

[6] http://ec.europa.eu/priorities/jobs-growth-investment/index_en.htm

through education 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 this EIT Innovation Community is complementary to that of EIT Raw Materials, 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 ageing 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. EIT Manufacturing's mission is to bring European manufacturing actors together in innovation ecosystems that add unique value to European products, processes, services – and inspire the creation of globally competitive and sustainable manufacturing. EIT Urban Mobility is dedicated to accelerating solutions that improve the collective use of urban spaces, while ensuring accessible, convenient, safe, efficient, sustainable and affordable multimodal mobility.

Moreover, the EIT will continuously seek consistency with and contribute to the EU 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 Knowledge and Innovation Communities, 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 Societal Challenges of Horizon 2020. The EIT and its KICs will strive to meet the Horizon 2020's cross-cutting mainstreaming target to invest at least 35% of the budget on climate related objectives and the EIT will further incentivise the exploitation of synergies between the KICs.

In line with the EIT's Strategic Innovation Agenda (EIT SIA), as a 'smart investor' in EIT Innovation Communities, 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 for new approaches by fully empowering the EIT's Knowledge and Innovation Communities' legal entities considering the growing scale and scope of their partnerships' composition.

The European Commission published its proposal for the Multiannual Financial Framework for 2021-2027 on 2 May 2018. In the part on Horizon Europe, the future three-pillared research and innovation framework programme, the proposal states that "*the European Institute of Innovation and Technology will support all three pillars and will specifically address global challenges primarily through its Knowledge and Innovation Communities integrating business, research, higher education and entrepreneurship*". Subsequently, the European Commission published its detailed legislative proposal for Horizon Europe on 7 June 2018. Based on the proposal, the European Institute of Innovation and Technology will have a strong place in the Open Innovation Pillar with a dedicated budget of 3 billion euros for 2021-2027.

The EIT's Legislative Package, including the EIT Regulation and Strategic Innovation Agenda 2021-2027, was published by the Commission on 11 July 2019. The enhanced mandate proposed by the Commission confirms that the EIT makes innovation happen and delivers substantial impact through its unique knowledge triangle integration model. The proposed EIT Strategic Innovation Agenda recognises this success, as well as the strong potential for further achievement, with the EIT being fully mainstreamed in the future Horizon Europe Framework Programme, including through a proposed 25% budget increase as well as a proposal for the creation of two new Knowledge and Innovation Communities. The EIT also welcomes the proposal to increase its mandate through an action to increase the innovations and entrepreneurship capacity of Higher Education Institutions.

In 2020, an important task for the EIT will be to follow the negotiations on its next Strategic Innovation Agenda (SIA) containing the long-term strategic objectives, priorities and budget needs for the programming period 2021-2027. The EIT will continue to engage with stakeholders by means of targeted events, bilateral meetings as well as dedicated consultation mechanisms with a view to seeking input to and support of its long-term strategy.

Section II – Multi-annual programming 2020-2022[7]

1. Multi-annual objectives

While sustaining a strong European economy and innovative base is mainly the Member States responsibility, the innovation challenge is of such nature and scale that it also requires action at the Community level. The EIT was therefore created to complement existing Community and national policies by fostering innovation through the integration of the knowledge triangle between higher education, research and business.

Europe is facing a number of structural weaknesses when it comes to innovation capacity and the ability to deliver new services, products and processes, thereby hampering sustainable economic growth and job creation. Among the main issues at hand are Europe's relatively poor record in talent attraction and retention; the under-utilisation of existing research strengths in terms of creating economic or social value; the lack of research results brought to the market; low levels of entrepreneurial activity and mind-set; low leverage of private investment in R&D; a scale of resources, including human resources, in poles of excellence which is insufficient to compete globally; and an excessive number of barriers to collaboration within the knowledge triangle of higher education, research and innovation on a European level. The Commission Communication "A renewed European Agenda for Research and Innovation - Europe's chance to shape its future"[8] set out six concrete actions to boost the EU Research and Innovation agenda as follows: ensuring essential public investment and stimulating private investment; making regulatory frameworks fit for innovation; making Europe a frontrunner in market-creating innovation; setting EU-wide research and innovation missions; support rapid dissemination of innovation and uptake throughout the Union; and invest in skills at all levels and empower European universities to become more entrepreneurial and interdisciplinary. The EIT will contribute to addressing these issues by promoting structural changes in the European innovation landscape. In doing so, the EIT will contribute fully to the objectives of the Europe 2020 strategy and the flagship initiatives "Innovation Union" and "Youth on the Move". In addition, the EIT will seek synergies and interaction across the priorities, objectives and instruments of H2020 (until 2020) and the future Horizon Europe Framework Programme (from 2021).

The **EIT's mission** is to contribute to sustainable European growth and competitiveness by reinforcing the innovation capacity of Member States and the Union in order to address major challenges faced by European society.

The EIT's **overall objective** is to contribute to the development of the Community's and the Member States' innovation capacity. As of 2021 the EIT will continue to support its Knowledge and Innovation Communities (KICs) in order 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:

Strengthen sustainable innovation ecosystems across Europe;

(1) Foster innovation and entrepreneurship through better education;

(2) Bring new solutions to global challenges to market.

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[7] The objectives and activities of the EIT for 2021-2022 depend on the mandate and tasks entrusted to the EIT in the EIT's Strategic Innovation Agenda 2021-2027.
[8] https://ec.europa.eu/info/sites/info/files/com-2018-306-a-renewed-european-agenda-_for_research-and-innovation_may_2018_en_0.pdf

The **specific objective** to be achieved to implement the objective is the integration of the knowledge triangle of higher education, research and innovation. The specific objectives of the EIT for the period of 2021-2027 are to:

- Increase the impact of 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 outreach of the EIT in order to address regional disparities in innovation capacity across the EU.

The EIT's performance will be assessed based on the creation of impact through EIT and KIC activities in the following areas:

- *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;
- *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;
- *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.

As of 2021, the EIT will introduce its Impact Framework that will further strengthen its impact-focused approach and will include KPIs encompassing the entire impact pathways of the EIT and its KICs in line with Horizon Europe Framework Programme indicators.

The major challenges have been identified at European level and are defined in the current EIT's Strategic Innovation Agenda with objectives to be achieved defined in the proposal submitted during KIC calls and strategic agenda of designated KICs:

- Mitigate and adapt to climate-change by building a zero-carbon economy and climate resilient society. [EIT Climate-KIC]
- Drive digital innovation, education and entrepreneurship for economic growth and quality of life in Europe. [EIT Digital]
- Secure adequate supply of energy produced in a sustainable and affordable manner and transitioning towards a zero-carbon economy. [EIT InnoEnergy]
- Promote healthy living and active ageing by increasing awareness of good habits and encouraging changes in behaviour, developing tools to help people to work more flexibly and live longer in their own homes and improve cost-effective healthcare, through innovations that empower patients. [EIT Health]
- Sustainably explore, extract, process, recycle and substitute raw materials in an efficient, secure, sustainable and circular way. [EIT Raw Materials]
- Secure an adequate supply of high quality food: Ensuring a sustainable value chain from "from farm to fork", from resources to consumers, improving nutrition and making the food system more resource efficient, secure, transparent and trusted. [EIT Food]
- Create an integrated manufacturing system spanning the entire value chain from production, distribution and end-of life treatment of goods, products, services based on a customer-driven innovation system. [EIT Manufacturing]
- Ensure a smart, greener, more inclusive, and safer integrated urban mobility system. [EIT Urban Mobility]

- In addition, based on the future SIA (subject to its adoption by the Council and the EU Parliament and) another KIC will be launched in 2022 with a call for proposals to be published in 2021[9].

Societal impact indicators in the KICs areas of activity, will be developed by the EIT together with the Commission in line with the development of the Horizon Europe Framework Programme indicator framework and will reflect the overall approach for European Partnerships to contribute to scientific, economic and societal impact. Overall, the alignment of the impact indicators with Horizon Europe will aim at monitoring the progress towards the set objectives over time. This will ensure a comparative evidence-base on results and impacts generated by KICs vis-à-vis the rest of the programme. In addition, the EIT will ensure that the monitoring system would 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. For example, the indicators on EIT education-related activities (including those supporting the capacities of Higher-Education Institutions (HEIs)) shall monitor human capital skill acquisition (short term), career (medium term) and working conditions (long term), HEIs engagement and capacity improvement (short term) or HEIs role and performance in local innovation ecosystems (medium and long term).

To implement its objectives and address the major challenges, the **EIT 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. The EIT operates primarily through excellence-driven autonomous partnerships (the Knowledge and Innovation Communities) that foster innovation and entrepreneurship and consist of higher education institutions, research organisations, companies and other stakeholders.

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[9] The KIC in the field of Cultural and Creative Industries is suggested in the Commission proposal for the SIA 2021-207. The Commission proposal is subject to the negotiations and the adoption by the Council and the European Parliament.

2. Multi-annual programme

2.1. Incentivising Growth, Impact and Sustainability through the EIT

2.1.1. Consolidating, Fostering Growth and Impact of the KICs

During the period 2020-2022, KICs will achieve results and impact in tackling the societal challenges they address. The first three KICs, EIT Climate-KIC, EIT Digital and EIT InnoEnergy set up in 2010, as well as the second wave of KICs, EIT Health and EIT Raw Materials designated in 2014 and launched in 2015, will run at full speed having reached the stage of maturity. They will implement a comprehensive portfolio of activities integrating the Knowledge Triangle and leading to breakthrough innovations across it. This is expected to deliver real economic and societal impact fostering competitiveness and growth across the European Union and beyond. The KICs operate in a dynamic environment of creativity and flexibility, which allows them to re-adjust their portfolio of activities to seize new market and societal opportunities in order to achieve the best possible results. The KICs will also implement strategies with concrete measures to ensure their long-term financial sustainability and comprehensive outreach to regions not yet involved in their activities. The EIT will monitor the results achieved to set the right incentives for KICs and, as appropriate, will take on board lessons learnt at individual KIC level and across KICs.

By the end of the period, eight KICs will be fully operational, including the new KICs in the areas of Added-value Manufacturing (EIT Manufacturing) and Urban Mobility (EIT Urban Mobility), allowing the EIT and its KICs to increasingly develop appropriate co-ordination, synergies and complementarities within Horizon 2020 with other EU programmes, initiatives and beyond. In addition, a new KIC[10] will be launched by 2022.

2.1.1.1 Promoting Collaboration and Competition among KICs

In 2020, the EIT will continue to pro-actively encourage collaboration among KICs while creating through its investment approach a competitive environment which will bring benefits to European citizens, maximising the impact of education, business creation and scale-up / start-up support, entrepreneurship, and innovation activities. The EIT will continue its efforts in implementing concrete measures to encourage more collaboration between the KICs at thematic and horizontal level, including on education, training and skill-related activities. The EIT will continue to allocate the annual EIT financial contributions to KICs based on a split into support and competitive funding to ensure both continuity for multiannual activities and reward successes and results. The EIT while taking into account the different levels of maturity and specific needs of the KICs will facilitate the exchange of experiences and good practices between KICs and foster open competition among them for EIT funding as an important element to stimulate continuous improvement, greater efficiencies and stronger impact. Smart funding strategies will be operationalised taking into account KICs' different stages of maturity. The share of competitive funding will continue to grow in line with the EIT's principles of KICs' financial sustainability[11]. The EIT will continue to pursue efforts to ensure the absorption of its commitment and payment appropriations while at the same time ensuring the lowest possible error rate and remaining in full compliance with the EIT Financial Regulation.

For the first three KICs designated in 2010, funding now gradually decreases and the current approach (based on a so-called two pillar review considering past performance on the one hand, future outlook and multiannual perspective on the other hand) will gradually shift into an impact-based model that will increasingly use the criteria of measurable results and steps towards KICs' financial sustainability in the EIT funding allocation. In 2020, competitive funding will continue to be an important element on how the EIT allocates its financial contribution. The EIT will simplify and adapt its competitive review mechanisms as a major component of its financial allocation to KICs while taking into account that the different waves of KICs will grow at different speeds. Particular attention will be paid to the different levels of development between the four waves of KICs, the more mature ones and those set up in 2015, 2017 and 2019, defining an adequate tool which will ensure

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[10] Subject to the adoption of the Commission proposal for SIA 2021-2027 by the Council and European Parliament
[11] Decision 4/2015 of the EIT Governing Board on Principles on KICs' Financial Sustainability

both fair competition and equal treatment amongst KICs. The EIT will provide incentives and guidance to KICs to take into account the results of the Horizon Europe strategic planning process when devising their business strategies as well as provide advice in developing coordination and joint activities with other relevant European Partnerships.

The EIT is developing an Impact Framework complementing its scoreboard of KPIs to progressively improve the analysis of KICs' performance in terms of results and impact and also allow the EIT to monitor its own performance. The improved assessment framework will be used to measure KICs' contribution to competitiveness and growth in Europe. This will enhance the EIT's visibility by ensuring that the KICs, as large-scale systemic innovation initiatives, successfully support the strengthening of the European innovation landscape.

Additionally, the EIT will continue to encourage further collaboration and to support continuous exchanges of knowledge among all KICs through the implementation of cross-KIC activities in all areas of the Knowledge Triangle, i.e. education, entrepreneurship and research leading to innovation. This will be incentivised by allocating a specific budget earmarked for cross-KIC activities and facilitating exchange of good practices among the KICs. The EIT will strive to broaden its current cross-KIC agenda to achieve targets responding to EU R&I policy priorities by addressing policy objectives and areas with high innovation potential. KICs will be incentivised to develop joint activities on cross-cutting issues, in particular on entrepreneurial education and regional innovation policy, share good and novel innovation delivery models, contributing, over the long-term, to the establishment of European education, entrepreneurship and research global leadership. For example, in the field of education, the EIT will set incentives to modernise education and skill development using modern technologies and tools going beyond its current flagship initiative the 'EIT labelled degrees and diplomas'. The EIT sees its role as contributor to a more efficient use of technological developments in education, business and research facilitating Knowledge Triangle integration for the benefit of European citizens. To achieve its ambitions, the EIT will foster cross-fertilisation between all KICs allowing them to profit from lessons learnt and deliver results in a shorter timeframe. The working modalities between the EIT and its KICs will be adjusted to accommodate the need for improved co-ordination with a larger number of KICs, to advance the simplification agenda by focusing on results and to increase both the efficiency and effectiveness of decision-making at all levels.

2.1.1.2 Knowledge Triangle Integration

In the area of knowledge triangle integration, the EIT supports activities in three pillars of education, research driven innovation and entrepreneurship that are integrating the different sides of the knowledge triangle and thereby create value–added that strengthens innovation systems. The EIT is progressively refocusing its knowledge triangle integration activities. Rather than maintaining separate education, entrepreneurship and innovation activities, the EIT will break down barriers and silos and develop a holistic agenda where the EIT model and its activities provide the maximum impact and value added. In order to succeed such a transformation will require close cooperation with the Knowledge Innovation Communities (KICs) and other stakeholders.

The EIT activities in the context of the next SIA 2021-2027 are expected to support developing higher education institutions (HEIs) into more innovative and entrepreneurial organisations, following a clear strategy, a methodological framework and commitment of resources. Based on its experience, the EIT is uniquely positioned to support the development of entrepreneurial and innovation capacity of HEIs under Horizon Europe.

The EIT will focus on further improving its education agenda, in close collaboration with the KICs, and with respect to the enhanced role of the EIT in strengthening the innovation capacity of HEIs, foreseen in the next SIA. Most added value occurs when the education activities link as organically as possible with the Innovation and the Business Creation activities, creating new forms of learning experiences and opportunities for students and others types of learners and facilitating their transition to become entrepreneurs and innovators. It also

derives from structural changes in the participating organisations such as universities by becoming more entrepreneurial and innovation minded.

In order to increase effectiveness and efficiency of the cooperation with key players in the field of entrepreneurial education, the EIT will engage in discussion with relevant key stakeholders from the knowledge triangle, present the value and impact of the EIT education activities, facilitate the cross-fertilisation of synergies with relevant actors and the KICs and discuss recent trends in education innovation. In particular, the EIT will, in close collaboration with the KICs, seek further cooperation with EC initiatives on entrepreneurship education and human capital development such as HEInnovate, University Business Cooperation, European University Network initiative, Marie Skłodowska-Curie actions, and Erasmus+. Cooperation with non-profit organisations (such as student initiatives and associations) aiming at promoting entrepreneurship will be encouraged as it can amplify the EIT and KICs impact. Internally, EIT will seek to increase its capacity to follow-up and further develop the education activities in order to assume a key role in the EU education innovation landscape, based on the EIT's unique knowledge triangle integration function.

The EIT Education flagship initiative, the EIT Label, underwent a review in 2019 with the aim to further strengthen its attractiveness, brand, and increase impact. Findings and recommendations made by the external experts that conducted the review will be implemented in 2020 to prepare the model for the period 2021-2027. Suggesting changes and amendments will improve the clarity of the EIT Label and the process to assess the KICs' Master's and Doctoral educational programmes applying for the EIT Label and also provide guidance if and how to expand the Label philosophy to other types of education activities.

The European landscape in terms of education and skills needs is extremely diverse and affected by disruptive changes in technology and science. The European Commission has responded to the trend of changing skills needs with its New Skills Agenda for Europe[12], which calls for urgent action in the face of high youth unemployment, lowered competitiveness and striking skills gaps.

As reported in the Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on the Digital Education Action Plan[13], there is widespread recognition that the education system is continuously evolving and, in order to meet its needs, innovation is vital. There is a clear need to: (i) boost entrepreneurial competences and an entrepreneurial mind-set; and (ii) support digital entrepreneurship, which embraces new ventures and the disruption of existing business sectors through new and emerging digital technologies. The EIT welcomed the adoption of the Digital Education Action Plan and will focus on its implementation in 2020 to further contribute to successful achievement of this ambitious initiative.

The EIT wants to play a role in combating the underrepresentation of women in entrepreneurship, economic leadership and the technology sector, which remains a significant and globally recognised problem. This is already being done through several EIT activities. There is a '*lack of interest among girls to pursue studies information and communication technologies (ICT) and science, technology, engineering and mathematics (STEM)' which 'remains a clear problem'. This leads to lost social and economic opportunities and risks reinforcing gender inequality'*, as indicated by the European Commission in its Digital Education Action Plan (DEAP). The EIT Community will further contribute to the implementation of the DEAP actions, namely to the blended courses on cybersecurity, and to artificial intelligence and analytics. Furthermore, the EIT will continue incentivising and monitoring the KICs in pursuing gender balance and inclusiveness towards potentially under-represented entrepreneur groups.

The EIT plans to contribute to the implementation of the Commission's Action 8 Training in digital and entrepreneurial skills for girls through a series of activities on digital and entrepreneurial skills to be organised throughout Europe for girls in primary and secondary education. Promoting positive role models and enhancing

[12] http://ec.europa.eu/social/main.jsp?catId=1223
[13] http://ec.europa.eu/education/sites/education/files/digital-education-action-plan.pdf

digital and entrepreneurial skills in girls will help tackle the gender gap and boost female participation in science, technology and business, and is critical for competitiveness.

In 2020, the EIT will step up pro-active consultation and co-operation with all KICs to create and add value for three important target groups on entrepreneurship activities: start-up ventures, small and medium-sized enterprises (SMEs) and entrepreneurs emerging from KICs in order to involve them more deeply into the EIT knowledge triangle agenda. In particular, the EIT will strive to foster the involvement of SMEs and start-ups in all KICs' Knowledge Triangle activities, including education, training and skills. For transparency purposes, the EIT will continue to encourage KICs to clearly communicate their policies for involving new partners and also encourage that they disseminate their results, including in particular also SMEs. EIT will also encourage KICs to ensure a stronger involvement of the private sector actors beyond their SME partners, by targeting industry and publicly owned companies, including enterprises in municipal ownership that are often very active in the provision of public goods. The EIT will encourage KICs to strengthen the participation of regional and local public authorities, publicly owned companies, the private sector, in particular SMEs and start-ups, in the KICs, given their important role for the development of place-based innovation ecosystems. The EIT will continue analysing and exchanging lessons learnt from KIC activities in entrepreneurship and business creation from the first and second waves of KICs and will disseminate those to the newly set-up KICs. The EIT together with its KICs will also disseminate novel practices to its stakeholders and conduct outreach activities through targeted events, workshops and seminars in locations and geographies where KIC start-ups, SMEs and partners can potentially benefit. The EIT will also continue to further expand its activities supporting women entrepreneurship and leadership based on the scale up mechanism developed in 2017-2019. The aim of these activities will be to multiply positive results and innovations achieved in KICs through Knowledge Triangle integration and to extract successful models that can be transferred beyond the current KICs. These will be done through a two track approach: a structured dialogue with selected countries, and then targeted activities where most relevant and offering the best potential.

The EIT will develop further synergies and complementarities with other Union, national and regional programmes and initiatives in the fields of innovation, education and support to entrepreneurship. Synergies will ensure the coherence of EIT's actions with those programmes and initiatives 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. To fully exploit synergies and complementarities, the EIT will engage with all relevant stakeholders, including EU and global-level institutions as well as networks and multipliers across Europe, with a view to facilitating and acting as a door opener for the KICs and its community members. In particular, synergies and complementarities will be sought with other EU initiatives in the areas of new business creation and entrepreneurship, such as inter alia Erasmus for Young Entrepreneurs, European Commission tools targeting SMEs and supporting the implementation of the Digital Agenda by maintaining productive stakeholder relationships through regular meetings, joint events and publications. All lessons learnt and good practices from these activities will be shared with new KICs so that they can be implemented in a timely and efficient manner. These business creation and entrepreneurship related activities will be strongly linked to the KICs' strategies on financial sustainability. In addition, the EIT will explore schemes to invest directly in the scaling up of existing innovative companies by attracting additional investments to them from public and private sector sources and from existing instruments. Additionally, the EIT will explore and, where appropriate, conclude Memornada of Understanding with EU Member States' national authorities. These structured cooperation agreements, which will be aimed primarily at EIT RIS-eligible EU Member States, have the scope of reinforcing mutual information sharing and dissemination, as well as, exploit synergies and complementarities, including co-funded joint activities.

The EIT will develop and implement a cross-KIC innovative research driven innovation agenda aiming to foster a stronger focus on projects and approaches that can bring the best ideas from the labs to the market, creating new products, services and processes and expanding technological frontiers. The EIT will also strengthen the participation of research organisations in its activities with the aim to bring even more research solutions to the market in order to address societal challenges.

Following finalisation of the Innovation and IPR Assessment in 2017, the EIT has been implementing the Innovation Action Plan addressing proposed recommendations. In 2018, the EIT Governing Board endorsed the

Principles for Innovation Projects financed by the EIT. The principles have been incorporated in the Business Plan Guidelines 2020. The implementation of the principles for innovation projects will be monitored by the EIT-KIC Innovation Panel and through assessment of the Knowledge and Innovation Communities' Business Plans and annual reports. The EIT will report to the EIT Governing Board on the implementation of the principles in the context of annual funding allocation process. In order to support the KICs in addressing the Principles the EIT will be regularly reviewing the KICs calls for innovation projects indicating areas for improvement to comply with the Principles and to increase transparency and openness of the innovation projects selection processes. The EIT will also actively support KICs in developing, implementing and exchanging policies and practices concerning dissemination of research and innovation results. In both cases the EIT identified several good practices, which will be further disseminated strengthening cross KIC dialog and peer-to-peer learning. The best good practices will be further codified. The third and fourth waves of KICs will build on lessons learnt from the first five KICs and will start to contribute to the cross-KIC learning in this area and also create strong synergies and complementarities with other Horizon 2020 initiatives.

To drive this agenda, the EIT will foster a structured dialogue between the EIT and all KICs. This panel is expected to seek synergies and complementarities with other Union and international research and innovation initiatives, and bodies, including Horizon 2020, such as, Joint Programming, Joint Technology Initiatives (JTIs), European Research Council (ERC), the European Innovation Partnerships[14] and the European Commission's Joint Research Centre (JRC), the LIFE Programme (European Programme for the Environment and Climate Action), the European Parliament's Science and Technology Options Assessment (STOA) as well as umbrella organisations such as the League of European Research Universities (LERU) and the European Association of Research and Technology Organisations (EARTO).

2.1.1.3 Fostering Growth and Creating Impact

In 2020-2022, building on the activities undertaken in previous years, the EIT will continue to implement measures and incentives that will boost the impact of its investments through KICs on education, research, entrepreneurship, and new means of innovation governance. The EIT will further incentivise the KICs in ensuring diversity and gender balance at all levels and to pay attention to inclusiveness towards potentially under-represented entrepreneur groups. The EIT will continue to act as a catalyst, via its KICs, by accelerating the take-up and exploitation of technologies and research outcomes. This will help to align and leverage bottom-up research investments by KICs themselves and make, for example, education and training activities more responsive to business needs. As financial sustainability of KICs is a core element of the EIT model, the EIT will closely monitor the KICs' progress towards their financial sustainability, ensuring that KICs design and implement sound long-term financial sustainability strategies in view of reaching this objective within the set timeframe of seven to fifteen years after their inception, as well as develop the conditions for the cooperation between the EIT and KICs thereafter.

In line with the EIT Monitoring Strategy and to measure achievement of its specific objectives, notably on impact, the EIT will continue to regularly track the fulfilment of the set of indicators included in the Amended EIT Regulation and its contribution to Horizon 2020 objectives.

Built on the experience of existing KICs, the EIT will ensure that knowledge and good practices will be shared among and beyond KICs, promoting a fruitful process of mutual learning and faster uptake of new innovation practices. This will be done, for example, via knowledge sharing, dissemination, outreach and international exposure during successful formats such as the INNOVEIT, including the annual EIT Stakeholder Forum and the EIT Awards and EIT Innovation Tour, EIT Awareness Days as well as the EIT Regional Innovation Scheme.

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[14] In particular the EIPs thematically relevant to existing KICs, such as the EIP 'Agricultural Productivity and Sustainability'.

Action lines	Targets	Implementation year		
		2020	2021	2022
Promoting Collaboration and Competition among KICs	✓ EIT financial contribution to KICs committed	X	X	X
	✓ Smart funding strategies agreed and operationalised	X	X	X
	✓ Timely adaptation of EIT competitive review mechanisms	X	X	X
	✓ Gradually introduce a shift towards an impact model that rewards results and steps towards KICs' financial sustainability	X	X	X
		X	X	X
	✓ Improved EIT Scoreboard and KPIs	X	X	X
	✓ Incentivise collaboration and support continuous exchanges of knowledge among all KICs through the implementation of cross-KIC Knowledge Triangle integration activities	X	X	X
	✓ Incentivise KICs to develop joint activities on cross-cutting issues, EU R&I policy priorities, share good and novel practices	X	X	X
Strengthening the Knowledge Triangle and its Integration Principles and Practices	✓ Knowledge Triangle integration practices codified and presented to strategic stakeholders	X	X	X
	✓ Expand EIT portfolio of education activities by implementing Digital Education Action Plan	X		
	✓ Consolidated and revised EIT Label model and philosophy for KICs education activities	X	X	X
	✓ Preparation for and Implementation of the new action aimed at supporting the innovation and entrepreneurial capacity of HEIs introduced in the SIA 2021-2017	X	X	X
		X	X	X
	✓ Step up pro-active consultation and co-operation with all KICs and other	X	X	X

		2020	2021	2022
	stakeholders to create synergies and add value for KICs' entrepreneurship and innovation activities and promotion of women entrepreneurship and leadership. ✓ Further cross KIC initiatives developed in the area of knowledge triangle integration	X	X	X
	✓ Strengthen the participation of research organisations in EIT Community activities	X	X	X
Fostering Growth and Creating Impact	✓ Synergies with Horizon 2020 and other EU instruments including EU and global-level funding institutions actively fostered by EIT	X	X	X
	✓ Track the fulfilment of a set of impact indicators	X	X	X
	✓ Targeted identification and codification of lessons learnt and good practices, knowledge sharing and put in place result dissemination measures	X	X	X

Table 1

2.2. Enhancing the EIT's Impact

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

The draft SIA was finalised and submitted to the European Commission at the end of 2017. It outlines the EIT's proposal for strategic objectives, priorities and budget for the period 2021-2027 and builds upon initial impacts of the EIT's and KICs' activities, lessons learnt, an analysis of potential synergies and complementarities with other EU initiatives, as well as the outcomes of the 2015 performance audit conducted by the European Court of Auditors, the European Commission's external evaluation of the EIT in 2016[15] as well as the results of the EIT's implementation of its own monitoring strategy and lessons learnt and recommendations drawn from it. The Commission published its proposal for the future EIT Regulation and Strategic Innovation Agenda 2021-2027 on 11 July 2019.

During 2020, the EIT will continue to follow up the negotiations on the SIA in the Council and European Parliament with a view to preparing for its implementation as of 2021.

Action lines	Targets	Implementation year		
		2020	2021	2022
The EIT's next Strategic Innovation Agenda (SIA) 2021-2027	✓ Follow-up of negotiations and preparation for the implementation of the SIA	X		

Table 3

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[15] Article 16 (2) of the EIT Founding Regulation

2.2.2 Fostering Knowledge Exchange through Communications, Dissemination and Outreach

2.2.2.1   Fostering Knowledge Exchange through Communication and Dissemination

In 2020-2022, the EIT will concentrate on disseminating relevant information that focusses on the results of the Knowledge and Innovation Communities and lessons learnt and good innovation practices that are emerging from the substantial portfolio of EIT Community activities to the wider EU innovation community and beyond. The dissemination efforts will specifically aim to target stakeholders that are not aware of the EIT Community's activities and achievements and can benefit from its results, thereby leveraging further impact, existing talent and latent potential as well as EIT awareness. Furthermore, the EIT will enhance its communication and visibility strategy by targeting stakeholders and audiences in line with the proposal of the 2021-2027 SIA, with the key objective to increase the transparency and the value offering of the EIT and the recognition of the EIT as a quality brand for innovation among higher education institutions, research organisations, business as well as citizens and the wider public.

During this period, the EIT will also continue to focus on actively engaging with the media, as media relations will enable the Institute to reach a wider range of stakeholders across the European innovation landscape as well as citizens. The achievement of the above objectives will be facilitated by implementing the EIT's updated Communications Strategy. This will include the development of a new and dynamic digital platform (including website), which will enable the Institute to engage more effectively with its stakeholders.

2.2.2.2   The EIT Regional Innovation Scheme (EIT RIS)

In 2020-2022, the EIT expects to see the results from the first years of the implementation of the individual Knowledge and Innovation Communities' EIT RIS strategies. This includes a comprehensive coverage of countries with moderate and modest innovation capacity, as well as the development of a network of EIT Hubs in targeted EIT RIS countries that will be focal points for the outreach effort and knowledge triangle integration dialogues with Member States and regions. Continuous monitoring of the EIT RIS implementation, efficient reporting and assessment of its impact will ensure that the overall strategic objectives are achieved.

Furthermore, in preparation for the post-2020 period, the EIT has commenced an evaluation of EIT RIS in late 2019 by contracting experts and preparing the ToR for the evaluation plan. The evaluation will be rolled out in full and completed in 2020. Based on the results, the objectives and implementation modalities will be further developed for the EIT RIS in post-2020 aligned with the future SIA (2021-2027).

Based on lessons learned from the implementation of outreach and EIT RIS activities from 2014 to 2017 and in line with the EIT RIS Guidance Note 2018-2020 and EIT RIS Strategies 2018-2020 of the Innovation Communities, the EIT will further support Knowledge and Innovation Communities in the implementation through targeted EIT RIS workshops and meetings on a regular basis, thereby facilitating dissemination of good practices, exchange of information and joint activities. Furthermore, the EIT will ensure a more centralised and coordinated dissemination of information and communication of EIT RIS activities in close cooperation with the Knowledge and Innovation Communities and building upon cross-KIC activities. Further expansion in the EIT RIS eligible countries should aim at building and/or increasing of the innovation capacity in these areas, which can be increasingly connected to the Smart Specialisation Strategies and EU Structural and Investment Fund Programmes. In this context and on the basis of the EIT – JRC Memorandum of Understanding (MoU), close collaboration with the JRC's Directorate B "Growth and Innovation" (Seville), which is hosting the Smart Specialisation Platform (S3P) and the Thematic S3Platforms, will be pursued[16]. The EIT will further exploit

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[16] Also highly relevant are the ongoing targeted support activities provided to regions and Member States by JRC Seville: the "Research and Innovation Strategies for Smart Specialisation (RIS3) in Lagging Regions" and the "Stairway to Excellence" (S2E) projects.

synergies with other EU initiatives, focusing mainly on the EU programmes that have been identified as complementary to the EIT RIS. Reinforced co-operation will facilitate the EIT's guidance to its Knowledge and Innovation Communities on the operationalisation of the EIT RIS, for example with a view to targeted innovation partnerships encouraging greater co-ordination between different stakeholders and aligning strategies (and resources) between private and public actors of different governance levels. The EIT will seek ways to facilitate attraction of additional funds to its Knowledge and Innovation Communities through exploiting synergies with other programmes. The EIT will continue to raise awareness and understanding of the scheme among actors from research, higher education and business in countries and regions not yet directly working with the EIT through its Knowledge and Innovation Communities as well as with other relevant stakeholders such as national and regional managing authorities (MAs) and local authorities.

In 2020-2022, the EIT will continue to provide guidance and support to its Knowledge and Innovation Communities, in line with the guiding principle of voluntary and autonomous implementation by the Knowledge and Innovation Communities. Newly established Knowledge and Innovation Communities will be incentivised to implement the EIT RIS as well.

Action lines	Targets	Implementation year		
		2020	2021	2022
Fostering Knowledge Exchange through Dissemination	✓ A web-based tool for enhanced knowledge sharing and networking around the EIT	X	X	X
	✓ Dissemination of lessons learnt and good innovation practices to the wider EU innovation community and beyond	X	X	X
EIT Regional Innovation Scheme (EIT RIS)	✓ Continuous support and close cooperation with the existing EIT Knowledge and Innovation Communities in the implementation of the EIT RIS	X	X	X
	✓ EIT RIS evaluation conducted and used as a basis for further development and uptake of the scheme	X	X	
	✓ Raised visibility, awareness and understanding of the benefits of the EIT RIS and EIT Community at large among relevant stakeholders and to the wider public	X	X	X
	✓ Seeking linkagesof EIT RIS with other EU programmes developed, in particular H2020 and ESIF, IPA and its successors	X	X	X
		X		

Table 4

2.2.3 Fostering and Attracting Talent

As talented people are at the heart of successful innovation, one of the EIT's most important roles is to nurture and attract talent. In 2020-2022, the EIT will continue to support and implement a variety of activities to give talented people the opportunity to use their potential to the fullest and to create environments where they can

thrive and to develop the next generation of entrepreneurs, innovators and change agents. The EIT will implement its strategy to foster and attract talent across Europe and globally in close alignment with the Institute's consolidation strategies in the areas of education, entrepreneurship and innovation-driven research. Through entrepreneurial education, the EIT will continue to provide new career paths and mobility options between academia and the private sector, and innovative schemes for professional development. Based on the outcomes of the comprehensive review of all components of the EIT Quality Assurance and Learning Enhancement (QALE) Model, EIT Label Framework and EIT Label Handbook launched, the EIT label will continue to be developed into an internationally recognized brand of excellence attracting talent from Europe and beyond. The EIT Awards, in its five categories, will continue to put start-ups, entrepreneurial graduates and innovation teams from the KICs into the spotlight, enhancing their development path as well as creating role-models for others to emulate, including in Woman Leadership & Entrepreneurship, and Public (citizen) award.

2.2.3.1   EIT Alumni Community

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 positive impact through innovation and entrepreneurship.

As such, the EIT Alumni Community will help unleash the potential of the talent pool of young entrepreneurs, innovators and change agents that KICs are educating and training and continue to contribute in 2020-2022 to achieving strategic EIT objectives, such as promoting an entrepreneurial mind-set and enhancing opportunities for innovation and business creation.

The Community is represented by the EIT Alumni Board. The role of the board is to drive the community's direction and to further develop it; to encourage an active exchange between members, to plan and implement added-value activities with and for its members; and to represent the EIT Alumni Community vis-à-vis the EIT, the KICs and relevant external stakeholders.

In 2020, the EIT Alumni Community will operate with an enhanced Governance and consolidate its portfolio of services to its members, ensuring that it brings a clear added-value beyond the individual KICs' alumni communities. It will provide opportunities for sharing knowledge, coaching, networking, mentoring and implementing joint projects and ventures, especially on cross-thematic areas. The EIT Alumni Community will focus on growing its community by including participants from KIC entrepreneurship and innovation activities, and on-boarding members from the younger Knowledge and Innovation Communities. In line with the mission of the EIT to connect different sectors, and, ultimately, boost innovation in Europe, in this period the EIT Alumni will contribute to this goal by promoting and supporting bottom-up cross-sectoral collaboration and supporting cross-KIC activities. The EIT Alumni Community will take an ambassador role in promoting an entrepreneurial mind-set in Europe and beyond and it will also explore opportunities for collaboration with partners around the world that share a common vision. Furthermore, the EIT Alumni Community will contribute to the tracking of innovators and entrepreneurs that have benefited from EIT's support and educational programmes in order to be able to demonstrate the medium to long term impact of the EIT's investments made.

The EIT will continue to provide guidance and financial support for 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 the business and financial model and reach out to internal and external partners and sponsors.

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

Action lines	Targets	Implementation year		
		2020	2021	2022
EIT Alumni Community	✓ Consolidate EIT Alumni Community's implementation and sustainability strategy	X		
	✓ Facilitate communication flows and opportunities for collaboration between the	X	X	X

	KIC Alumni communities			
	✓ EIT Alumni Community to offer added-value activities to its members and to deliver specific outreach activities	X	X	X
	✓ Continuous alignment of EIT Alumni Community vision and activities with overall EIT strategic objectives	X	X	X
	✓ Assessment of the activities of the EIT Alumni Community	X		

Table 5

2.2.4 Enhancing Stakeholder Engagement

2.2.4.1   Stakeholder engagement

Active engagement with relevant stakeholders in an open and transparent manner will remain a cornerstone of the EIT's efforts during 2020-2022. The EIT's strategic objectives in working as an Institute benefiting Europe and its citizens overall will be achieved through a systematic, coherent and integrated approach that involves all concerned stakeholders, based on dialogue, partnership and empowerment. The EIT will continue seeking reciprocal exchanges with other EU initiatives to foster appropriate coordination, synergies and complementarities within the 'Innovation Union' and Horizon 2020 initiatives, both bottom-up through EIT Innovation Community partners' own involvement and through actions co-ordinated by the EIT. Moreover, the EIT will continue to develop structured cooperation and participate in dedicated events from various initiatives and EIT stakeholders to increase awareness and understanding of EIT Community activities and achievements and to enhance complementary competences, in close coordination with the Commission. 2020 will be critical for EIT, as it is the year when the negotiations both on Horizon Europe and on the EIT's next Strategic Innovation Agenda for 2021 to 2027 will be finalised. In this process, the EIT and the Commission will coordinate and inform each other of key messages to be passed to stakeholders. The EIT House in Brussels, as well the EIT's Liaison Office in Brussels will play an important role in enhancing visibility, awareness and understanding of as well as engagement with Brussels-based stakeholders.

In 2020, the EIT will implement its stakeholder engagement activities with a particular focus on the following two objectives: i) Ensure support and synergies in view of the position of the EIT in the Horizon Europe Programme, in line with the EIT's SIA and Regulation for 2021-2027, and ii) Prepare the ground for the EIT's activities in the next programming period. In this framework, the EIT will engage with institutional decision-makers - including the European Parliament, the Council and the European Commission - involved in shaping and implementing innovation and entrepreneurship policies. Furthermore, structured engagement with Knowledge Triangle stakeholders from academia, research and business communities (focusing in particular on Small and Medium-sized Enterprises, SMEs) will continue to be strengthened. Finally, the EIT will continue to work closely with relevant networks of national and regional authorities, as well as EU-level umbrella business associations, research and academic networks. This enhanced engagement will ensure stakeholders' involvement, as appropriate, in the EIT's programming cycle, as well as support for EIT/KIC activities. As the specific needs of, and demands from, stakeholder groups, as well as the motivations to engage with the EIT will differ substantially, a tailored approach including different formats and tools of engagement will be used.

In 2020, one major mechanism for enhanced stakeholder interaction will be the annual EIT Stakeholder Forum, open to the wider EIT Community and being an integral part of EIT's annual INNOVEIT event. The Forum will enhance mutual learnings on good practices benefiting KICs' partnerships, the EIT and Europe as a whole. It will further facilitate the dissemination of results emerging from EIT/KIC activities, while serving as a platform for exchange of views and feedback from EIT stakeholders. Based on the experiences of the Stakeholder Forum in 2015 - 2019, the concept of the event, in line with the EIT Amended Regulation and SIA, will be reviewed for preparation of the editions in 2020-2022. According to legal requirements and specific needs in 2020-2022, the scope of the annual EIT Stakeholder Forum, which might be focussed on specific topics, will be adapted taking

into account current circumstances such as EIT reviews and evaluations, future EIT activities as well as the feedback provided to the EIT by stakeholders.

In line with the EIT's amended Regulation, EU Member States' representatives will continue to meet within the special scheme of the EIT Member State Configuration, with a view to ensuring timely communication, appropriate flow of information and synergies and complementarities with national programmes and initiatives. As part of EIT's stakeholder engagement plan, meetings with targeted groups of EU Member State representatives (e.g. Scientific Attachés) at the EIT House in Brussels as well at EIT KICs locations for showcasing, will be continued. In this way the EIT will ensure that relevant information on EIT Community activities and achievements are communicated in a targeted and timely manner. Furthermore, the EIT will organise EIT Awareness Days in EU Member States and/ or Horizon 2020 Associated countries, with the aim to increase awareness on the EIT's activities in the country and beyond, as well to inform stakeholders on opportunities to get involved and benefit from EIT Community activities.

2.2.4.2 EIT Awards

The EIT Awards promote innovation and entrepreneurship in Europe and contribute to the branding of the EIT in Europe and globally. The EIT Awards cover the three sides of the Knowledge Triangle and put on the spotlight: high-potential entrepreneurial start-ups brought to maturity by KICs; innovation teams encompassing different Knowledge Triangle actors that deliver outstanding innovations; and EIT Alumni that excel in putting into practice the skills and competences acquired in EIT labelled educational programmes as the next generation of entrepreneurs and change agents in European societies. The EIT Awards are an essential instrument to demonstrate the EIT's and KICs' achievements to stakeholders. Thus, the EIT Awards event will be organised, together with the EIT Innovation Tour, as part of the EIT Innovation Forum, INNOVEIT, to increase opportunities for targeted communication opportunities and interaction and exchange of ideas with the broader innovation ecosystems in Europe and stakeholders. In 2020-2022, the EIT will focus on enhancing the impact of the EIT Awards and, in close collaboration with KICs, the EIT will strive to continuously raise the quality of nominations. EIT Awards will also recognise diversity and achievement in closing the gender gap by continuing to support the Woman entrepreneurship and leadership award that was first introduced in 2018.

2.2.4.3 Relations with Third Countries and International Organisations

The EIT is working closely with the KICs to position EIT's innovation model and KTI approach among other successful innovation initiatives and programmes at international level. In addition, with the KICs' well-developed education, entrepreneurship and innovation agendas as a basis, the EIT and KICs strive to attract partners, organisations and students, from all over the world to contribute to the EU's competitiveness and reinforce its international attractiveness. The overall objective is to continue with the EIT's ambition to create synergies beyond Europe on these agendas and to contribute to the efforts of the European Union's and Member States' international engagement to continuously enhance the success of their innovations on the global scene.

In 2020-2022, the EIT will continue to work closely with the KICs in forging strategic relations with key partners from around the globe that are selected based on a comprehensive assessment ensuring clear European added value. During this period, the EIT will particularly focus its efforts in working closely with its Innovation Communities to raise awareness and position the newly established EIT Community Hubs in US and Israel. In close coordination with the Commission and using the Strategic Framework for EIT Community Global Outreach Activities as a guiding document, the EIT will ensure that the Work Plans of the EIT Hubs will include activities that contribute to achieving the overall objectives of the EIT, the objectives of Horizon 2020 and fully respect the bilateral EU-Outreach country (international) R&I agreements. , In addition, 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 such as Erasmus+ and Marie Skłodowska-Curie Actions. Opportunities to engage with and build strategic partnerships in other countries beyond Europe will be explored through participation in targeted events. Furthermore, in a reactive rather than proactive approach, the EIT will engage in alliances with relevant

Action lines	Targets	Implementation year		
		2020	2021	2022
Relations with Institutional and Knowledge Triangle Stakeholders	✓ Continuous dialogue with key institutional stakeholders including annual engagements with the European Commission, Council and European Parliament	X	X	X
	✓ Structured dialogue with key Knowledge Triangle EU level networks of stakeholders	X	X	X
	✓ Meetings with targeted groups of EU Member-States representatives	X	X	X
EIT Stakeholder Forum	✓ Annual EIT Stakeholder Forum and dedicated EU Member State Configuration	X	X	X
EIT Awards	✓ Further strengthening the EIT Awards by enhancing its impact in the CHANGE, VENTURE, INNOVATORS, Public award categories, and an award for women entrepreneurship and leadership	X	X	X
Relations with Third Countries and International Organisations	✓ Enhanced engagement with international organisations (e.g. OECD and WEF) and key stakeholders in non-EU countries (focusing on priority countries)	X	X	X

Table 6

2.3. New Delivery Mechanisms and Results-oriented Monitoring

In line with its mandate, the EIT will continue to spur economic growth by generating inter alia innovative products and services using a novel approach through the implementation of the Knowledge Triangle integration. The EIT designs, in consultation with KICs, the requirements that they will have to fulfil and selects KICs through a robust and transparent process. With the designation of a KIC, a long-term partnership (from seven to fifteen years) between the EIT and the KIC is established. The EIT and KICs form one large innovation community that will have the greatest impact when strategies and activities of the different members of the community are well aligned, mutually reinforcing each other to achieve the strategic objectives of enhancing Europe's innovation potential and global competitiveness.

2.3.1 EIT-KIC Relations

2.3.1.1 The Role of the EIT as an Investor: KICs' Financial Sustainability Strategies (FS) & Support improved access to Finance for KICs

The EIT invests in the integration of the Knowledge Triangle, nurturing and enabling existing centres of excellence in research, business and higher education in Europe to come together and foster their long-term

systematic collaborations through KICs. The EIT seeks a return through tangible societal impacts (e.g. new businesses and jobs, educate the future generation of entrepreneurs, attract and retain talent, new products and services, etc.). As an investor, the EIT will monitor the effectiveness of the investments made in KICs and take appropriate measures when necessary, for example through modification of the criteria based on which competitive funding is allocated. Therefore, a key priority for the EIT in the period 2020-2022 will be to find the proper balance between its role as an investor in KICs and the need to monitor its investments, while simultaneously designing, implementing and refining an efficient investment lifecycle and its systems and processes that will contribute to deliver meaningful results for Europe and beyond. As stated in the SIA, while KICs will not be fully financially independent from the EIT during the first years of operation, they will be encouraged to become sustainable in the medium-term; i.e. gradually reduce their dependency from EIT funding for their further consolidation and further expansion. In addition, the EIT Regulation indicates that KICs shall develop strategies for financial sustainability. Throughout this period, the EIT will refine and implement its investments in KICs, in particular its strategy for KICs' financial sustainability designed to ensure a smooth and predictable transition towards their gradual financial independence from the EIT.

Furthermore, the EIT Governing Board adopted the "Principles on KICs' Financial Sustainability" in 2015. This document sets a clear direction by providing definitions, funding principles and incentives for the KICs to work towards financial sustainability. According to this document, the main period of EIT funding to a KIC is up to fifteen years from its designation. KICs must develop and implement strategies for financial sustainability and report on progress to the EIT on annual basis. The EIT will monitor the proper implementation of the Principles and will continue to provide guidance to KICs on the structure, main contents and measures of their financial sustainability strategies (e.g. key financial milestones and indicators, etc.) and, taking into account the results of the 7-year review for the first wave of KICs with a particular focus on financial sustainability, continue to conduct periodic reviews of KICs' financial performance. The EIT will also prepare the basis for the relationships with KICs for which EIT support will end by year 15 in line with the current and future proposed EIT Regulation.The EIT will also provide guidance to the KICs with a view to facilitating their adaptation to the proposed changes to the funding model as of 2021.

The EIT will continue to support KICs in accessing finance for their innovative companies. The objective of these activities will be to source long-term reliable, scalable funding for high growth businesses emerging from the KICs and beyond; to leverage public and private sector capital; to fill gaps in early stage financing in the current marketplace due to higher perceived risk, market volatility and structural impediments. The EIT will continue to engage external experts to assist in further developing and implementing KICs' Financial Sustainability strategies and in exploring the feasibility of access to finance support at EIT and KIC level. The EIT and KICs will continue to explore synergies with the EIB Group, including EIF, and InvestEU.

During 2020 to 2022, the EIT will oversee the implementation on a regular basis via dedicated reports (including Business Plans and Grant Reports) and/or bilateral meetings with KICs of the EIT High-level Principles on KICs' funds initaitves, which provide strategic direction and high level operational guidance to KICs when designing and/or raising a fund or funds dedicated to investments in start-ups or SMEs, capturing key lessons learnt. Attracting third party capital in KICs' funds will contribute to KICs financial sustainability as KICs will benefit from successful investments into their start-ups and companies. In particular, the EIT, where appropriate, will encourage and support KICs' fund initiatives and foster cross-KIC cooperation in this domain.

Action lines	Targets	Implementation year		
		2020	2021	2022
EIT-KIC Relations	✓ Optimise the processes and structures through which the EIT relates to KICs	X	X	X
	✓ Facilitate cross-KIC exchanges and learning	X	X	X

The role of the EIT as an Investor: KICs' Financial Sustainability Strategies (FS) & Access to Finance	✓ Monitor the effectiveness of the investments made by the EIT in KICs	X	X	X
	✓ Design, implement and refine the EIT investment lifecycle in KICs and its systems and processes	X	X	X
	✓ Oversee the implementation of the Principles on KICs' Financial Sustainability and KICs' strategies for financial sustainability, take corrective measures if needed and issue guidance/support	X	X	X
	✓ Conduct periodic reviews of a KICs' financial performance	X	X	X
	✓ Explore the feasibility to incentivise Access to Finance for KICs	X	X	X
	✓ Oversee implementation of the EIT High-level Principles on KICs' funds initiatives	X	X	X
	✓ Where appropriate, encourage KICs' fund initiatives and cross-KIC cooperation	X	X	X

Table 7

2.3.2 Simplification

In line with 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. While taking into account the principles and provisions of the EU Financial Regulation and Horizon 2020 regulations, there is room for the EIT to exploit its regulatory flexibility and push the simplification agenda further. In particular, the EIT will consider in its simplification strategy benchmarks to assess progress to ensure that the new models of simplification are disseminated across the Union and inform other Union initiatives. The main forum for driving the simplification agenda will be the Task Force Simplification that was created by the EIT and KICs in 2015.

During the period 2020-2022, the EIT will continue to implement its simplification strategy aimed to:

- Align and optimise EIT/KIC business processes to reduce overheads and unnecessary administrative burden and controls, improve predictability and timeliness of decisions, coherence, clarity while increasing the focus on results;
- Improve EIT internal processes through a thorough review, clarification and simplification of financial circuits, actors and procedures underlying transactions and improved use of IT tools.
- Align with the new legal framework provided as of 2021 under Horizon Europe and harmonise with EU provisions as far as feasible.

In addition to the usual continuous improvement of the grant cycle processes, the work of the Task Force Simplification will focus on the following priorities:

- Optimisation of operational processes under the next Horizon Europe Programme as of 2021, implemented through an integrated approach encompassing the following elements:
  - o Redesign of business processes, guidelines and templates;
  - o Exploring feasibility of transition to the Commission IT tools, eGrants;
  - o Introduction of multi-annual grant cycle, conditional upon availability of commitment and payment appropriations in the EIT's annual budgets;

- o Extending the possibility of using simplified cost options, tailor-made to KICs;
- o Delivery model suitable for implementing cross-KIC activities in an efficient way;
- o Updating the EIT's grant assurance strategy.
- Shared services and facilities, with the objective to map and identify potential of sharing services and facilities across KICs and the EIT.

The EIT will further develop its approach on setting standards for KIC Management and Control Systems' whereby the EIT will optimise the KICs' management systems in view of an increasing number of KICs coupled with an increasing empowerment that will be gradually introduced in the EIT-KIC operational environment. In this context, and acting upon the findings and recommendations of the European Court of Auditors, a significant emphasis will be placed on the transparency of KICs' procedures for the selection of new Partners and for the selection of innovation projects to fund, ensuring necessary transparency in all KIC activities. In addition, the use of simplified costs will be further extended in order to converge towards a fully-fledged results-oriented approach. The EIT will also explore the potential benefits and practical implications of applying other financial instruments than grants either alone or in combination with grants. Although the EIT funding to the KICs is currently provided solely via grants, the EIT will assess how new financial mechanisms may be established via debt or equity instruments. Finally, in line with the recommendation of the European Court of Auditors and to further reduce complexity, the EIT will explore the possibility of introducing multi-annual grant agreements in the next multi-annual financial framework.

Action lines	Targets	Implementation year		
		2020	2021	2022
Simplification	✓ Align and optimise EIT/KIC business processes to reduce overheads	X	X	X
	✓ Strengthening of KIC governance, management and control systems in order to ensure transparency of internal procedures	X	X	X
	✓ Exploring the feasibility of and preparation for multi-annual grant agreements	X	X	X
	✓ Development simplified cost options and investments based on results	X	X	X
	✓ Mapping possible shared services and facilities across KICs and the EIT	X	X	X
	✓ Alignment and harmonisation with Horizon Europe framework	X	X	X

Table 8

2.3.3 Monitoring, Impact Analysis and Evaluation

The EIT will strive to adapt, improve and streamline its monitoring, reporting and funding processes and constantly seek for new approaches by fully empowering the KIC legal entities considering the growing scale and scope of their partnerships' composition. During 2020, the EIT will continue to enhance the robustness of its result-oriented monitoring system and its focus on impact, which will also take into account, as appropriate, the Horizon 2020 Monitoring Strategy and recommendations from the European Court of Auditors. The EIT evaluation and monitoring strategy has two main objectives: 1) to support the EIT and its KICs to learn lessons from experience to maximise their impact; and 2) to account for the use of resources. To this end, the EIT evaluation and monitoring system aims at ensuring quality of deliverables, contribution to Horizon 2020 priorities, lessons learnt from the most successful KIC activities, and at the same time, allowing for sufficient

flexibility in KICs' operations and openness to new ideas and partners. The EIT will continue to monitor KICs to ensure an appropriate level of transparency and openness in all KICs' activities, including in education and support to entrepreneurship, as well as with regard to KICs' administration and governance. This system is a fundamental tool to allow the EIT to develop a solid capacity for gathering and analysing data. It will also allow monitoring comprehensively relevance, efficiency, effectiveness, utility/sustainability and impact of EIT investments and activities, and demonstrating that these maximise outcomes and results and create impact. The ultimate goal is to measure the EIT performance against its own objectives and to benchmark EIT and its KICs against novel practices at European and global levels.

During 2020-2022, the EIT will continue to ensure excellence, quality of results and increasing impact, in particular by further enhancing and refining its framework for evaluation and monitoring, and reinforcing tools such as the continuous monitoring and thematic reviews. This comprehensive system for continuous monitoring at all governance levels is a major component of the EIT's result-oriented monitoring. During 2020-2022, the EIT will place a strong emphasis on consolidating its monitoring-related activities towards its KICs, and the EIT itself, by refining its operational strategy for continuous monitoring, evaluation and impact assessment benefitting not only KICs but the EIT as an Institute for Europe. This system will encompass all related EIT activities ranging from annual Key Performance Indicators (KPIs) data collection, continuous monitoring, the contribution of EIT to Horizon 2020 and later on Horizon Europe, its methodologies to assess impact and the EIT's monitoring of its own operational performance in terms of effectiveness, efficiency and impact. The EIT Monitoring Strategy adopted by the Governing Board in 2015 will be revised taking into account lessons learnt from the implementation of the monitoring activities in the last years, and recent development of the EIT-KIC model. Furthermore, the EIT will explore ways to join the Innovation Radar[17] to increase visibility of the EIT Community's research activities among the EC community and policymakers.

As of 2021, the EIT will introduce its Impact Framework that will further strengthen its impact-focused approach and will include KPIs encompassing the entire impact pathways of the EIT and its KICs aligned with Horizon Europe Framework Programme indicators, including aligning and tracking the progress along the Key Impact Pathways.

Under Horizon Europe, the KICs will be part of the Institutionalised European Partnerships. This implies that a common set of principles and life-cycle criteria for Horizon Europe partnerships will be applicable also to KICs, in order to ensure a more coherent, open and impact-driven approach. The EIT will ensure the alignment and implementation of the partnership criteria framework as from 2021 and provide timely support to KICs in complying with those criteria throughout their lifecycle.

2.3.3.1   Implementation of the EIT Monitoring Strategy

In 2020-2022, the EIT will provide continuous support to its KICs and closely accompany the implementation of their activities through a refined monitoring system geared towards results and impact. The on-going monitoring actions will be included in the annual Monitoring Plan and will serve as a sound basis to continue consolidation and improvement of grant management cycles in 2020, 2021 and 2022. From a monitoring standpoint, special attention will be placed on the potential to gradually introduce a flexible and tailor-made approach. These monitoring activities will be complemented with occasional EIT ris

development activities serve their original purpose. The outcomes of the monitoring activities will contribute to the multiannual dashboard, a monitoring tool assessing the KICs' performance on their operational excellence and efficiency and effectiveness of the achievement of strategic objectives.

In 2020, the EIT will monitor KICs adherence to the Good Governance Principles to steer them to create and maintain a stable and structured, enabling and diverse environment providing optimal conditions for openness, including trust, culture, infrastructure and norms. The Good Governance Principles ensure diversity in the

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[17] https://ec.europa.eu/digital-single-market/en/innovation-radar

composition of the partnership, governance and management teams in particular 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.

2.3.3.2   Evaluation and Impact Assessment

The EIT will continue refining and putting into practice its overall strategy and processes to analyse and assess results and impacts of all EIT's and KICs' activities. From 2020 onwards, the EIT will place particular emphasis on prioritising and implementing recommendations from the external and internal evaluations performed in 2016-2018, i.e. the EIT and Horizon 2020 interim evaluations, assessment of the socio-economic impact of the EIT and KICs (Impact study 2010-2016), 7-year review of the first wave of KICs 2010-2016, thematic assessments in education, innovation and knowledge triangle integration as well as the Commissioner's High Level Group. The findings of the EIT interim evaluation and the assessment of the socio-economic impact of the EIT and its KICs from 2010 to 2016 will feed into the EIT's continuous improvement approach. Notably, the EIT will carefully refine and implement KPIs and impact indicators, including the EIT Scoreboard, periodically monitored via robust assessment and evaluation methodologies, as well as benchmarking against international good practices. In addition, in the light of the outcomes from the 7-year review of the first wave of KICs, the KIC model will be revisited and, if necessary, provisions for its improvement will be integrated in the next SIA. Moreover, the EIT will develop the concept for the cooperation with KICs beyond end of the 7-to-15 year EIT funding period and in line with the EIT Regulation and Strategic Innovation Agenda 2021-2027.

The 7-year Review to be performed for the 2nd wave of KICs EIT Health and EIT Raw Materials to cover their first 7 years, i.e. the period from 2015 to 2021, will be initiated in 2020 with a view to concluding it in 2022. According to the provisions laid down in the proposed future EIT Regulation, this review will result in a 'go' or a 'no-go' decision by the EIT Governing Board for the EIT financial support for the remaining additional 7 years up to a maximum of 15 years. If the decision is 'go', the second main period starts. A 'no-go' decision means that the EIT will terminate the FPA with the concerned KIC and as a result will not give any further financial support to that KIC.

The EIT Governing Board may decide to continue to financially support a KIC if the 7-year Review is globally positive and as long as the KIC implements, in a given timeframe, the recommendations contained in the 7-year Review Report. KICs will be required to develop a coherent plan for implementing the recommendations that should subsequently be approved by the EIT GB. The latter will finalise its decision on further support for the KIC only after the approval of this plan. The EIT will monitor on a regular basis implementation of the plan. The reviewed KICs are also required to describe in their Business Plans that will be submitted during the next 7-year period how they will address the recommendations, and the results of the implementation should be detailed in annual KIC Reports submitted to the EIT.

The EIT will develop, pilot and finalise an Impact Framework taking on board particularly the impact data collected and evaluation methodologies adopted by the EIT interim evaluation and the impact study. This work will be performed in close collaboration with the KICs and key EIT stakeholders (DG EAC, DG RTD, DG GROW, JRC, DG CLIMA, LERU and COST) in line with the Commission's objectives set in Horizon 2020 and the future Horizon Europe framework programme. It will complement effectively and feed into the preparation for the next SIA especially by indicating how the EIT can maximise impact and what further impact potential the EIT has if it maintains or expands its activities. The EIT will consider engaging external experts to assist in developing and deploying a coherent overall architecture on continuous monitoring, evaluation and impact assessment.

Action lines	Targets	Implementation year		
		2020	2021	2022

Results-oriented monitoring of KICs	✓ Thematic assessments on pillar agendas and concrete KIC operations complementing continuous monitoring	X	X	X
	✓ Implementation of the annual monitoring plans	X	X	X
	✓ Good Governnce Principles annual assessment	X	X	X
Evaluation and impact assessment	✓ Continuously improve strategic approach on monitoring and evaluation	X	X	X
				X
	✓ Roll out the EIT's Impact Framework		X	
	✓ Embed the Impact Framework in the EIT and KIC monitoring and evaluation system		X	

	✓ Implement the recommendations of the EIT evaluations and assessments:
	  - EIT Interim Evaluation
	  - H2020 Evaluation
	  - Assessment of EIT's socio-economic impact (impact study 2010-2016)
	  - Knowledge Triangle Integration Assessment
	  - Innovation and IPR assessment
	  - 7 year review of the first wave of KICs 2010-2016
		X	X	

				X
				X
	✓ 7-year Review of second wave KICs 2015-2021	X	X	X
	✓ Preparation of concept for relationship with KICs after year 15.	X	X	X
	✓ Adjust the EIT Monitoring Strategy following the adoption of the EIT Impact Framework	X		

Table 9

3. Human and financial resources outlook for the years 2020 – 2022[18]

3.1 Overview of the past and current situation

1. Staff population overview for 2019

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 is 66 as of 31 December 2019 (excluding trainees, interim staff and an external service provider).

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[18] The financial needs for year 2021-2022 depend on the mandate and tasks entrusted to the EIT in the EIT's Strategic Innovation Agenda 2021-2027 and the future Multi-Annual Financial Framework of the European Union.

Despite the positive trend, concerns still remain with the generally low grades at the EIT compared to other Agencies, the low correction coefficient (75.3% in 2019) 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 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 2020-2022 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 2019*

The evolution of expenditure for the action areas in 2019 is provided in Table 1 of Annex II.

3.2 Resource programming for the years 2020 - 2022

3.2.1 Financial resources 2020 - 2022

The required financial resources are detailed in the tables of Annex II. The launch of two new KICs in 2019, the growth of the existing six KICs and the new tasks described in section 3.2.2 below require a steady growth in both commitment and payment appropriations in the period 2020-2022 in line with the indicative budget figures set out in the Multiannual Financial Framework 2014-2020 and in the EIT Legislative Package for 2021-2027.

3.2.2 Human resources 2020 - 2022

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. Furthermore, the Commission proposal for Horizon Europe foresees an increased role for the EIT coupled with an increase in the multi-annual budget of the EIT to 3 billion euros for the 2021-2027 financial framework.

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 grant 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 on board 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 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.

In addition, the European Commission published the EIT's mid-term evaluation report[19] in October 2017. The report, while concluding positively on the EIT's work, results and achievements, contains a number of recommendations as follows.

1. The EIT should work with the European Commission to streamline the goals that the initiative is expected to achieve.

2. The EIT should revise its communication strategy with the objective of **increasing stakeholder awareness and knowledge** about the EIT and its results.

3. The EIT should work with the **KICs to improve the transparency** of the process through which innovation projects are selected, and ensure that grant funding outcomes and decision rationales are transparently communicated to applicants and KIC partners more widely.

4. The EIT and the KICs should focus on **using examples of good practice** and results (both in terms of model and impact) as the basis **for policy dialogue** and interaction.

5. The EIT should seek to further influence the development of wider practices by **strengthening links/synergies within the innovation systems at the European, national and sub-national level**. In particular, the EIT should advocate complementary actions that use ESIF (European Structural and Investment Funds) as a means to generate multiplier effects (**EIT RIS** could be a core mechanism for this).

Furthermore, the report of the High-Level Expert Group of Commissioner Navracsics[20] recommends widening the EIT's mandate and tasks, inter alia, in education, as follows: "*The EIT Label should be exported outside the immediate circle of the KICs and their partners and reach out to a wider innovation community both at institutional and individual levels. The EIT should also focus on innovative ways of teaching and learning, particularly with respect to the creation of innovations. This should include innovations in the delivery mechanisms, in particular through online learning. The EIT should showcase these approaches to the wider higher education communities worldwide, as well as within less innovative parts of Europe as part of Regional Innovation Scheme.*"

The EIT will not be able to take further these 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. Considering the EIT's potential to contribute to the priorities of the von der Leyen Commission and the relatively minor additional staff resources requested by the EIT, the EU institutions are requested to reconsider their staffing allocation for the EIT.

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[19] https://ec.europa.eu/education/sites/education/files/2017-eit-interim-evaluation_en.pdf
[20] The Future of the European Institute of Innovation and Technology (EIT), Strategic Issues and Perspectives; https://ec.europa.eu/education/sites/education/files/eit-hlg-final-report_en.pdf

Despite efficiency gains being made and simplification, the EIT will also not be able to manage its growing number of KICs and growing annual budget. One of the main driver of the workload increase has been the necessity but also opportunity in cross-KIC cooperation. On the one hand, with a growing number of KICs there is a need to **ensure coordination and avoid overlaps**, which is difficult to achieve in the current model, where KICs have large autonomy in defining their activities. On the other hand, the cooperation among KICs on different thematic areas can create new innovative activities. However, the decentralised nature of the EIT's KIC model did not foresee such cooperation mechanisms, which the EIT is now in the process of introducing. To unleash the impact potential which comes from cross-KIC cooperation, further resources will be required. Furthermore, the potential synergies the EIT could exploit by way of collaboration with the Joint Research Centre, the pilot of the European Innovation Council, the European Fund for Strategic Investments and regional Smart Specialisation Strategies could not all be foreseen in 2013 when the EIT's Strategic Innovation Agenda for 2014-2020 was adopted.

In addition to the above mentioned operational needs, the following structural problems have impeded the EIT from achieving its full potential since its inception.

1) **Structural under-staffing of the EIT**: As confirmed by the European Court of Auditors in Special Report 4/2016 on the EIT, published on 14 April 2016, the amount of grant managed per person at the EIT is significantly higher than for any other EU research grant programme. While the budget managed per staff member under FP7 is between 12.5 and 20.4 million euro, EIT project officers manage annual grants up to 90 million euros. This is without considering the monitoring of the complementary funding of the Knowledge and Innovation Communities, as the EIT finances a maximum of 25% of a KIC's budget.

2) **Structural "under-grading" of posts at the EIT**: As identified by the Internal Audit Capability of the EIT, the grades of staff at the EIT are systematically lower than the average grades in other EU agencies. For example, while the average grade of Heads of Administration is AD 12 in other EU agencies, the Head of Administration has an AD 9 grade at the EIT. The low grades at the EIT seriously hamper the recruitment and retention of talented staff and are a reputational risk for both the EIT and the EU as inadequate resource allocation hampers the achievement of operational results and assurance of sound financial management.

3) **No possibility to offer permanent contracts**: Pursuant to the provisions of the EIT Regulation, the EIT personnel shall be employed under fixed-term contracts. The lack of permanent contracts and resulting job insecurity add to the difficulties experienced in staff retention. A new risk emerged considering that the requested amendment of the EIT Regulation which would offer the EIT the possibility to conclude indefinite staff contracts has not been adopted as planned. Currently, the EIT cannot offer contract extensions to the staff that reach the current 10-year limit of fixed term contracts. This means that EIT risks to have ca. 10-20% less staff in 2019 than planned in its Draft Single Programming Document for 2019. This comes at a critical moment as the EIT will launch two new KICs, has a significantly increased budget and should prepare for an enhanced mandate and strengthened Institute role under Horizon Europe. The Commission's Proposal for the recast EIT Regulation will solve the issue of fixed-term contracts, provided that the Council and the European Parliament adopts the change proposed in this respect.

4) **Low correction co-efficient applied to salaries**: The correction co-efficient is still relatively low (75.3% in 2019), while the cost of living in Budapest, in particular as regards housing costs, has increased significantly over the last years. Staff departing have repeatedly quoted in exit interviews the unattractive salary package as one of the main reasons for leaving the EIT.

The European Court of Auditors pointed out in their annual audit report[21] 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**

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[21] https://www.eca.europa.eu/Lists/ECADocuments/EIT_2016/EIT_2016_EN.pdf

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):

EIT KEY FIGURES EVOLUTION 2011 - 2019

	2011	2012	2013	2014	2015	2016	2017	2018	2019
Budget (in million euro)	52	72	113	177	232	283	337	430	496
Staff (actual at the yearend)	40	47	41	48	50	59	60	64	
Staff (established posts)	52	52	58	60	62	63	65	68	70
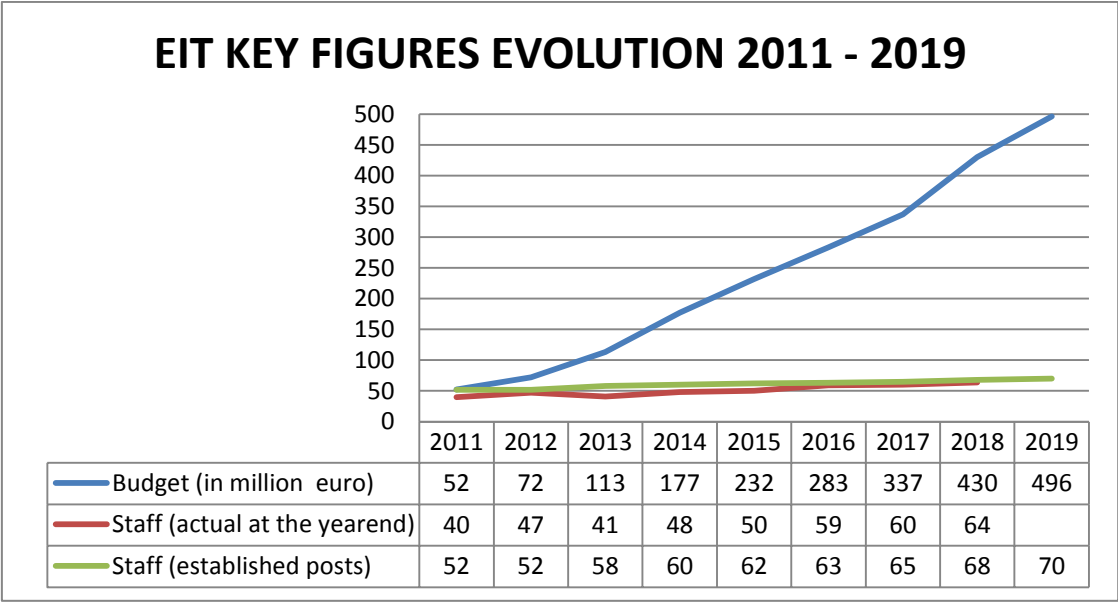
The following graph was published by the European Court of Auditors in its "*Summary of the results of the ECA's annual audits of the European Agencies and other bodies for the financial year 2016*" report on 6 December 2017, showing the clear imbalance between the budget of the EIT and the staffing capacity compared to other decentralised EU agencies and bodies.

Figure 3

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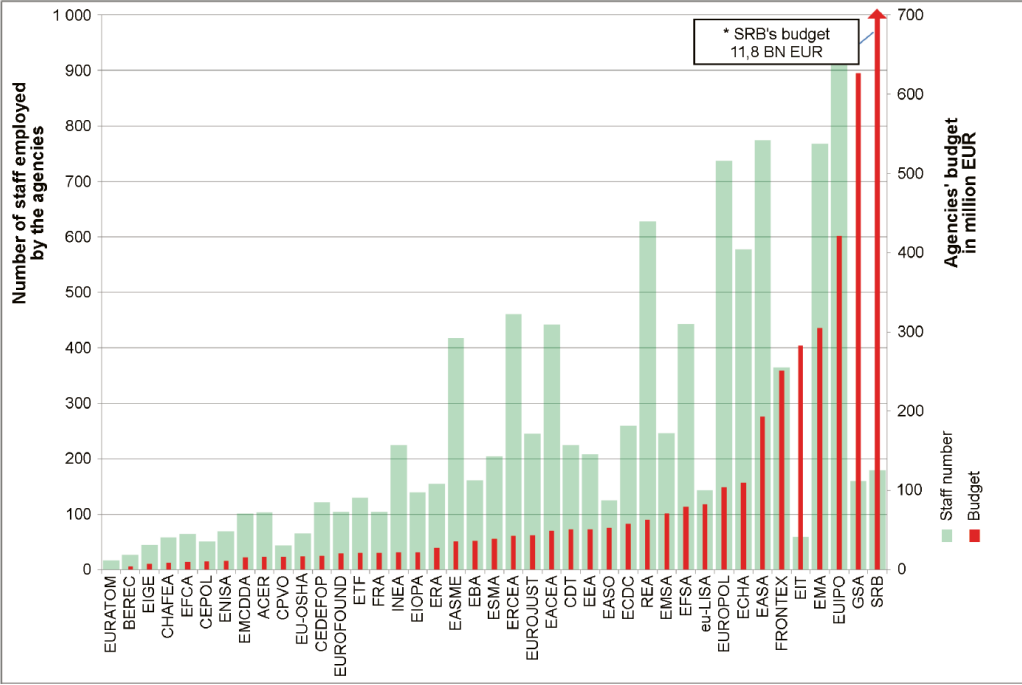
In order to address the structural problems identified above, and **to be able to effectively carry out the new tasks described above and to manage the growth of existing tasks, the EIT has requested the approval of seven additional posts** as from 2020. **However, this request has not been granted.**

<u>Replacement of three FGII posts by FGIII posts</u>

The European Parliament called on the EIT „to effectively address its staffing policies to avoid the high turnover of of staff" in its discharge decision for 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 agent posts by FGIII contract agent posts as from 2020**. The replacement of these three posts will not affect the total number of staff envisaged for 2020.

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 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 translated into immediate efficiency gains. However, the EIT has been facing with an 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 absolutely necessary in 2016 to be able to ensure an

appropriate assessment of KIC 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 a 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 a number of 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 trainings 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 a 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 trainings at the EIT premises and EIT House, in particular, regarding Ethics & Integrity and Anti-fraud training to the KICs. This action contributed to reduce 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 2020:

- Sharing services with other agencies (e.g. data protection, document management, 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.

D) Negative priorities/Decrease of existing tasks

The structural understaffing of the EIT has already been reflected, to the extent possible, in the cancellation and postponement of the implementation of its non-core tasks. The EIT has further focused on core business, for example via the closure of the EIT Foundation in 2015, which has led to some decrease of existing tasks. The EIT has abandoned the organisation of various roundtables and certain working groups have been wound up, as they have achieved their purpose. Furthermore, the EIT has reduced the number of appointed Governing Board members to 12, does not have representative Governing Board members since September 2016 and has not organised any extraordinary Executive Committee meetings as from 2015. 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 a 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 applying a modern staff management tool to increase efficiency and balance out temporary workload differences among different parts of the EIT.

F) Conclusion on evolution of resources compared to the Commission Communication 2014-2020

Year		2014		2015		2016		2017		2018		2019		2020	
EC initial proposal[22]/Granted to the EIT in the Adopted Budget [23]		EC	EIT	EC	EIT	EC	EIT	EC	EIT	EC	EIT	EC	EIT	EC	EIT
Establishment plan posts															
Temporary staff	AD	27	34	27	34	28	34	29	36	32	39	32	40	40	40
	AST	11	5	11	5	11	5	12	5	12	5	12	5	5	5
TOTAL establishment plan posts		**38**	**39**	**38**	**39**	**39**	**39**	**41**	**41**	**44**	**44**	**44**	**45**	**45**	**45**
Other staff (in FTE)															
Contract staff (CA)		20	20	20	20	20	22	20	22	20	22	20	23	23	23
Seconded National Experts (SNE)		5	1	5	1	6	2	6	2	6	2	6	2	2	2
Total other staff		**25**	**21**	**25**	**21**	**26**	**24**	**26**	**24**	**26**	**24**	**26**	**25**	**25**	**25**
TOTAL EIT STAFF		**63**	**60**	**63**	**60**	**65**	**63**	**67**	**65**	**70**	**68**	**70**	**70**	**70**	**70**

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[22] As per Legislative Financial Statement attached to COM(2011)817: Proposal for a regulation of the European Parliament and of the Council amending Regulation (EC) No 294/2008 establishing the European Institute of Innovation and Technology (i.e. 7-year plan).

[23] The figures for 2014-2018 are based on the Budget and Establishment Plan adopted.

Section III – Work programme 2020

1. Operational activities

1.1 Incentivising Growth, Impact and Sustainability through the EIT

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

1.1.1 Consolidating, Fostering Growth and Impact of the Existing KICs

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

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

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

Promoting Collaboration and Competition among KICs

Objective: The EIT aims to consolidate its investments into KICs through operating the grant management cycle and aligning procedures and methodologies for eight KICs in view of the increasing annual budget allocated to the KICs and in full alignment with H2020 and Horizon Europe provisions. In particular, the EIT will carry out the following main sets of actions:

1. Efficiently prepare and manage the programming and grant allocation for 2021 related to eight KICs through further streamlined processes. Further develop and streamline the funding allocation mechanisms for cross-KIC collaboration and EIT RIS implementation.
2. Timely contract and amend the annual Specific Grant Agreements (SGAs) and Framework Partnership Agreements (FPAs):
   a. Complete on time the signature of SGAs 2020 with eight KICs under the FPAs and subsequently make pre-financing payments.
   b. Complete on time the assessment and signature of the SGA 2020 amendments (of eight KICs).
3. Efficiently manage eight KIC partnerships by processing the changes requested by the KICs, i.e. entry and exit of entities listed in FPA including KIC Partners.

4. Manage grant assurance process through adequate support, guidance and control of KICs during the grant implementation, with special focus on KICs' internal control systems and their compliance with the H2020 legal framework.
5. Increase the efficiency of grant management with the support of appropriate grant management tools and regular lessons learnt exercises.
6. Efficient assessment of the KICs' annual reports from performance and financial (cost) perspective, and timely payment of the 2019 final grant balance, while reaching a high level of grant assurance demonstrated by decreasing financial error rates and improving absorption of EIT funds by the KICs. Contracting of service providers for issuing Certificates on Financial Statements (CFS) in relation to the 2020 grant.
7. Complete ex-post audits in order to recover any grant unduly paid and therefore close the 2018 grant cycle. Launch the ex-post audits in relation to the 2019 grants.
8. Preparation of the upcoming grant cycle (e.g. multi-annual) as of 2022

Actions	Indicator	Target	Main outputs
Grant allocation process / programming	Effectiveness and timeliness of funding allocation to eight KICs under grant allocation process 2021	Full allocation of available funds to eight KICs by Q4 2020 and implementation of the simplified rules to improve the Business Plans 2021	Invitation to submit Business Plans 2021 sent to KICs Business plans 2021 submitted by all eight KICs Business Plan 2021 evaluation reports completed by the EIT Cross-KIC and EIT RIS activities identified and included in the Business Plans EIT Governing Board briefing and decision on 2021 financial allocation to KICs Simplification of legal and operational framework for Business Plans 2021 in place based on lessons learnt
Contracting, pre-financing, and amending FPAs and SGAs	Timely signature of Specific Grant Agreement(s) and the amendment(s)	Signature of Specific Grant Agreements 2020 by end February 2020 Signature of amendments of the Specific Grant Agreements 2020 by end of 2020 (if applicable).	Eight signed Specific Grant Agreements 2020 Eight pre-financing payments made Minimum eight amendments 2020 signed
Partnership Management and continuous support	Timely processing of changes in the KICs	Confirmation communicated to	Signed amendments to FPAs

Actions	Indicator	Target	Main outputs
	partnership requested by the eight KICs.	the KICs within 60 days of the request	
Improving the grant assurance framework through support, guidance and control of KICs	Timely issuance of internal and KIC guidance documents and replies to KIC queries	Formal guidance documents issued to KICs and all KIC queries followed up	KIC BP2021 Guidelines

KIC Reporting Guidelines 2020 and 2021

Feasibility study of PIO outsourcing to the Commission completed.

Supplementary guidance documents for both EIT and KICs

Update of FAQs for KICs

Document sharing platform with KICs in operation and up to date.

Shared workspace for EIT KIC Working Groups in operation.

Simplification agenda implemented |
| | Smooth transition to Horizon Europe ensured | EIT processes updated based on collaboration with H2020 Common Implementation Centre focussed on transition to Horizon Europe and full integration into Commission services for IT, audit, legal and BI ongoing

Continuous guidance provided to KICs to prepare and facilitate their transition to Horizon Europe | Transition priorities implemented with H2020 DG RTD CIC based on a mutually agreed roadmap between EC and EIT, including business processes and templates

Horizon Europe compatible FPA and Model Grant Agreement in place

Action Plan to align with partnership criteria and strategic planning process in place

Roadmap for IT tool transition implemented, including mutual access with the Commission to project data, |

Actions	Indicator	Target	Main outputs
			reporting and monitoring system in line with the requirements of Horizon Europe
Grant Management Platform (IT)	Timely revision and comprehensiveness of the Reporting, Business Planning and Partnership Management modules of the EIT's grant management platform	Reporting 2019 (Q1) and Business Planning 2021 (Q3) and Partnership Management (Q2) IT tools are effective and fully in use, users at EIT and KICs adequately supported and trained	Improved integrated platform modules operational for reporting, BP planning and PIO Reports on consolidated data availability and functionality of the systems Helpdesk support for EIT staff and KICs continuously available.
	Improved Business Intelligence (BI) available	Improved BI fully in use	BI module in operation and maintained
KIC reporting, EIT ex-ante verification (including performance and costs assessments), final balance payments	Timely processing and finalisation of ex-ante verifications of 2019 KIC Reports for six KICs and the SUGA 2019 for EIT Manufacturing and EIT Urban Mobility	KIC Reports on implementation of 2019 Business Plans and SUGA Reports verified by end-July 2019 and final balance payments made by end-August 2019	KIC Reports submitted by all KICs and assessed Ex-ante verification completed for six SGA 2019 KIC Reports and two SUGA reports Letters to KICs concluding on ex-ante verification and final balance payments Final balance transferred to eight KICs Past Performance reports completed
	Timely contracting of the CFS audits for the 2020 KIC Report assessment	For the 2020 cost verification specific contract(s) with CFS auditors signed by Q4 2020	CFS auditors contracted CFS audits for 2019 completed
Ex-post audits	Timely processing and finalisation of ex-post audits	In relation to SGA 2018, audits completed by April 2020	Final ex-post audit reports on SGA 2018 Unduly paid grants recovered (if applicable)

Actions	Indicator	Target	Main outputs
		In relation to SGA 2019 and SUGA 2019, auditors selected by Q4 2020	Signed contract for ex-post audit on SGA 2019 and SUGA 2019

Knowledge Triangle Integration

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

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

- Implementation of the improved EIT Label Framework
- Further develop the Knowledge Triangle Integration agenda

Actions	Indicator	Target	Main outputs
Implementation of the EIT Label	Impactful and harmonised approach implemented to EIT Labelled masters, doctoral programmes and other education programmes ensuring learning outcomes are achieved, including revision of the Label provisions.	Standard round of assessment of a new programmes (and programmes applying for re-labelling) organized Framework for EIT Label 2.0 in place for 2021-2027 period.	Revised EIT Label framework and handbook adopted EIT approval decisions for EIT labelled courses Follow-up phase II review of EIT label and action plan implemented
Implementation of pilot Education initiatives to develop skills and competences for the future and Digital Education Action Plan (DEAP)	Contribute to the EU's Digital Education Action Plan by developing digital skills for girls in secondary education	Phase out trainings organized by EIT directly and monitor implementation by KICs Train up to 550 young women aged 12-18 years for entrepreneurial and digital skills in EIT RIS countries by Q2 by finalizing 2019 trainings: - Young women trained directly by the EIT - Young women trained through KICs or with cooperation agreements with national authorities, business and foundations.	Training reports/certificates of trained students

Implementation of the EIT Innovation Action Plan	Increase effectiveness and efficiency of the KICs innovation agenda	Implementation of the Innovation Action Plan by Q4, including the innovation project principles.	Report from implementation of the Innovation Action Plan
Conclusion and implementation of 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.	Conclude and implement at least 3 Memoranda of Understanding with EU Member States eligible for the EIT RIS and assess their effectiveness	Improved mutual information sharing and dissemination, as well as, implementation of synergies and complementarities Report on annual stock taking with each Member State

Fostering Growth and Creating Impact

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

The EIT will:

- Promote and facilitate synergies with EC Policy DGs and other EU programmes and bodies (notably but not exclusively Horizon 2020 thematic challenges, DGs RTD, EAC, GROW, EASME and the Enterprise Europe Network, the European Structural and Investment Funds, the Joint Research Centre and the Copernicus Programme) for the integration of Knowledge Triangle.

- In addition, the EIT will identify, codify and disseminate lessons learnt and good practices.

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	Put in place structured cooperation, in particular with the Commission – European Innovation Council, European innovation ecosystems, R&I missions, Structural and Cohesion Funds (including Smart Specialisation Platforms, thematic smart specialisation platforms and the interregional innovation investment pilot), EIB/EIF	Structured and practical cooperation with the listed key partners in place at EIT level and mutual exchange with Commission services.

Actions	Indicator	Target	Main outputs
		(including InvestEU) and Instrument for Pre-Accession (IPA). Ensure fulfilment of the Horizon 2020's cross-cutting mainstreaming target to invest at least 35% of the budget on climate related objectives.	
Implementation of the EIT-JRC MoU[24]	Joint activities carried out successfully	Selected joint activities with JRC within the identified priority areas linked to EIT core tasks	Actions implemented linked to EIT priorities
Identification, codification, dissemination of results, lessons learnt and good practices	EIT effectively disseminates results and best practices	EIT disseminates 3 sets of results and good practices and adopts dissemination plan. Monitoring report and action plan of KIC dissemination and exploitation activities in place. EIT activates two multiplier organisations to support dissemination of results.	Action plan on dissemination implemented Reports from actions

1.1.2   Creating new KICs

Objective: The EIT will ensure that framework conditions for selecting a new KIC in 2021 are in place and will set up processes that ensure competition and a fair and transparent selection process.

The EIT will complete the following actions to achieve this objective:

- Prepare the 2021 KIC call package
- Raise awareness and promote the EIT's 2021 Call for Proposals

Actions	Indicator	Target	Main outputs

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[24] In order to facilitate the cooperation between the EIT and the JRC, a staff member of the JRC has been seconded to the EIT since August 2018 for a duration of 2 years.

Preparation of the Call package for the 2021 call	The call package approved by the EIT Governing Board	Call package approved by Q4 2020	The Call package approved and ready for publication.
Communications activities linked to the EIT's 2021 Call for KIC proposals	Effective awareness, information and promotion campaign for the EIT's 2021 Call for Proposals for KICs, targeting relevant stakeholders and potential applicants to maximise participation	Awareness and information activities implemented by the end of 2020 Preparation of the Information Day to be held in in Q1 2021	Awareness and information campaign plan 2020 implemented Report from the information and promotion campaign 2020

1.2 Enhancing the EIT's Impact

In 2020, the EIT will, monitor and follow-up the negotiations on the SIA in the Council and European Parliament with a view to preparing for its implementation as of 2021.

The EIT will focus its communications activities on one overarching objective during 2020, namely to continuously increase the level of awareness and understanding of the EIT Community's activities and achievements among its external stakeholder community. The EIT will continue to implement its updated EIT Communications Strategy and launch a new website for enhanced knowledge sharing and networking around the EIT platform. The Institute will also continue to implement an annual integrated communications campaign, ensuring the application of consistent brand messaging across all of its communications channels.

2020 communications and dissemination activities will focus on producing and sharing all relevant information relating to activities, achievements and lessons learnt emerging from the wide range of EIT Community activities. The EIT will also continue to actively engage with the media, as media relations will enable the EIT to reach a wide range of stakeholders and citizens that may not be directly aware of the EIT's Community activities, thereby leveraging interest, existing talent and latent potential.

The EIT will continue to provide strategic guidance and support all KICs to further strengthen the EIT Regional Innovation Scheme, with a view to ensuring that the overall strategic objective of enhancing the innovation capacity in regions not participating in KICs can be achieved. To this end, the EIT will collaborate closely with KICs to ensure the successful implementation of the individual EIT RIS strategies for 2018-2020. The EIT will collect and share information relevant for RIS countries in a more structured manner, organise EIT RIS workshops and hold information sessions to raise awareness of the scheme among relevant stakeholders at national and regional level.

The EIT will structural develop the growing EIT Alumni Community, enhance the impact of their activities and ensure continuous alignment of EIT Alumni Community vision and activities with overall EIT strategic objectives. The EIT Alumni Board will continue to consolidate the EIT Alumni Community's implementation and sustainability strategy, on-board new Knowledge and Innovation Communities and support in the development of their Alumni Communities, offer added-value activities to its members and deliver specific outreach activities. The EIT will support the Board in organising the EIT Alumni Connect event, which will further enlarge and grow

the community by providing a platform for students and alumni from across KICs to meet, share knowledge, experiences and develop concrete ideas for joint implementation.

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

The EIT will organise the seventh edition of the EIT Stakeholder Forum – INNOVEIT to showcase and celebrate EIT Community achievements to external audience: start ups, students, innovators as well as representatives of national, regional and local authorities, umbrella organisations and representatives of higher education, research, business, civil society and cluster organisations. The EIT will also organise the EIT Awards by presenting the awards nominees and announcing the winners. Based on the successful editions of previous years, the 2020 EIT Awards will comprise five main categories: EIT Venture, EIT CHANGE, EIT Innovators, EIT Woman Leadership & Entrepreneurship, and EIT Public Award.

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

Objective: Preparation for the implementation of the EIT's next Strategic Innovation Agenda covering the period from 2021-2027, including for the implementation of the new action aimed at supporting the innovation and entrepreneurial capacity of Higher Education Instutions, which is under negotiation as of December 2020.

Actions	Indicator	Target	Main outputs
Follow-up and preparation for the implementation of the SIA as of 2021	EIT readiness to implement new SIA, in particular any new mandate entrusted to it	Monitoring of negotiations and adjust EIT strategic planning to new SIA. KICs aligned their strategies with Horizon Europe and the EIT Impact Framework	Operational and legal framework in place Monitoring of the negotiations KIC strategies 2021-2027 in place
Preparation for the implementation of the new EIT Action aimed at supporting the innovation and entrepreneurial capacity of HEIs	EIT implements the new action included in the Commission proposal for the EIT SIA 2021-2027	Readiness to implement new action as of 2021 (pilot), if adopted	Task Force for Education Action operational and produced final report

1.2.2 Fostering Knowledge Exchange through Communications, Dissemination and Outreach

Fostering Knowledge Exchange through Communications and Dissemination

Objective: Increase visibility, awareness and understanding of EIT Community activities and achievements through the active promotion of targeted information to external stakeholders. In doing so, the EIT will build on

existing communication and dissemination channels for disseminating information on calls, events, success stories, etc.

Actions	Indicator	Target	Main outputs
EIT Corporate Communications	Increase in EIT visibility and awareness	5% increase in unique visitors to the EIT website in 2020 compared to 2019 unique visitor statistics	Dissemination of information to external stakeholders through the EIT website and EIT newsletter: longer visits to EIT website and more informed stakeholders
		Launch of a new website in Q1 2021	Improved web based tool as platform for knowledge sharing and networking around the EIT
	Timely communication of EIT Community news to target group	Monthly newsletter issued EIT activity reports for key internal stakeholders prepared per quarter	12 monthly newsletters
			4 EIT activity reports
	Effective and coordinated communication in the EIT community	Enhanced communication efforts of the EIT community through regular meetings and coordinated actions to enhance EIT Community visibility, branding, communication of EIT activities and awareness	Minutes of EIT Community Communications network and presentation to the Forum.
			Improved presentation and branding of EIT KIC activities.
Implementation of the updated EIT communication strategy through the 2020 Integrated Communications Campaign and additional actions	Increased visibility and awareness of the EIT among EIT key stakeholders and the wider public.	Based on results and achievements from EIT Community, create engaging stories about innovators and entrepreneurs.	At least 5 inspiring success stories and 10 largest activities per KIC presented in attractive and innovative formats through EIT external communications channels.
	Quantitative and qualitative increase in EIT media coverage	5% increase in EIT press (print and online) coverage in 2020 compared to 2019 statistics	Increased engagement with the press: EIT mentions in media publications and articles increased compared to 2019
	Quantitative increase in visits to the EIT website and likes/followers on	10% increase in the number of users liking or following EIT social	Engaging EIT social media posts and content produced

Facebook, Twitter and LinkedIn accounts	media channels: Facebook, Instagram, LinkedIn, and Twitter in 2020 compared to 2019 statistics.	
	Effective EIT communication and media actions to reach a wider audience/ citizen engagement by focussing on EIT contribution to societal challenges and achievements.	2 innovative and creative EIT communication actions implemented targeting the wider public

Effective KIC communication about their activities ensured. |
| Implementation of additional measures based on updated Communications Strategy | Implementation of 2019 measures of the Communication Strategy | |
| Innovation examples showcased | Innovation Tour and showcasing at INNOVEIT, EIT, EIT House, EP and in Member States | All EIT award nominees participate in the innovation tour and innovations on display in EIT and EIT House

Effective showcasing to key stakeholders. |

1.2.3 EIT Regional Innovation Scheme (EIT RIS)

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 Scoreboard[25]). The EIT RIS opens up the activities of the EIT's Knowledge and Innovation Communities to innovators that are not partners in the Knowledge and Innovation Communities, by providing targeted support to individuals and organisations to take part in and benefit from its Knowledge and Innovation Communities' activities, services, programmes and know-how. Countries, regions, local organisations and individuals taking part in the EIT RIS benefit from the transfer of knowledge, know-how and cooperation that is achieved with the EIT's Knowledge and Innovation Communities. The EIT will closely monitor the implementation of the renewed Regional Innovation Scheme strategy by the KICs. Results, lessons learned and best 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, 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 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, in preparations for the post-2020 period, the EIT will commence a review on EIT RIS in Q4 2019 by contracting the experts and preparing the evaluation plan. The evaluation will be rolled out in full and completed

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[25] http://ec.europa.eu/growth/industry/innovation/facts-figures/scoreboards_en

in 2020. Based on the this review, the objectives and implementation modalities will be further developed for the EIT RIS in post-2020 aligned with the future SIA (2021-2027).

Actions	Indicator	Target	Main outputs
Ensure effective implementation of EIT RIS activities by KICs in line with the EIT RIS Guidance Note 2018-2020	Widening of participation by EIT RIS eligible countries in EIT activities and deepening collaboration with local networks	Publication of EIT RIS calls of KICs on EIT, and EU Framework Programme websites and dissemination of EIT RIS information and good practices via other relevant channels	Common EIT community coordination mechanisms operating in priority countries Website posts, publications
Coordinated dissemination of information and communication of EIT RIS activities together with the KICs	Timely communication of EIT RIS activities including calls and events and support of cross-KIC communication actions leading to raised awareness	Service contract providing bimonthly reports on EIT RIS activities in 5 priority countries from service providers (pilot)	Monthly reports/communications on EIT in targeted countries

1.2.4 Fostering and Attracting Talent

EIT Alumni Community 2020

Objective: To support the work of the EIT Alumni Board in refining their strategy and providing added-value activities to the EIT Alumni Community. The EIT Alumni Community will also contribute to the tracking of innovators and entrepreneurs that have benefited from EIT's support and educational programmes.

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 impact of EIT Approval of EIT Alumni Annual Work Programme	Approve EIT Alumni 2021 work programme by Q4 2020 Mobilise alumni to address specific EIT challenges Support contract in place. Assessment of alumni activities and strategy for 2020-2022 prepared.	EIT Alumni work programme 2021 in place 2020 EIT Alumni year book produced Support contract effectively implemented. Full implementation of Alumni work programme 2020 (incl. 3 EIT set alumni challenges). Assessment and future strategy completed

		53	
Support the EIT Alumni Board in implementing its and activities	Support Alumni work programme implementation and organisation of the 2020 EIT Alumni Connect Event	Guidance and support to EIT Alumni Connect event provided by Q4 2020 and active participation of 120 students and alumni from EIT labelled educational programmes (>75% positive feedback in review.	EIT Alumni Connect event organised

1.2.5 Enhancing Stakeholder Engagement

Stakeholder engagement

Objective: Continuous EIT stakeholder engagement with institutional and other stakeholders across the knowledge triangle in a structured, targeted and tailored manner. The EIT will develop the EIT stakeholder engagement plan, identifying the priority groups of stakeholders for 2020 and different formats to engage with. Among the different tools and formats to be used to raise awareness and engage the EIT will organise the EIT Stakeholder Forum, the annual meeting of the EIT Member State Configuration and the meeting between the EIT Community and the European Commission Services, as well EIT Awareness Days in EU Member States and/ or Horizon Associated countries. In addition, in 2020 the EIT will organise and participate in meetings with targeted groups of EU Member States representatives (e.g. Scientific Attachés) as well other groups of EIT stakeholders (e.g. Horizon2020 National Contact Points, EU multipliers etc.), aiming to ensure that information on EIT Community activities are provided in a timely and targeted manner. The EIT Liaison Office in Brussels will continue having an important role in this context, contributing significantly to achieving this objective. The EIT will focus its activities on raising awareness and better understanding of EIT Community activities and achievements in close coordination with the Commission.

In addition, the EIT will continue to seek reciprocal exchanges with EU Policy DGs and other EU initiatives in order to foster synergies and complementarities within Horizon 2020 and Innovation Union initiatives (e.g. DG RTD, EASME, DG GROW, DG REGIO), both for the current programming period as well for the period beyond 2020. Well established channels, such as annual meetings with European Commission services as well as the wider EIT Stakeholder Forum, will be instrumental to continue exploring potential synergies and to facilitating their implementation.

Actions	Indicator	Target	Main outputs
Engagement with institutional and knowledge triangle stakeholders	Structured dialogue with institutional and knowledge triangle stakeholders	Stakeholder engagement plan 2020 approved and implemented accordingly	Stakeholder engagement and priority event plan approved and implemented
	Maximise EIT visibility through participation in events and awareness	Participation of EIT representatives (including EIT Governing	Assessment of events, prepared speeches, briefings, presentations,

	raising	Board members) in at least 20 European/ International events of key stakeholders	mission reports and media articles on events
Organisation of EIT Stakeholder Forum 2020 (INNOVEIT)	Targeted information provided and dialogue with key stakeholders	Participation by at least fifty knowledge triangle representatives of all three sides and 75% of EU Member States	EIT Stakeholder Forum 2020
	Positive, above-average feedback received from participants (as measured by a dedicated survey)	> 75 % of feedback received above average Lessons learnt completed and concept note for 2021 proposed	EIT awards Concept note for 2021 Stakeholder Forum finalised
	Dedicated stakeholder events on EIT related topics organised under the EU Presidencies and in the EP	3 targeted stakeholder events organised, preferably with EU Presidencies and EP	Stakeholder events/ awareness days organised
EIT Liaison Office in Brussels	EIT visibility and stakeholder engagement in Brussels increased	Participation of EIT Liaison Officer in Brussels in at least 20 events/meetings of/with key stakeholders and support to priority synergies	Weekly reports of the EIT House Liaison Office
		Effective coordination mechanism between EIT and KICs on stakeholder engagement	Bi-monthly reports from EIT House group
Meetings with targeted groups of EU Member State and other key stakeholders.	Targeted information provided and structured dialogue established with key stakeholders from EU MS, European Commission and other key EIT stakeholders	EIT Member State configuration meeting organised by Q4 2020 EIT EC service meeting organised by Q4 2020 Host country agreement/ Memorandum of Understanding implemented and	Reports from meetings Specific fact sheets for all MS updated for 2020 Reports on MoU implementation

		dedicated activities to synergise and raise awareness in Hungary are implemented involving KT stakeholders	

Relations with Third Countries and International Organisations

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

In 2020 the EIT will focus its efforts in working closely with its Knowledge and Innovation Communities to ensure that the EIT Community activities in US, Israel and China, are properly established and deploy their activities according to their mandate. 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, through participation in targeted events. 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	Establish structured dialogue in targeted Third Countries (China, US, Israel and Western Balkans) on knowledge triangle integration issues	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 EIT hubs supervised (cross-KIC project) IPA project with Western Balkans programmed.	Regular reports from EIT hubs and activities outside of Europe shared with the EIT Governing Board and Commission. Finalise project for enhanced participation of Western Balkans in the EIT.

EIT Awards

Objective: To implement 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 2020 EIT Awards will be organised as part of INNOVEIT with the EIT Innovation Tour in the second half of the year (2020) 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 2020 EIT Awards will comprise five main categories: EIT Venture, EIT CHANGE, EIT Innovators, EIT Woman Leadership & Entrepreneurship, 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 Woman Leadership & Entrepreneurship Award recognize the outstanding work and achievements by 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 2020 EIT Awards will comprise a promotional campaign, the preparation of nominees for the pitching sessions, the set-up of a high-level jury for each Award category, the organisation of the Award Ceremony and the implementation of a monetary prize for one winner per category. The prizes for the EIT Award winners will be as follows:

PRIZES				
EIT Venture Award	EIT CHANGE Award	EIT Innovators Award	EIT Woman Leadership & Entrepreneurship	EIT Public (Citizen) Award
An European-wide promotion of their businesses and the prerogative to use the label "EIT Venture/ CHANGE/ Innovators/Woman Leadership & Entrepreneurship/Public Award Winner 20xx" in their profiling and marketing activities				
EIT Financial contribution of EUR 80,000 (50k for the winner, and then 20k and 10k respectively	EIT Financial contribution of EUR 80,000 (50k for the winner, and then 20k and 10k respectively	EIT Financial contribution of EUR 80,000 (50k for the winner, and then 20k and 10k respectively for the	EIT Financial contribution of EUR 80,000 (50k for the winner, and then 20k and 10k respectively for the	No EIT Financial contribution

for the second and third place)	for the second and third place)	second and third place)	second and third place)	

Also during 2020, the preparations for the 2021 EIT Awards will start, including the launch of the competition in the three aforementioned categories.

Actions	Indicator	Target	Main outputs
Organisation of the 2020 EIT Awards	Timely implementation of the 2020 EIT Awards	2020 winners of all five categories awarded in 2020	Five 2020 EIT Awards winners
Preparation of the 2021 EIT Awards	Timely launch of the preparation for the 2021 EIT Awards competition	Preparations for 2021 EIT Awards competition started by Q4 2020	Preparations for 2021 EIT Awards competition started

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, in particular the European Structural and Investment Funds. 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 New Delivery Mechanisms and Results-oriented Monitoring

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

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

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

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

In line with the relevant provisions with Framework Partnership Agreements, the EIT will develop its approach 'Setting EIT Standards for KIC Management and Control Systems' whereby the EIT intends to optimise its management system in view of an increasing number of KICs coupled with increasing empowerment. Emphasis will be placed on the transparency of the KICs' internal procedures for the selection of new Partners and innovation projects. Furthermore, the use of simplified costs shall be further explored to facilitate financial management and focus more resources on result oriented monitoring. The use will be extended in 2020 and should be gradually widened in subsequent years. The EIT will also further explore the potential benefits and practical implications of applying financial instruments either alone or in combination with grants.

In 2020 the EIT Monitoring Strategy will be further adjust to reflect the newly adopted EIT Impact Framework approach. In addition, a methodology for rolling out and implementation of the Impact Framework will be designed with the support of external expertise.

In order to simplify operations to maximise impact of innovative activities of the EIT, and in order to reduce unnecessary administrative burden and to optimise the operational processes under the next Horizon Europe Programme as of 2021, a dedicated Working Group on Future Operational Framework was formed as part of the Simplification Task Force, and began its operations in 2019. This Working Group will work to ensure efficient and effective operations to support the EIT and its KICs' mission under the new Horizon Europe framework programme.

1.3.1 EIT-KIC Relations

The Role of the EIT as an Investor: KICs' Financial Sustainability Strategies (FS)

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

Actions:

- Monitor implementation of the Principles on KICs' Financial Sustainability adopted by the EIT and strategies of KICs and issue guidance to KICs as appropriate.

- Monitor implementation of the EIT High-level Principles on KICs' fund initiatives and issue guidance to KICs as appropriate.

Actions	Indicator	Target	Main outputs
Monitor and develop implementation of the Principles on KICs' Financial Sustainability	Incentivise KICs to reach Financial Sustainability and ensure EIT model is further developed	Assessment reports of KICs' financial sustainability strategies and clarification of open issues on the model by Q4 2020	Assessment reports of KICs' financial sustainability strategies; specific guidance issued on 7-year reports and post year 15 cooperation
Monitor and develop implementation of the High-level Principles on KICs' fund initiatives	Encourage KICs to launch and develop their own funds	Assessment reports of KICs' own funds by Q4 2020	Assessment reports of KIC's own funds monitored according to high level principles, specific guidance issued where appropriate
Cross-KIC cooperation	Effective cross-KIC cooperation on priority topics agreed by the EIT community to create value	At least 20 MEUR allocated of grants for cross-KIC cooperation/ missions in BPs 2021	Cross-KIC cooperation activities included in KIC BPs 2021

Reports received from existing cross-KIC cooperation programmes under BP 2020 |

1.3.2 Simplification

Simplification roadmap

Objective: The objective of simplification for the EIT is to increase its internal efficiency and to achieve results effectively while maintaining a high level of assurance to address the challenges of a relatively young EU body with limited resources entrusted to manage EUR 2.4 billion of EU funds in the 2014-2020 period.

In addition to the continuous improvement of the grant cycle processes, the work of the Task Force Simplification will focus on the following future priorities:

- Complexity analysis and laying down the foundations of a redesigned operational framework for the post-2020 grant cycles, covering among other the following aspects: redesign of business processes, guidelines and templates; possible transition to Commission IT tools; feasibility of multi-annual grant cycle, developing tailor-made simplified cost options in collaboration with the relevant Commission services.
- Shared services and facilities, with the objective to map and identify potential of sharing services and facilities across KICs and the EIT.

Actions	Indicator	Target	Main outputs
Improvement measures implemented within current framework	High impact measures for simplification identified and implemented to reduce complexity and increase efficiency	Simplification measures selected by the EIT-KIC Forum and implemented by the Task Force for Simplification by Q4 2020	Simplified grant cycle processes (business planning, amendments, reporting, audits and monitoring) Minutes of the Task Force Simplification and EIT-KIC Forum Report on 3 KIC-led shared service measures. Proposal for EIT shared service concept post 2021.
Simplification roadmap implemented	EIT staff operates in an efficient and effective manner.	8 priority simplification actions implemented by Q4 Unit specific simplifications implemented by Q4	Full implementation of priority actions

1.3.3 Monitoring, Impact Analysis and Evaluation

Implementation of the EIT monitoring strategy

Objective: Preparation and implementation of the EIT's monitoring strategy and monitoring plan for 2020.

This will entail the following actions:

- Continuous and systematic monitoring of KIC activities to produce recommendations and lessons learnt.
- Continuous and systematic monitoring of KICs' adherence to the Good Governance Principles

Actions	Indicator	Target	Main outputs
Implementation of the 2020 monitoring plan in line with the approved EIT monitoring strategy, including the EIT RIS review	Contribution of monitoring activities to improving KIC the grant management	Monitoring plan implemented by Q4 2020 (target: 8 EIT GB rapporteur reports, 8 visits to EIT KIC Supervisory Boards, 16 monitoring visits to KICs by EIT staff, alternative monitoring activities) Review of the Monitoring Strategy in line with Horizon Europe and the Impact Framework	Reports and recommendations from monitoring activities Revised EIT Monitoring Strategy
Preparation of the Monitoring Plans 2021	Improved planning and selection of monitoring activities 2021	Monitoring plan prepared (Q4 2020)	Final Monitoring plan 2021
KICs' adherence to Good Governance Principles ensured	Improvement of KICs operation in terms of transparency, effectiveness and efficiency	Assessment concluded as part of the performance reporting by Q3 2020 Four additional governance priority areas followed up Transparency action plan implemented	Assessment report as part of annual performance assessment, including good governance principles, review on four additional priorities and transparency action plan

Evaluation and impact assessment

Objective: Implementation of the EIT's evaluation strategy for

This will entail the following actions:

-
- To initiate in 2020 the 7-year Review 2015-2021 of the second wave KICs.Roll out and mainstream the EIT Impact Framework in the EIT evaluation and monitoring system, and respectively Knowledge and Innovation Communities business planning and reporting.

Actions	Indicator	Target	Main outputs

7 and 15 year reviews, preparation of Memorandum of Cooperation.	7 year review of second wave KICs 2015-2021 fully prepared and 15 year review concept finalised.	Draft Memorandum of Cooperation in place Year 7 review Terms of Reference finalised (2nd wave KICs) and procurement of consultancy/external experts launched Year 14 review concept note finalised (1st wave KICs)	Memorandum of Cooperation 7-year review Terms of Reference 15 year review concept
Development of a Methodology for implementation and mainstreaming of the EIT Impact Framework	Impact framework mainstreamed across the evaluation and monitoring system of EIT	Robust system in place for impact-led planning,data collection, reporting and assessment	Improved system for impact-led planning, monitoring , incl. impact KPIs , reporting and assessment. 2021 Business Plans reflect the new Impact Framework
EIT RIS evaluation	EIT RIS reviewed to improve effectiveness	EIT RIS review report ready by Q2 Action Plan based on recommendations in place by Q4.	EIT RIS review and action plan implemented

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 with a view 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
EIT internal strategic co-ordination and implementation	Quality of collaboration between the members of senior and middle management measured by the number of meetings in 2020 Preparation of Strategy Notes on key elements of the EIT/KIC model	Ongoing feedback collection among senior and middle management to assess quality of collaboration and to identify 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 workshops
Strategic co-ordination and implementation between the EIT HQ and the EIT GB and support services to the latter	Effective preparation and implementation of Governing Board (GB) and Executive Committee meetings, GB Working Groups meetings, Panel, 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

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 in order the EIT delivers 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.

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 2021, Draft budget 2022, AAR 2019, Budget implementation report 2019, Report on budgetary and financial management 2019 produced and transmitted on time\n\nEIT Governing Board adopts the Single Programming Document 2021-2023, Budget 2021 and Draft Budget 2022 by end-Dec 2020	AAR 2019, SPD 2021-2023, Budget 2021, Draft 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	Monthly budget execution reports mentioning the deviation to the forecast\n\nBi-monthly summary reports for Commission and GB
Implementation of the Annual Work Programme	Timely implementation of the Annual Work Programme part of the SPD 2020	95% of activities implemented by Q4 2020	Consolidated Annual Activity Report 2020 (in 2021)
Preparation to and follow-up of audits	Timely replies to audit requests, draft audit reports and preparation of action plans	100% of audit requests and draft audit reports responded to within the given deadlines\n\nAction plans prepared and followed up respecting the deadlines	Audit reports, action plans, implemented actions

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 implements the internal control standards. These processes are applicable to all levels of management and designed to provide reasonable assurance in order to maintain effectiveness, efficiency and economy of operations, achieve reliability of reporting, safeguard assets and information and prevent, detect, correct and follow up fraud and irregularities.

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

Actions	Indicator	Target	Main outputs
Internal Control Framework	EIT achieves a high level of implementation of Internal Control Framework	Internal control framework is implemented and MoU with the Commission adhered to	Annual review of implementation of IC Framework ICC coordination mechanism in place Register of exceptions and non-compliance maintained/ updated Implementation of MoU with the Commission
Risk Assessment/Risk Management	Critical risks are identified and addressed	Critical risks are identified in the Annual Work Programme and action plans to address them are in place, review as part of the Annual Activity Report 80% of recommendations from the audit follow up register are closed	Report on critical risks in the Annual Work Programme and Annual Activity Report Updated risk register Updated audit follow up register
Implementation of the EIT Anti-Fraud Strategy	Efficient and effective EIT Anti-Fraud measures	100% actions of the Anti-Fraud Strategy and Action Plan for 2020 implemented, strategy reviewed and action plan updated	Report on the implementation of the action plan Update of the Anti-Fraud Strategy and Action Plan

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

Actions	Indicator	Target	Main outputs
Internal Communication	Efficient internal communication structures are in place.	> 95% of staff is fully aware of the EIT and their own objectives and priorities (survey) All EIT Director's decisions are communicated to staff in a timely manner Regular management and unit meetings take place Regular general staff meetings are organised following Governing Board meetings Implementation of the internal communication and work environment action plan, updated following the staff survey	Agenda and minutes of weekly management, unit and heads of section meetings, priorities shared. EIT decisions communicated to staff Complete and updated job descriptions and objectives of staff Report on internal communication and work environment action plan. One lunchtime presentation per section Regular all staff meetings 4 strategic quarterly review meetings 5 HR information sessions for staff organised Social committee in operations

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 Management – Recruitment	Timely and compliant completion of selection procedures	Publication of the vacancy notice within 6 weeks of a vacant post and completion of reserve lists within 4 months from the deadline for applications	Posts filled according to the adopted recruitment plan
HR Management – Training	Identification of in-house training courses in the learning and development plan	100% of training sessions provided according to plan	In-house training sessions completed
Implementation of the EIT Traineeships programme	Trainees support EIT activities and increase knowledge of EIT	At least 10 traineeships successfully completed in 2020	Traineeship reports
Ensure full use of available human resources	Reduction of the vacancy rate	Not more than 3 vacant posts on average	Posts filled according to the adopted establishment plan
	Use of interim staff for long-term (e.g. maternity) leaves	Interim staff in place for all long-term leaves without delay	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	Overview table on implementing rules

		Timely completion of appraisal (by Q2) and reclassification (by Q3)	Finalised appraisal reports and reclassification exercise
Staff committee	Number of meetings between EIT management and staff committee	At least two meetings between EIT management and staff committee	Minutes of meetings, improvement measures/actions agreed
Gender Action Plan	EIT effectively promotes gender equality and women entrepreneurship	Gender Action Plan 2020 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
Staff support services	Effective staff support services provided	At least 3 new or improved support services launched (e.g. medical, host country support, reception service, social policy) SYSPER2 is operational and in use by end Q1	Additional staff support services in use SYSPER2 is fully operational

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 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	Monthly budget implementation reports per budget line to management. Quarterly budget review Budget amendments, transfers
Implementation of financial transactions	Legality and regularity of commitments and payments Payments transferred in line with the legal due dates	For <2 % of commitments and payments errors are detected Min 95% of payments are authorized in less than 27 days from registration (considering suspensions)	Commitment and payment transactions are processed in line with the applicable provisions Total number of late payments below 5% in 2020
Procurement	Efficient and effective procurement procedures completed Managed EIT contract portfolio Procedures implemented are compliant with the applicable rules	Min 85% procurement procedures completed in line with the 2020 procurement plan by Q4 (subject to the initiation of the operational units) including 100% of the prioritised procurement procedures Structured contract portfolio information is available. Less than 3% of procurement procedures trigger complaints / court cases	Concluded contracts Regularly updated procurement plan (monthly reports to management) Contracts concluded are published in line with requirements Regularly updated contract portfolio Internal report on number of complaints / court cases and their outcome.
Accounting	Effective implementation of SLA with the Commission	Effective liaison with DG BUDG	EIT accounts prepared Quarterly accounting controls

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
IT Strategy	IT Strategy adopted and implemented	Adoption and implementation of IT strategy and related master plan Effective EIT IT governance	Strategy and projects implemented, new governance, infrastructure and software in place IT SC meeting minutes
IT Security Strategy	Effective IT security strategy	Development of IT security strategy LISO reporting Mitigation measures implemented	IT strategy LISO reports to EIT management IT security threats eliminated or mitigated
Awareness and trainings in the field of ICT	Number of trainings and awareness events	2	ICT facilities and services used in an appropriate and responsible manner
Servers' availability ensured	1. Servers' availability (average over one year) 2. Planned maintenance	1. > 96% 2. 4 days	1. Business continuity 2. Report on planned maintenance
Provide adequate ICT systems and infrastructure	Adequate IT and infrastructure tools available to staff made available and backup solutions in place Hours of continuous downtime of systems minimised and timely response to user requests provided	Make general and individualised IT systems permanently available to all staff as required Maximum three hour downtime of system per incident <10% of normal user requests require more than two working days to resolve <10% of critical tickets are solved within 4h	Available IT systems to all staff and external users ICT systems operational and business continuity ensured. Reports on incidents and user requests

Provide high availability for the DUNA Core Business web site	Minimum downtime of the EIT core business web site for Grant Management	Duna site availability > 98%	Improved Duna user satisfaction for the provided services
IT Inventory management	Up to date register/ inventory and effective tracking	IT asset inventory completed with >98% accuracy	All assets are labelled and registered in ABAC Assets Report on IT inventory check

Document Management

Objective: The EIT will implement the 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	Comprehensive DMS (HAN) fully operational	Filing plan and Retention list in place; ARES maintained Archiving and storage policy implemented Information security measures in place
Organisation of archiving and storage	Adequate guidance and procedures in place	Full implementation	Archiving policy and guidelines
Data Protection	Implementation of new Data Protection rules	DPO action plan implemented	DPO progress reports

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 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 maintained	EIT premises in Budapest and EIT House in Brussels run effectively	Effective overall maintenance of office space at EIT HQ and provision of supplies	Office maintenance and upgrades completed.
			Incidence register
		Planned actions submitted to management for approval by Q1 and completed by Q4	
Sustainability Agenda	EIT improves its sustainability performance	EIT designates a sustainability officer by end Q1	Sustainability officer active
		Action Plan adopted by management by end Q1	Action Plan implemented
Furniture inventory management	Up to date register/ inventory and effective tracking of EIT assets	Furniture inventory check completed with >98% accuracy	All assets are labelled and registered in ABAC Assets
		Complete retirement of a tangible long-lived asset end, incl. virtual write off	Tracking and write off reports

2.2.4 Internal Audit

Internal Audit Capability

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

Internal Auditing is an independent, objective assurance and consulting activity designed to add value and improve the EIT's operations. The internal audit capability will draw up a work plan for 2019 agreed with management and to result in a number of audit and consultancy assignments.

Activity	Indicator	Target	Main outputs
Provision of Internal Audit services	Timely preparation of the IAC audit plan	Audit plan adopted by the EIT GB by March 2020	Audit plan for 2020
Provision of Internal Audit services	Timely production and transmission of IAC audit reports	Submission of the reports to the Director and to the Governing Board by end 2020	Reports on audit findings and recommendations in line with the audit plan.
			Audit register maintained up to date, and follow up

			reports

Annexes

Annex I: Resource allocation per activity 2020 – 2022[26]

Activity	Operational HR 2020	Operational HR 2021	Operational HR 2022	Total cost – Draft Budget (operational and administrative expenditure), EUR 2020	Total estimated cost (operational and administrative expenditure), EUR 2021	Total estimated cost (operational and administrative expenditure), EUR 2022
Consolidating, fostering growth and impact of the KICs	30	30	30	566 128 151	385 633 571	394 762 714
Creating new KICs	2	2	2	388 543	375 571	317 514
Fostering knowledge exchange trough dissemination and outreach	3	3	3	582 815	563 357	476 271
Fostering and attracting talent	4	4	4	777 087	751 143	635 029
Enhancing stakeholder engagement	6	6	6	1 165 630	1 126 714	952 543
Simplification	2	2	2	388 543	375 571	317 514
Monitoring, impact analysis and evaluation	4	4	4	777 087	751 143	635 029
Strategy: Coordination and implementation	5	5	5	971 359	938 929	793 786

[26] All figures for 2021 and 2022 are indicative and subject to the future Multi-Annual Financial Framework and the EIT Strategic Innovation Agenda for post-2020.

Administrative support and coordination	14	14	14	2 719 804	2 629 000	2 222 600
TOTAL	70	70	70	573 899 019	393 145 000	401 113 000

Annex II: Financial resources 2020 – 2022[27]

Table 1 - Expenditure

Expenditure	2020		2021[28]	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	6,361,115	6,361,115	5,413,000	5,413,000
Title 2 - Infrastructure and operating expenditure	1,004,822	1,004,822	1,309,000	1,309,000
Title 3 - Operational expenditure	566,533,082	515,275,381	386,423,000	270,496,000
Title 4 - Cancelled appropriations	33,682,291	0		
TOTAL EXPENDITURE	607,581,310	522,641,318	393,145,000	277,218,000

[27] All figures for 2021-2022 are indicative and subject to the future Multi-Annual Financial Framework and the EIT Strategic Innovation Agenda for post-2020.

[28] 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 only without EFTA and third countries contribution.

EXPENDITURE	Commitment appropriations					
	Executed budget 2018	Budget 2019	Budget 2020	VAR 2020/2019	Envisaged in 2021[29]	Envisaged in 2022[30]
Title 1	5,722,138	5,966,729	6,361,115	6.61%	5,413,000	5,588,000
Staff Expenditure						
11 Staff in active employment	4,514,106	4,897,997	5,106,315	4.25%	5,100,000	5,150,000
12 Recruitment expenses	35,471	23,000	24,000	4.35%	10,000	10,000
13 Mission	295,000	270,422	220,000	-18.65%	190,000	190,000
14 Socio-medical infrastructure	77,967	131,150	136,800	4.31%	61,000	70,000
15 Training	84,399	57,000	60,000	5.26%	50,000	60,000
16 External staff and linguistic support	712,995	585,660	812,000	38.65%	p.m.	106,000
17 Representation	2,200	1,500	2,000	33.33%	2,000	2,000
Title 2	1,155,732	1,116,472	1,004,822	-10.00%	1,309,000	1,335,000
Infrastructure and operating expenditure						
20 Buildings and associated costs	208,138	137,702	183,102	32.97%	260,000	280,000
21 Information and communication technology	415,371	385,500	354,920	-7.93%	400,000	400,000

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[29] 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 only without EFTA and third countries contribution.

[30] 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 only without EFTA and third countries contribution.

22 Movable property and associated costs	19,994	30,600	78,800	157.52%	69,000	35,000
23 Current administrative expenditure	394,111	380,000	211,000	-44.47%	350,000	370,000
24 Publications, Information, studies and surveys	1,131	20,500	2,000	-90.24%	30,000	30,000
25 Meeting expenses	116,988	162,170	175,000	7.91%	200,000	220,000
Title 3 Operational expenditure	387,940,476	489,617,005	566,533,082	15.71%	386,423,000	394,190,000
30 Grants	384,074,278	484,895,805	560,305,582	15.55%	380,223,000	387,990,000
31 Knowledge and Innovation Communities	2,633,569	2,702,200	3,061,000	13.28%	3,000,000	3,000,000
32 EIT's Impact	1,175,202	1,940,000	2,825,000	45.62%	2,900,000	2,900,000
33 Simplification, Monitoring and Evaluation	57,428	79,000	341,500	332.28%	300,000	300,000
Title 4 Cancelled appropriations	28,973,320	61,196,776	33,682,291	-44.96%	p.m.	p.m.
40 Cancelled appropriations not used in year N	28,973,320	61,196,776.12	33,682,291	-44.96%	p.m.	p.m.
TOTAL EXPENDITURE	423,791,666	557,896,983	607,581,310	8.91%	393,145,000	401,113,000

EXPENDITURE	Payment appropriations

	Executed budget 2018	Budget 2019	Budget 2020	VAR 2020/2019	Envisaged in 2021[31]	Envisaged in 2022[32]
Title 1	5,283,630	5,966,729	6,361,115	6.61%	5,413,000	5,588,000
Staff Expenditure						
11 Staff in active employment	4,501,421	4,897,997	5,106,315	4.25%	5,100,000	5,150,000
12 Recruitment expenses	29,893	23,000	24,000	4.35%	10,000	10,000
13 Mission	275,464	270,422	220,000	-18.65%	190,000	190,000
14 Socio-medical infrastructure	69,164	131,150	136,800	4.31%	61,000	70,000
15 Training	50,892	57,000	60,000	5.26%	50,000	60,000
16 External staff and linguistic support	354,595	585,660	812,000	38.65%	p.m.	106,000
17 Representation	2,200	1,500	2,000	33.33%	2,000	2,000
Title 2	860,552	1,116,472	1,004,822	-10.00%	1,309,000	1,335,000
Infrastructure and operating expenditure						
20 Buildings and associated costs	65,364	137,702	183,102	32.97%	260,000	280,000
21 Information and communication technology	317,140	385,500	354,920	-7.93%	400,000	400,000
22 Movable property and associated costs	18,216	30,600	78,800	157.52%	69,000	35,000

[31] 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 only without EFTA and third countries contribution.

[32] 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 only without EFTA and third countries contribution.

23 Current administrative expenditure	353,954	380,000	211,000	-44.47%	350,000	370,000
24 Publications, Information, studies and surveys	0	20,500	2,000	-90.24%	30,000	30,000
25 Meeting expenses	105,879	162,170	175,000	7.91%	200,000	220,000
Title 3 Operational expenditure	334,036,796	417,510,751	515,275,381	23.42%	270,496,000	391,860,000
30 Grants	331,242,410	412,406,521	508,248,881	23.24%	265,296,000	386,560,000
31 Knowledge and Innovation Communities	1,760,627	2,940,000	3,144,000	6.94%	3,000,000	3,000,000
32 EIT's Impact	935,566	2,036,730	3,490,000	71.35%	2,000,000	2,000,000
33 Simplification, Monitoring and Evaluation	98,193	127,500	392,500	207.84%	200,000	300,000
Title 4 Cancelled appropriations	1,617,794	11,818	p.m.		p.m.	p.m.
40 Cancelled appropriations not used in year N	1,617,794	11,818	p.m.		p.m.	p.m.
TOTAL EXPENDITURE	341,798,773	424,605,771	522,641,318	23.09%	277,218,000	398,783,000

Table 2 – Revenue

	2018	2019	2020	
REVENUES	Budget	Revenues estimated by the agency	Revenues estimated by the agency	VAR 2020/2019
1 REVENUE FROM FEES AND CHARGES	0.00	-	-	

2 EUROPEAN COMMISSION SUBSIDY	312,886,716	456,245,052	496,794,064	9%
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	32,290,260	38,856,354	49,556,404	28%
- Of which EFTA/EEA (excl. Switzerland)	*7,290,260*	*10,856,354*	*11,969,948*	*10%*
- Of which third countries	*25,000,000*	*28,000,000*	*37,586,456*	*34%*
4 OTHER CONTRIBUTIONS	-	-	-	
5 ADMINISTRATIVE OPERATIONS	21,339	9,894	317	-97%
6 SURPLUS, BALANCES	4,211,410	-	-	
7 CONTRIBUTIONS AND REFUNDS IN CONNECTION WITH THE OPERAIONAL ACTIVITIES	95,455	129,782	34,038	-74%
9 CANCELLED APPROPRIATIONS	-	62,655,900	61,196,487	-2%
TOTAL REVENUES	349,505,180	557,896,983	607,581,310	9%

Table 3 – Budget outturn and cancellation of appropriations

Budget outturn	2014	2015	2016	2017	2018
Revenue actually received (+)	167,154,095.48	228,848,153.12	263,990,494.08	303,950,728.71	345,293,770.08
Payments made (-)	164,874,352.73	223,016,442.62	261,615,261.00	302,905,236.00	337,587,363.02
Carry-over of appropriations (-)					

	1,886,888.06	759,478.94	1,020,678.00	420,191.00	831,035.78
Cancellation of appropriations carried over (+)	531,028.99	635,963.98	54,223.16	95,721.41	115,415.96
Adjustment for carry over of assigned revenue appropriations from previous year (+)	1,015,511.48	725,281.44	263,239.16	431,827.42	-
Exchange rate differences (+/-)	- 156,156.81	- 18,369.75	- 10,274.12	- 27,693.16	- 15,955.24
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

Annex III: Human resources – quantitative information for 2020 – 2022[33]

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

Staff population		Actually filled at 31.12.2017	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
Officials	AD								
	AST								
	AST/SC								
TA	AD	34	39	38	40	39	40	40	40
	AST	4	5	5	5	5	5	5	5
	AST/SC								
Total		38	44	43	45	44	45	45	45
CA FG IV		3	9	6	10	8	10	10	10
CA FG III		13	7	9	7	11	10	10	10
CA FG II		5	6	5	6	3	3	3	3
CA FG I									
Total CA		21	22	20	23	22	23	23	23

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[33] All figures for 2021-22 are indicative and subject to the future Multi-Annual Financial Framework and the EIT Strategic Innovation Agenda for post-2020.

SNE	2	2	2	2	0	2	2	2
Structural service providers[34]	1		1	1	1	1	1	1
TOTAL (excluding external service providers)	59	68	64	70	66	70	70	70
External staff[35] for occasional replacement[36]			1.5	1.5	1.5	1.5	1.5	1.5

Table 2 - Multi-annual staff policy plan year 2020 - 2022

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	
	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
AD 13																
AD 12												1		1		1
AD 11		1				1						2		2		2
AD 10										7		7		7		7
AD 9		5				8				7		9		9		9
AD 8		8				5				10		10		10		10

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[34] 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

[35] FTE

[36] For instance replacement due to maternity leave or long sick leave.

AD 7		5				13				9		7		7	7
AD 6		14				7				5		3		3	3
AD 5															
Total AD		**34**				**36**				**40**		**40**		**40**	**40**
AST 11															
AST 10															
AST 9															
AST 8															
AST 7															
AST 6															
AST 5		1				1				2		3		3	3
AST 4		2				3				1		1		1	1
AST 3		2				1				2		1		1	1
AST 2															
AST 1															
Total AST		**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**

Annex IV: Human resources – qualitative information for 2020-2022

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. As part of continuous improvement initiatives, a new recruitment guide was adopted in 2018 to incorporate 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 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 **SNE**s, 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 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 which require specific competencies which are not available within the EIT.

<u>Duration of employment</u>

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 an indefinite duration.

<u>Recruitment grades</u>

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, the EIT planned to reclassify a higher percentage of temporary agents in 2017 to 2019 than foreseen in Annex I B of the Staff Regulations. The appraisal template was fine-tuned to facilitate the comparision of merits regarding the reclassificiation exercise 2019.

Table 1 - Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2017	How many staff members were promoted / reclassified in 2018	How many staff members were promoted / reclassified in 2019	Average number of years in grade of reclassified/promoted

	officials	TA	officials	TA	staff members
AD 16					
AD 15					
AD 14					
AD 13					
AD 12					
AD 11	1				
AD 10					
AD 9	4	2			3.71
AD 8	8	2		2	2.75
AD 7	8	2		2	2.83
AD 6	13	2		5	2.78
AD 5					
Total AD	**34**	**8**		**9**	
AST 11					
AST 10					
AST 9					
AST 8					
AST 7					
AST 6					
AST 5	1				
AST 4	2			1	3.92
AST 3	1				
AST 2					
AST 1					
Total AST	**4**				
AST/SC6					
AST/SC5					
AST/SC4					
AST/SC3					
AST/SC2					
AST/SC1					
Total AST/SC	**0**	**0**			
Total	**38**	**8**		**10**	

Table 2 - Reclassification of contract staff

Function	Grade	Staff in	How many	How many	Average number

Group		activity at 1.01.2017	staff members were reclassified in 2018	staff members were reclassified in 2019	of years in grade of reclassified staff members
CA IV	18				
	17				
	16	1	1		4.67
	15				
	14	2			
	13				
CA III	12				
	11				
	10	3		2	3.08
	9	8	1		4.42
	8	2			
CA II	7				
	6			1	3.92
	5	3		1	4.92
	4	2			
CA I	3				
	2				
	1				
Total		21	2	4	

C– Mobility policy

Regarding internal mobility, from 2017 to 2019, 1 staff member changed category from CA to TA, 4 staff members changed function group from FGIII to FGIV, and one staff member 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 the 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 31/12/2019):

Gender	Category				TOTAL
	TA		CA	SNE	
	AST	AD	FG		
male	0	21	9	0	30
female	5	18	13		36
TOTAL	5	39	22	0	66

Geographical balance - breakdown by contract type and category (as of 31/12/2019):

Nationality	Category						TOTAL
	TA		CA			SNE	
	AST	AD	FG II	FG III	FG IV		
BE				1			1
BG		2					2
CZ		2					2
DE		4					4
EL		1					1
ES		2					2
FR		1		1			2
HR		1		1			2
HU	4	10	3	6	3		26
IT	1	3					4
LT		1		1			2
LV		1					1
MT		1					1
NL				1			1
PL		3	1		1		5
PT		3					2
RO					2		2
SK		2		1			2
SV		1					1
IE		1					1
TOTAL	5	39	3	13	6	0	66

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 and Kid's Kiosk International kindergarten.

In order to avoid direct payments to staff in addition to the remunerations established by the Staff Regulations, further agreements with international schools and kindergartens as well as with school bus companies are in the process of being concluded.

As a result, taking into account that the educational allowances provided by the Staff Regulations are insufficient and with the aim of enhancing the working conditions and benefits of the EIT staff as well

as to improve their well-being, the schooling and kindergarten social policy of the EIT has been revised.

The two revised decisions, Decision 30/2019 on pre-school allowance and transport costs and Decision 31/2019 on 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 larger choice of higher quality education, take also into consideration the respective EIT budget limitations by introducing a formula for estimation of annual financial threshold. In particular, the total amount allocated for the schooling and kindergarten costs for 2020 is EUR 364,037.42.

Annex V: Buildings

	Name, location and type of building EIT Headquarter Infopark "E" office building, Budapest, Neumann Janos u. 1/E Hungary	Name, location and type of building 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	Appr. 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 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 immunities[37]

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 asstes 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 end 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 perfoming 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 – expempt 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 peronal 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 of the compulsory contributions to the local social system, unless they would opt to be included on a voluntary basis.

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[37] As per Host Agreement signed between the EIT and the Government of the Republic of Hiungary on 23.03.2010

e. The above privileges are applicable mutatis-mutandis to the members of the EIT staffs' housholds.

f. The EIT Director and the members of his/her household are granted with priviliges and immunities as granted to heads of diplomatic missions and members of their housholds as per the Vienna Convention on Diplomatic Relations of 18.04.1961.

g. Exemption of taxation is granted also on remuneration, honoraria, emoulments, allowances and other payments made by the EIT to the members of its Governing Board and to its Seconded Experts.

2. Other priviliges

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 household of EIT staff are entitled to work on the local labor market without a work permit.

Annex VII: Evaluations

Monitoring

The EIT monitors its own and the work of its 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 PhD programmes,
- start-ups created by students enrolled and graduates from EIT labelled MSc and PhD 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,
- error rate of KICs,
- financial Sustainability (FS): revenue of KIC Legal Entity and FS coefficient.

Since 2015 the EIT has been implementing annual monitoring plans. In 2020 the EIT Monitoring Strategy will be revised following lessons learnt from its implementation and recent developments of the KIC model.

Evaluations and Assessments

EIT evaluations and assessments

The EIT will continue performing thematic assessments on pillar agendas every 4 years. A 4-year period allows implementing recommendations and lessons from previous assessments and accumulating a sufficient body of new data on implementation of the pillar agendas. Thus, in 2019 the EIT will conduct Business Creation assessment and in the following year – Education assessment and in 2021 innovation & IPR assessment. In addition, in 2018 Implementation of the Good Governance principles by KICs will be assessed and in 2020 the interim results of the Regional Innovation Scheme.

Follow-up of evaluations and assessments

In 2020, 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 primarily 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 2019-2021, 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 predetermines 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 form 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 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 decisions.

Annex VIII: Risks 2020

Generic risk (1)	Key risk (title and description, including cause and potential consequence) (2)	Risk type (3)	Policy/ Area/ Activity/ Objective (4)	Impact (Low 1-2 Medium 3 High 4-5) (5)	Likeli hood (Low 1-2 Medi um 3 High 4-5) (6)	Existing key control(s)/ mitigating factor(s) (7)	Effectiveness (8) Launched(1-2) Partially Implemented (3-4) Implemented (5	Residual risk level (Low 1-2 Medium 3 High 4-5) (9) I	L	Risk response (10)	Action plan Summary Description (11)	Owner (12)	Deadline (13)
Political decisions	**Title: Budget cuts or legal changes beyond the EIT's control** Causes: changes in political priorities by the Council, EP or Commission, or the host country Consequences: insufficient budget available for the EIT to implement its objectives or adverse legal changes jeopardising the operations	1.2 Political decisions and priorities outside of the EIT	All activities	4	3	Continuous dialogue with key political decision makers (Council, EP, Commission) to have timely information about potential changes in the legal basis or in the multi-annual budget	3	4	2	Reduce	Continued stakeholder management to influence decisions potentially affecting the EIT (effective stakeholder engagement plan and communication strategy).	EIT Director & Communic ations and Stakeholde r Relations Unit	31/12/2020

| HR | Title: Non-implementation of core elements of EIT Annual Work Programme 2020 due to insufficient human resources or high turnover of staff

Causes: lack of resources
Consequences: reputational loss, potential legal/financial implications | 3.1 Human resources | All activities | 4 | 4 | Realistic AWP planning for 2020 based on current staff situation | 2 | 4 | 3 | Reduce | The current staff attempts to ensure mutual back-up of all strategically important tasks.

Recruitment in the HR plan for 2020 to ensure reserve lists are available.

Use of interim staff and trainees, outsourcing of tasks where feasible.

Management actions resulting from exit interviews and staff survey.

Merit based HR management and support for high performing staff.

Attract additional staff resources from EU institutions or national secondments. | EIT management/ Services and Finance Unit/ HR Team | 31/12/2020 |

Legality and regularity	Title: Improper implementation of EIT-KICs agreements given the transition to Horizon Europe and complexity of the EIT model Causes: new legal Framework, Framework Partnership Agreements/ Model Grant Agreements, multiannuality, complex KIC governance, activities and evolving partnerships Consequences: irregularities, recovery of EIT funds; delays in implementing KICs' activities; negative reactions from EC, ECA, OLAF, KICs; damage reputation/credibility of the EIT	4.1 Legality and regularity	3.1.1 Consolidating, Fostering Growth and Impact of the Existing KICs	4	3	EIT grant assurance strategy, clear procedures for ex-ante and ex-post verification of KIC Reports in place..	3	3	2	Reduce	Transition to Horizon Europe managed. Simplification agenda implemented. Effective ICC mechanism put in place. Improve the templates and procedures (SOPs) on KIC grant management. Update grant assurance strategy, monitoring strategy and EIT anti-fraud strategy. Review of implementation of good governance principles and address remaining audit recommendations. Internal detailed assessments of Performance and Cost reports for the GA 2019. Assessment of certificates on the Financial Statements that are required by the EIT. Risk based ex-post audits to be performed on GA 2019 in close cooperation with ECA. Reinforced legal and grant assurance capacity.	Innovation Communities Unit	31/12/2020

| IT | **Title: IT hardware or software failure**

Causes: Hardware devices or software failure
Consequences: Systems and services could be stopped for different periods of time, adequate document management cannot be ensured. | 2.4. IT and other support systems | 4.2.3.1 Managem ent of ICT and Document Managem ent | 5 | 3 | Following maintenance subscriptions and renewing them on a timely basis. | 2 | 3 | 1 | Reduce | Disaster recovery and business continuity plans made operational and awareness raising.

Off-site back-up system in co-operation with CEPOL.

IT software security review.

External support for IT section.

Address relevant audit recommendations. | Services and Finance Unit | 31/12/2020 |

Annex IX: Procurement plan 2020

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

The overall budgetary allocation reserved for procurement contracts in 2020 amounts to EUR 16,165,200.

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 decision.

The planned procurement procedures will cover the following main areas / subjects within the administrative budget in 2020, for an indicative amount of EUR 2,512,700.

Areas / subjects	Indicative type of contract(s)[38]	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
Professional travels	OF	2	Q1-Q4
Trainings for EIT staff	SER/		Q1-Q4
Language courses	OF/NEW FWC	4	Q1-Q4
Medical services (annual check-up, pre-recruitment medical checks)	OF	2	Q1-Q4
Schooling/kindergarten	SLA	4	Q1-Q4
Interim staff	OF	10	Q1-Q4
Organization of social event	SER	4	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/NEW FWC	13	Q1-Q4
Provision of IT services (1st and 2nd level support; software development)	SC	2	Q1-Q4
Administrative assistance	SC/OF	6	Q1-Q3
Reception services	SER	1	Q1
Acquisition and renting of IT equipment and software	SCOF/SUP	13	Q1-Q4
Acquisition of mobiles and landline	SER	3	Q1-Q2
Logistics and building management	OF/SER/SUP/NEW FWC	14	Q1-Q4
Insurance policy for fixed assets	SER	1	Q2
External legal advice	SER	1	Q1-Q4

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38 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

Operational appropriations

The **operational appropriations** cover the implementation of actions contributing to the achievement of the objectives of the EIT referred to under the EIT 2020 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 13,652,500.
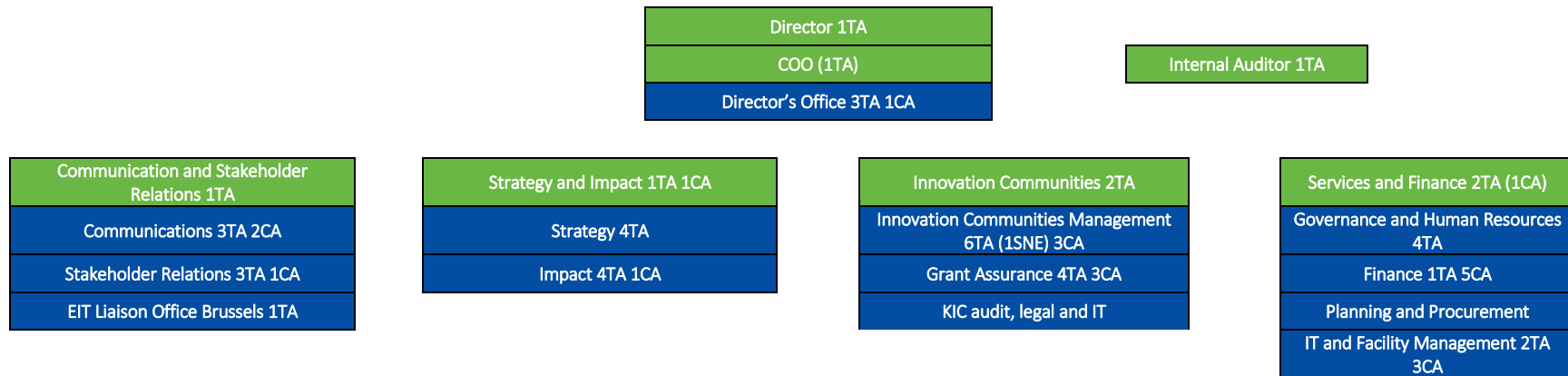
The detailed table, as set out below, provides the subject of the planned procurement procedures, estimation of the amount, the number and type of contracts envisaged, as well as the procedural timeframe:

Subject matter of the contract envisaged (Legal basis: EIT Regulation, H2020 Regulation)	Budget line	Estimated amount (EUR)	Indicative type of contract39	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
2.1.1 Incentivising Growth, Impact and Sustainability through the EIT					
2.1.1.1 Promoting collaboration and competition among existing KICs					
SGA 2019 ex-post audits, SGA 2020 CFS audits	3111	1,700,000	SC/NEW FWC	4	Q3-Q4
Grant Management platform upgrade support/Business intelligence/transition to H2020 system	3111	197,500	SC/SLA	5	Q2-Q3
2.1.1.1 Knowledge Triangle Integration:					
Identification, codification and dissemination of good practices and learning	3113	25,000	SC	1	Q2
2.1.2 Enhancing EIT's impact					
2.1.2.2 Fostering knowledge exchange through dissemination					
Promotion of the EIT's 2021 Call for Proposals	3114	200,000	SC	1	Q1
Communications Campaign website hosting, migration, technical support enhancement of a web based tool, brand support, Regional innovation scheme support	3202	4,485,000	SC/SER/NEW FWC	11	Q1-Q3
2.1.2.3 Fostering and Attracting Talent					
Alumni Board Meeting Logistics Develop and host external Alumni website Alumni Promotion	3203	200,000	SC/SER	6	Q1-Q2

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39 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

Alumni Event organization Alumni Support services					
2.1.2.4 Enhancing Stakeholder Engagement					
Engagement with institutional and knowledge triangle stakeholders	3204	6,695,000	NEW FWC/SER/SC	7	Q1-Q4
2.2.4.4 Evaluation and Impact Assessment					
Development of a methodology for implementing the EIT Impact framework	3303	150,000	SER	1	Q1

Annex X: Organisation chart 2020

Director 1TA
COO (1TA)
Director's Office 3TA 1CA

Internal Auditor 1TA

Communication and Stakeholder Relations 1TA
Communications 3TA 2CA
Stakeholder Relations 3TA 1CA
EIT Liaison Office Brussels 1TA

Strategy and Impact 1TA 1CA
Strategy 4TA
Impact 4TA 1CA

Innovation Communities 2TA
Innovation Communities Management 6TA (1SNE) 3CA
Grant Assurance 4TA 3CA
KIC audit, legal and IT

Services and Finance 2TA (1CA)
Governance and Human Resources 4TA
Finance 1TA 5CA
Planning and Procurement
IT and Facility Management 2TA 3CA

Organisational structure planned for 2020, including the precise number of each category of staff for each entity as at 31/12/2019. The numbers in brackets represent vacant posts.

Annex XI: Grants 2020

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

Basic act:

Regulation (EC) No 294/2008 establishing the European Institute of Innovation and Technology amended by Regulation (EU) No 1292/2013 of the European Parliament and of the Council of 11 December 2013 ("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 of 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: 3000 KIC grants

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

The Business Plans for 2020 grants must include initiatives that specifically contribute to the implementation of the KICs multiannual strategy. More specifically they should lay down:
- The links between the implementation of multiannual strategy and the individual KIC activities for 2020
- 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

In line with Article 6 (1) of the EIT Regulation, KICs will undertake in particular:

- innovation activities and investments with European added value, fully integrating the higher education and research dimensions to attain a critical mass and stimulating the dissemination and exploitation of results;
- education and training activities at masters and doctoral level, as well as professional training courses, in disciplines with the potential to meet future European socio-economic 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-labelled degrees and training;
- outreach activities and the dissemination of best practices in the innovation sector with a focus on the development of cooperation between higher education, research and business, including the service and financial sectors; and

- seek synergies and complementarities between KIC activities and existing European, national and regional programmes.

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 2020 in accordance with Article 6 (2) (d) of the EIT Regulation.

Award criteria:

The 2020 EIT financial contribution to the KICs is determined as the sum of **support** and **competitive funding**, grant amount earmarked to the EIT RIS activities and contribution to the Cross-KIC activities, based on the decision of the EIT Governing Board on the principles for the determination of the 2020 EIT financial contribution to KICs that was taken in March 2019.

The support funding is divided equally among the KICs of the particular wave.

The competitive part of the financial allocation for the 2020 annual grants is based on the following criteria:

I.   **Multiannual strategy**
II.   **EIT core KPIs (2018)**
III.   **Financial performance (2018)**
IV.   **Fulfilment of non-financial requirements**
V.   **2020 Business Plans fit into the strategic agenda,**

The grant amount earmarked for EIT RIS activities and cross-KIC activities is awarded based on the criteria of added value, effectiveness and efficiency/economy.

The EIT Governing Board took a decision on maximum EIT financial contribution for 2020 in November 2019. The decision is subject to the final adoption of the EIT budget depending on 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 550 million to the eight KICs in 2020 – subject to the amount of available commitment appropriations in the EIT Budget 2020.

Maximum possible rate of co-financing:

In line with the financial sustainability principles (GB Decision 04/2015)), up to 80% of KIC added Value expenditure may be financed for EIT Digital, EIT InnoEnergy and EIT Climate-KIC and up to 100% of KIC Added Value expenditure may be financed for each other KIC.

Specific grant agreements:

The actions are implemented through specific grants awarded under framework partnerships, in accordance with Article 91 of the Framework Financial Regulation. The following six Framework Partnership Agreements provide the basis for the conclusion of the yearly Specific Grant Agreements:

1. Framework Partnership Agreement with the Knowledge and Innovation Community Climate-KIC, represented by Climate-KIC Holding B.V., signed on 2 March 2016.

2. Framework Partnership Agreement with the Knowledge and Innovation Community EIT Digital, represented by EIT Digital IVZW, signed on 26 January 2016.

3. Framework Partnership Agreement with the Knowledge and Innovation Community EIT InnoEnergy, represented by KIC InnoEnergy SE, signed on 7 March 2016.
4. Framework Partnership Agreement with the Knowledge and Innovation Community EIT Health, represented by EIT Health e.V., signed on 25 February 2016.
5. Framework Partnership Agreement with the Knowledge and Innovation Community EIT Raw Materials, represented by EIT Raw Materials GmbH, signed on 8 February 2016.
6. Framework Partnership Agreement with the Knowledge and Innovation Community EIT Food, represented by EIT Food IVZW, signed on 1 March 2018.
7. Framework Partnership Agreement with the Knowledge and Innovation Community EIT Urban Mobility will be concluded in early 2020.
8. Framework Partnership Agreement with the Knowledge and Innovation Community EIT Manufacturing will be concluded in early 2020.

Indicative timetable:

Activity	Indicative deadline
GB decision on the determination of the EIT financial allocation for year N	March of year N-1
Invitation to submit the Business Plans	April of year N-1

Submission of the Business Plans	September of year N-1
GB decision on the allocation of the financial contribution of year N to the KICs	November of year N-1
SGA award decision	December of year N-1

A - Eligible costs for equipment, infrastructure and other assets

According to the Horizon 2020 legal framework, as a default option in terms cost eligibility, the depreciation costs of equipment, infrastructure or other assets (new or second-hand) as recorded in the beneficiary's accounts are eligible. Nevertheless, the H2020 model specific agreement allows for an alternative option to declare the costs of purchasing equipment, infrastructure or other assets (new or second-hand) as recorded in the beneficiary's accounts. The alternative option is 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, if provided for in the work programme.

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 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 upfront investment, and KIC LEs and CLCs have limited financial means to support it.

Based on the above justification, in order to bring KICs closer to their objectives while limiting costs to the minimum necessary and respecting the purpose of the relevant provisions of the H2020 framework, the EIT applies the following:

- **Specific Grant Agreement 2020 (SGA 2020)**, in particular Article 5.2.D.2: provide for a combined use of the default option (cost of depreciation) and of the alternative option (cost of purchase). In the case of the SGA 2019, the alternative option (cost of purchase) would only be allowed subject to the following limitations:
  - o 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;
  - o The purpose of incurring the relevant costs would be limited to the set-up and development of KIC LE and CLCs;
  - o The relevant costs could only be claimed up to EUR 750 000 per KIC Business Plan.

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 rental of similar office space would be at the same area.

According to standard H2020 rules, the use of premises would be covered by indirect costs calculated on a 25% flat-rate basis over direct costs. However in 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 direct cost. Furthermore, based on the same argumentation, the EIT does not allow KIC LEs/CLCs to claim indirect costs.

In accordance with article 55.4 of the H2020 rules for participation, *'In the case of the Knowledge and Innovation Communities of the EIT, the grant agreement may lay down specific provisions, in particular on ownership, access rights, exploitation and dissemination'*. Therefore, based on the possibility to lay down specific provisions in order to preserve the specificities and distinctive features of the KIC model, the EIT applies the following:

- **Specific Grant Agreement 2020 (SGA 2020)**, in particular Article 11: allow for declaring as direct cost of subcontracting the expenditure linked to the use of KIC partners' premises by KIC LE / CLCs, subject to the following conditions:
    - o The use of premises is limited to the purpose of day-to-day management and operations functions of the KIC;
    - o The specific eligibility rules laid down for subcontracting apply, in 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;
    - o The tasks to be implemented and the estimated cost of each subcontract shall be set out in Annex 1 of the SGA (Business Plan).

C – Financial support to third parties

The Horizon 2020 Rules for participation foresee, as an optional scheme, that the action may involve financial support to third parties. In this case, the relevant provisions of the H2020 model agreements on financial support to third parties are to be introduced. Financial support to third parties involves funding provided by the beneficiary (i.e. a KIC partner) to one or more recipients that are not 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 Specific Grant Agreement 2020 (SGA 2020), Article 13, in line with the H2020 specific agreement template.

Financial support to third parties includes sub-grants (financial support to third parties, Article 13.1 SGA 2019) and financial support in the form of prizes (Article 13.2 SGA 2019).

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 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 only exceed EUR 60 000 in exceptional cases, where the EIT has approved that it is necessary to achieve the objectives of the specific action, as described in Annex 1 to the SGA 2020.

D – Targets for EIT core Key Performance Indicators

The target values for EIT core KPIs based on the 2020 Business Plans submitted by the eight KICs are as follows:

Area	EIT core KPI	Target value (total)
Education	# Graduates from EIT labelled MSc and PhD programmes	950
Education	# Start-ups created by students enrolled and graduates from EIT labelled MSc and PhD programmes	35
Innovation	# Products (goods or services) or processes launched on the market	350
Innovation	# Start-ups created as a result of innovation projects	50
Entrepreneurship	# Start-ups supported by KICs	1,000
Entrepreneurship	Investment attracted by start-ups supported by KICs	EUR 300,000,000
Communication, Dissemination and Outreach	# Success stories submitted to and accepted by EIT	200
Communication, Dissemination	# External participants in EIT RIS programmes	3,800

and Outreach		
Management and Coordination	Financial Sustainability (FS): revenue of KIC LE	EUR 65,000,000

E – Cross-KIC activity on circular economy collaboration

The cross-KIC activity on circular economy collaboration foreseen for 2020, may be provided with additional funding from the LIFE Programme (European Programme for the Environment and Climate Action) via the signature of a contribution agreement between the EIT and DG Environment of the European Commission.

Annex XII: Implementation of the 2020 EIT Awards

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

- Article 50 of Regulation (EU) No 1290/2013 of the European Parliament and of the Council of 11 December 2013 on the H2020 Rules for participation.

Budget line: 3205

Indicative amount: EUR 50.000 for the EIT Venture Award, EIT Innovators Award, EIT CHANGE Award and EIT Woman Leadership & Entrepreneurship 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 fulfil the **admissibility**, **eligibility and exclusion criteria** as follows:

    Admissibility criteria:

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

    - The applicant venture has submitted the duly completed template for the EIT Venture Award Competition.

    Evidence to be provided:

    Applicants must submit the duly completed template 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 the template or proof of the receipt of business creation support by a KIC.

<u>Exclusion criteria:</u>

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.[40]

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

EIT will perform the check of the exclusion criteria by relaying on the on previously submitted Declarations of Honour of KIC Partner organisations.

Selection criteria: The applicant venture:

– Offers a product or service which is innovative and marketable, with a European perspective and the potential to expand globally;
– Has already at least one customer or investor;
– Comprises a team of a minimum three Full Time Equivalents (FTEs) that convincingly demonstrates that it has the competences to successfully develop the product or service and bring it to the market.

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

– A description of how the above selection criteria are met (e.g. on the product or service, on the applicant venture's team, on the customer or investor) 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	Explanation

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[40] 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

(equal weighting)	
1. Commercial and business characteristics / potential	✓ Need for (or 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) ✓ Addressable market size, potential target customers and customer engagement plan (Go To Market), and sales & profits potential
2. Societal impact	✓ Degree of the societal impact in line with the scope of the KIC
3. Team characteristics	✓ Role of the team members ✓ If applicable: identification of short-term talent gaps and a strategy to fill them
4. Pitch/Presentation	✓ Professionalism: the clarity, demeanour and professional delivery of the team and 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 on how the above award criteria are met, included in the application package. It is imperative that the information provided enables a proper assessment of the Award criteria. To this end, as a minimum the business plan and accompanying documents should provide the following information:

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

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

The award decision will be made by the EIT Authorising Officer based on the recommendation made by the jury. The EIT Award winner will be announced at the 2020 EIT Innovation Forum - INNOVEIT 2020.

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

<u>Admissibility criteria:</u>

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

- The applicant has submitted the template for the EIT CHANGE Award Competition duly completed.

Evidence to be provided:

Applicants must submit the duly completed template for the EIT CHANGE Award Competition.

<u>Eligibility criteria:</u>

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.

<u>Exclusion criteria:</u>

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 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 by supporting documents:

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 and available at http://eit.europa.eu/activities/entrepreneurship/2020-awards.

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 by the KIC Education Director that the applicant will receive a diploma and the EIT labelled degree prior to the Award event.

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[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

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 ✓ Quality of answers during the Q&A portion of the presentation

Evidence to be provided:

For award criteria 1-3: the template for the EIT CHANGE Award Competition completed by the nominees, which includes a description on how the award criteria are met. It is imperative that the "innovation story" provides information on all criteria so as to enable 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: ("How has 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. The EIT Award winner will be announced at the 2020 EIT Innovation Forum – INNOVEIT 2020.

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 to the EIT no later than the deadline specified in the call for nominations;

– The applicant team has provided a duly completed template for the EIT Innovators Award Competition.

Evidence to be provided:

The applicant team must submit the duly completed template 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 01/01/2017 and 31/05/2020.

Evidence to be provided:

The evidence to be provided by the applicant teams as part of the application package consists of a description of the (core) team (this is included in the template for the EIT Innovators Award Competition).

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 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

EIT will perform the check of the exclusion criteria by relaying on the on previously submitted Declarations of Honour of KIC Partner organisations **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:

The evidence to be provided by the Innovators team as part of the application package consists of a document 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	✓ Uniqueness and features of product/process/service ✓ Degree to which product/process/service is disruptive

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[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

2. The efficiency and effectiveness of the team and conversion of the idea into the outcome	✓ Resources (time and finances) used to transform the idea (i.e. starting point) into a product/process/service ✓ The degree to which the intended innovation has been achieved ✓ Innovation process – planning, goals, milestones, team
3. Social and potential and real economic impact of the outcome	✓ Prospects to address a societal challenge tackled by the EIT and KICs ✓ Profit potential ✓ Plan/arrangements for commercialisation
4. Pitch/ Presentation	✓ 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 Template for candidate teams and clarified during the presentation.

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 Woman Leadership & Entrepreneurship Award**: in order to participate in the EIT Woman Leadership & Entrepreneurship Award competition, applicants need to fulfil the following **admissibility, eligibility and exclusion criteria**:

Admissibility criteria:

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

- The applicant has submitted the template for the EIT Woman Leadership & Entrepreneurship Competition duly completed;

Evidence to be provided:

Applicants must submit the duly completed template for the EIT Woman Leadership & Entrepreneurship Award Competition.

Eligibility criteria:

The applicant:

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

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.[43]

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 by supporting documents:

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 and available at http://eit.europa.eu/activities/entrepreneurship/2020-awards.

Selection criteria: The applicant:

– Holds a significant position within the EIT Community as a Woman Leader or Entrepreneur;

– Has demonstrated innovation and entrepreneurship capacity with an impact on the EIT Community and the broader European Innovation eco-systems.

Evidence to be provided:

The "Woman Leadership & Entrepreneurship story" submitted as part of the template for the EIT Woman Leadership & Entrepreneurship 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:

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 Leadership & Entrepreneurial achievements	✓ Degree to which the achievements are significant for the EIT Community and the broader European Innovation eco-systems and as role model to women entrepreneurs and innovators
3. Link to EIT Community	✓ Quality of the description of how the nominee is linked and has been active with the EIT Community
4. Pitch/ Presentation	✓ Quality, creativity and persuasiveness of the Woman Leadership & Entrepreneurship story presented ✓ Quality of answers during the Q&A portion of the presentation

Evidence to be provided:

For award criteria 1-3: the template for the EIT Woman Leadership & Entrepreneurship Award Competition completed by the nominees, which includes a description on how the award criteria are met. It is imperative that the "Woman Leadership & Entrepreneurship story" provides

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[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

information on all criteria so as to enable a proper assessment. As a minimum, the Woman Leadership & Entrepreneurship 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?")

– The achievement that been made by the Nominee, and the impact on the EIT Community and the broader European Innovation eco-systems and as a role model to women entrepreneurs and innovators: ("How has the nominee impacted the EIT Community and the broader European Innovation ecosystem?")

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. The EIT Award winner will be announced at the 2020 EIT Innovation Forum – INNOVEIT 2020.

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 Woman Leadership & Entrepreneurship 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) will have a jury for the evaluation of the applicants against the award criteria.

Each jury will consist of 3 members: external high-level experts (with 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 the equal treatment and no conflict of interest principles. The jury members shall declare that they are not in a situation of conflict at the time of appointment and that they undertake to inform the Authorising Officer if any conflict of interests should arise in the course of the evaluation procedure.

D) INDICATIVE TIMETABLE

Activity	Deadline	Comment
Publication of the call for Nominations	31 March 2020	On EIT website
Deadline for submitting applications to the EIT	31 May 2020	KIC SPOCs to submit nominations to the EIT
Evaluation by EIT	From June to mid-July 2020	Check on completeness documentation and whether the candidates meet the admissibility, eligibility, exclusion and selection criteria
Formal publication of nominees	End of third week of July 2020	On EIT website
Communication campaign	End of July 2020 – 31 December 2020	
Evaluation by the Jury	Before INNOVEIT 2020 – Autumn 2020	
Award decision	During INNOVEIT 2020 – Autumn 2020	During EIT Awards event, prior to announcing the winner of the Award
EIT Awards 2020 ceremony	During INNOVEIT 2020 – Autumn 2020	

Provision of prize	Within one month after the EIT Awards 2020 winners ceremony during INNOVEIT 2020 – Autumn 2020	