European Institute of
Innovation & Technology

A body of the European Union

Horizon Europe Programme

Proposal Application Form Template (EIT)

Project proposal – Technical description (Part B)

Version 2.0
21 January 2022

Structure of the Proposal

The proposal contains two parts:

- **Part A** of the proposal **is generated by the IT system. It is based on the information entered by the participants through the submission system in the Funding & Tenders Portal.** The participants can update the information in the submission system at any time before final submission.

- **Part B** of the proposal is the narrative part that includes three sections that each correspond to an evaluation criterion. Part B needs to be uploaded as a PDF document following the templates downloaded by the applicants in the submission system for the specific call or topic. The templates for a specific call may slightly differ from the example provided in this document.

The electronic submission system is an online wizard that guides you step-by-step through the preparation of your proposal. The submission process consists of 6 steps:

- Step 1: Logging in the Portal
- Step 2: Select the call, topic and type of action in the Portal
- Step 3: Create a draft proposal: Title, acronym, summary, main organisation and contact details
- Step 4: Manage your parties and contact details: add your partner organisations and contact details.
- Step 5: Edit and complete web forms for proposal part A and upload proposal part B
- Step 6: Submit the proposal

> **Instructions and footnotes in green will not appear in the text generated by the IT system.**
> **For options [in square brackets]: the option that applies will be automatically shown in the IT system (Part A) or included in the template of Part B offered by the IT system or you must select the appropriate value from a predefined list.**
> **For fields in [grey in square brackets] (even if they are part of an option as specified in the previous item): enter the appropriate data in the IT system.**
> **Data in coloured fields will be prefilled by the IT tool.**

HISTORY OF CHANGES		
Version	**Publication date**	**Changes**
1.0	10.03.2021	▪ Initial version
1.1	19.04.2021	▪ Formatting and alignment ▪ Clarification of the indicative number of pages in section 2.2 is for sections 2.2 and 2.3 ▪ Added the name of the award criterion in section 3
1.2	25.05.2021	▪ Addition of a table in section 3.1 about in-kind contributions
2.0	21.01.2022	▪ Added definitions for role of participants

Proposal template part b: technical description

This template is to be used in a single-stage submission procedure or at the 2nd stage of a two-stage submission procedure.

The structure of this template must be followed when preparing your proposal. It has been designed in line with the Key principles and concepts of the EIT KIC model (see Call text with the invitation to submit proposals for 2023-2025 KIC Business Plans) to ensure that the important aspects of your planned work are presented in a way that will enable the independent experts to make an effective assessment against the evaluation criteria. Sections 1, 2 and 3 each correspond to an evaluation criterion.

⚠️ **Page limit**: The title, list of participants and sections 1, 2 and 3 of Part B, together, should not be longer than 50 pages. All tables, figures, references and any other element pertaining to these sections must be included as an integral part of these sections and are thus counted against this page limit. The number of pages included in each section of this template is only **indicative**.

The page limit will be applied automatically. **In the Call Package, you can see the structure of the actual proposal template that you need to submit, please remove all instruction pages that are watermarked.**

If you attempt to upload a proposal longer than the specified limit before the deadline, you will receive an automatic warning and will be advised to shorten and re-upload the proposal. After the deadline, excess pages (in over-long proposals/applications) will be automatically made invisible, and will not be taken into consideration by the experts. The proposal is a self-contained document. Experts will be instructed to ignore hyperlinks to information that is specifically designed to expand the proposal, thus circumventing the page limit.

Please, do not consider the page limit as a target! It is in your interest to keep your text as concise as possible, since experts rarely view unnecessarily long proposals in a positive light.

⚠️ The following formatting conditions apply.

The reference font for the body text of proposals is Times New Roman (Windows platforms), Times/Times New Roman (Apple platforms) or Nimbus Roman No. 9 L (Linux distributions).

The use of a different font for the body text is not advised and is subject to the cumulative conditions that the font is legible and that its use does not significantly shorten the representation of the proposal in number of pages compared to using the reference font (for example with a view to bypass the page limit).

The minimum font size allowed is 11 points. Standard character spacing and a minimum of single line spacing is to be used. This applies to the body text, including text in tables.

Text elements other than the body text, such as headers, foot/end notes, captions, formula's, may deviate, but must be legible.

The page size is A4, and all margins (top, bottom, left, right) should be at least 15 mm (not including any footers or headers).

The applicant must use exclusively PDF ("portable document format", compatible with Adobe version 5 or higher, with embedded fonts). Other file formats will not be accepted by the system. There is an overall limit of 10 Mbyte to the size for a file. The name of a file may only contain alphanumeric characters. Special characters and spaces must be avoided.

Any hyperlinks to embedded material, and any other documents (supporting documentation, reports, audio, video, multimedia, etc.) sent electronically or by post, will be disregarded.

DEFINITIONS	
Critical risk	A critical risk is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives. Level of likelihood to occur (Low/medium/high): The likelihood is the estimated probability that the risk will materialise even after taking account of the mitigating measures put in place. Level of severity (Low/medium/high): The relative seriousness of the risk and the significance of its effect.
Deliverable	A report that is sent to the EIT providing information to ensure effective monitoring of the Business Plan. There are different types of deliverables (e.g. a report on specific activities or results, data management plans, ethics or security requirements).
Impacts	Wider long term effects on society (including the environment), the economy and science, enabled by the outcomes of R&I investments (long term). It refers to the specific contribution of the project to the work programme expected impacts described in the destination. Impacts generally occur some time after the end of the project.
Milestone	Control points in the project that help to chart progress. Milestones may correspond to the achievement of a key result, allowing the next phase of the work to begin. They may also be needed at intermediary points so that, if problems have arisen, corrective measures can be taken. A milestone may be a critical decision point in the project where, for example, the consortium must decide which of several technologies to adopt for further development. The achievement of a milestone should be verifiable.
Objectives	The goals of the work performed within the project, in terms of its research and innovation content. This will be translated into the project's results. These may range from tackling specific research questions, demonstrating the feasibility of an innovation, sharing knowledge among stakeholders on specific issues. The nature of the objectives will depend on the type of action, and the scope of the topic.
Outcomes	The expected effects, over the medium term, of activities supported under a given topic. The results of the Business Plan should contribute to these outcomes, fostered in particular by the dissemination and exploitation measures. This may include the uptake, diffusion, deployment, and/or use of the project's results by direct target groups. Outcomes generally occur during or shortly after the end of the project.
Pathway to impact	Logical steps towards the achievement of the expected impacts of the Business Plan over time, in particular beyond its duration. A pathway begins with the BP's results, to their dissemination, exploitation and communication, contributing to the expected outcomes in the work programme topic, and ultimately to the wider scientific, economic and societal impacts of the work programme destination.
Results	What is generated during the Business Plan implementation. This may include, for example, know-how, innovative solutions, algorithms, proof of feasibility, new business models, policy recommendations, guidelines, prototypes, demonstrators, databases and datasets, trained researchers, new infrastructures, networks, etc. Most project results (inventions, scientific works, etc.) are 'Intellectual Property', which may, if appropriate, be protected by formal 'Intellectual Property Rights'.
Technology Readiness Level	See Work Programme General Annexes section B

⚠️ *Fill in the title of your proposal below.*

TITLE OF THE PROPOSAL

⚠️ *The consortium members are listed in part A of the proposal (application forms). A summary list should also be provided in the table below.*

List of participants

Participant No. *	Participant organisation name	Country
1 (Coordinator)	KIC LE	
2	CLCs & entities linked to KIC LE	
3		

* Please use the same participant numbering and name as that used in the administrative proposal forms.

Executive summary (max. 3 pages)

The Executive Summary is an integral part of the Business Plan and will be published by the EIT on its website and in subsequent publications and press releases that describes the KIC following the signature of the Grant Agreement 2023-2025. **The KIC must ensure the Executive Summary is a compelling and engaging summary of the KIC and its activities and aimed results including an overview of key targets and indicators.** Acronyms and internal jargon should be avoided as the target audience for this part may not be familiar with the KIC, its activities and operations. The text must be proof-read and edited and may be accompanied by illustrations and photographs.

This chapter shall provide a summary of the KIC Business Plan. It shall concisely answer the following questions:

- What are the KIC's objectives/priorities for the years 2023-2025 and the expected results, including EIT RIS?
- How is the proposed KIC Business Plan relevant and appropriate for implementation of multiannual KIC strategy? How does it contribute to addressing KIC's target societal challenges, knowledge triangle integration and financial sustainability? How does it contribute to achieving the future high-level results and impacts included in the EIT Impact Framework?
- What were the drivers for the design of the Business Plan and how did it built on the results achieved to date? What are the key success factors, main lessons learnt and how these lessons were taken on board when preparing the business plan?
- What are the key risks and assumptions for this plan to be delivered?

With regard to the expected achievements in 2023-2025 and implementation of multi-annual KIC strategy, this chapter shall include a table or a graphic with values showing all the EIT core KPIs and selected KIC specific KPIs, which are part of the EIT Impact Framework, achieved in the past (as validated by EIT), expected for year 2023 and planned for 2024-2025. This chapter will also serve as the KIC input to the EIT Single Programming Document 2023-2025.

Excellence – aspects to be taken into account while writing this section.

- Clarity and pertinence of the KIC Business Plan's objectives, and the extent to which the proposed innovation activities are ambitious and impactful on the societal challenge, and goes beyond the state of the art.
- Level of ambition and credibility of the implementation of the KIC Financial Sustainability Strategy in 2023-2025.
- Soundness of the proposed methodology to create sustainable KIC innovation ecosystems, the adequacy of the KIC Governance and management structure, the management for cooperation with other KICs & synergies.

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1.   Excellence in regards to the KIC's Multiannual Strategic Agenda 2021-2027

- No text is expected under this heading, only under 1.1. and 1.2.

- *The following aspects will be taken into account only to the extent that the proposed work is within the scope of the KIC Strategic Agenda.*

1.1   Objectives and ambition *[max. 5 pages]*

This chapter shall provide concise answers to the following questions:

- Briefly describe the strategic alignment of the KIC Business Plan to the KIC Strategic Agenda 2021-2027. How is the proposed KIC Business Plan relevant and appropriate for implementation of the KIC's multiannual strategy? How does it contribute to addressing KIC's target societal challenge and Knowledge Triangle Integration (KTI)? How does it contribute to achieving the future high-level results and impacts included in the EIT Impact Framework?

- What are the KIC's objectives/priorities in this Business Plan and the expected results? Briefly describe the objectives of the Business Plan using SMART criteria (specific, measurable, attainable, relevant and time-bound). Why are they pertinent to the KIC Strategic Agenda 2021-2027 and how has the focus with the highest innovation potential been selected?

- What are the key success factors, main lessons learnt and how these lessons were taken on board when preparing the Business Plan?

- Describe how the Business Plan will achieve a major impact and goes beyond the state-of-the-art, and the extent to which the proposed work is ambitious. Indicate the innovativeness and relevance of its key identified focus with regards to Knowledge Triangle Integration to foster innovation (i.e. indicate any ground-breaking innovations, novel concepts and approaches, new products, services or business reaching a large market and target group). Where relevant, illustrate the advance by referring to products and services already available on the market. Refer to any patent to be developed.)

- Please describe for the education activities the alignment with the EIT Label objectives and strategic priorities. How does the Business Plan contribute to fostering education of educators and innovators and the development of entrepreneurial skills and competences?

- The KIC shall describe the *Financial Sustainability* approach in BP2023-2025 based on the the KIC's Financial Sustainability Strategy and in particular how the proposal delivers on the objective of Financial Sustainability based on the 06/2022 EIT GB Decision on the Amendment of the Principles on the Financial Sustainability of Knowledge and Innovation Communities (KICs) and repealing Decision 13/2021 of the Governing Board of the EIT.

  Please explain the strategies in setting and achieving the targets for the KIC's planned revenue and financing sources, including revenues via the creation of revenue and return generating financial assets, the participation in return-generating investment funds and the attraction of public and private co-investments to co-fund EIT funded activities (EFA), or to fund non EIT funded activities (NEFA).

  Please present the financial operationalisation of the KIC's business model, including the mechanisms to implement the KIC's Financial Sustainability strategies including a description of the evolution and changes in relation to the previous years and the exploitation of the financial returns / revenues (i.e. in line with the 06/2022 GB Decision on Financial Sustainability Principles) to further finance the KICs's KTI and ecosystems activities. It is recommended to include examples of concrete actions taken or to be taken in order to reach the FS plan presented by the KICs. Please also include details regarding Financial Sustainability for the proposed EIT Label programmes (i.e. long-term plans for making those programmes sustainable so that they can continue after EIT funding ends).

  Any deviation in the FS numbers from the FS numbers in the KIC's Strategic Agenda 2021-2027 should be explained.

1.2   Methodology *[max. 5 pages]*

NOTE: This section should be presented as a narrative, including visuals. The detailed tasks and work packages are described below under the 'Implementation section'.

Where relevant, include how the project methodology complies with the 'do no significant harm' principle as per Article 17 of Regulation (EU) No 2020/852 on the establishment of a framework to facilitate sustainable investment (i.e. the so-called 'EU Taxonomy Regulation'). This means that the methodology is designed in a way it is not significantly harming any of the six environmental objectives of the EU Taxonomy Regulation.

- Describe and explain the **KIC ecosystem** in particular the expected evolution of the KIC partnership and the planned changes in the governance and management increasing efficiency and effectiveness, including the concepts, models and assumptions that

underpin your work in the Business Plan 2023-2025. Indicate how the KIC ecosystem will become financially sustainable and how performance of Co-location Centres is measured.

> ***IMPORTANT: With respect to the point above, this proposal shall only highlight the changes or differences in the context of the Business Plan 2023-2025 compared to the KIC Strategic Agenda which will be also shared with the independent experts during the evaluation. Please avoid unnecessary overlap of information considering the limited number of pages for the whole section.***

- With respect to **activity selection (the KIC's Calls for projects),** this section is key and shall describe how the KIC selects its activities under the KIC's Calls to ensure the quality and the maximum innovation potential in line with the KIC Strategic Agenda. The KIC's Calls **openness and transparency** shall be also detailed, including how many proposals were received and selected, including statistics of geographical nature and data on KIC partners and non-partners, which participated. In addition, it shall be described the **technical and social robustness assessment** on the proposals received as result from the KIC Calls, including how independent experts are involved and the **selection process** to build the portfolio of activities. Specific descriptions and justifications should be provided for any projects that were selected via not fully open calls. What were the drivers for the design of the Business Plan, how did the KIC ensure openness and made sure that the most impactful innovative activities were selected, and how did it built on the results achieved to date?

  Please note that additional to this chapter, the KIC may submit documentation related to the selection process (ref to supplementary information / supporting documents type of document).

  In addition, specific information shall be provided in each Work Package description on how activities were selected to contribute to the Financial Sustainability of the KIC, the achievement of EIT core KPIs, maximum impact and how innovations are assessed in terms of their market potential.

  > *NOTE: Regarding the implementation of Artificial Intelligence (AI) ethics in the EIT/KIC activities, the robustness assessment of Artificial Intelligence ethics should cover the whole of Horizon Europe, therefore the EIT/KIC activities. The definition of robustness should be applicable to a wide range of expected TRLs (including those financed by the EIT). The technical robustness cannot be evaluated as part of the ethics evaluation as this needs to be done by the technical evaluators in the context of the excellence criteria assessment by the EIT following the recommendation from the European Commission.*

- **Open science**: Describe briefly how appropriate open science practices are implemented as an integral part of the proposed methodology. If you believe that none of these practices are appropriate for your Business Plan, please provide a justification here.

  > *NOTE: Open science is an approach based on open cooperative work and systematic sharing of knowledge and tools as early and widely as possible in the process. Open*

science practices include early and open sharing of research (for example through pre-registration, registered reports, pre-prints, or crowd-sourcing); research data management; measures to ensure reproducibility of results; providing open access to research results (such as publications, data, software, models, algorithms, and workflows); participation in open peer-review; and involving all relevant knowledge actors including citizens, civil society and end users in the co-creation of R&I agendas and contents (such as citizen science).

Please note that this question does not refer to outreach actions that may be planned as part of communication, dissemination and exploitation activities. These aspects should instead be described below under 'Impact'.

- **Social science**: for topics where the KIC Strategic Agenda foresees the need for the integration of social sciences and humanities, show the role of these disciplines at portfolio level or provide a justification if considered that these disciplines are not relevant to the proposed portfolio.

- **Gender dimension**: Describe how the gender dimension (i.e. sex and/or gender analysis, contribution to gender strategy and action plan) is taken into account in the KIC's portfolio content. If you do not consider such a gender dimension to be relevant in your project, please provide a justification.

    NOTE: Remember that this question relates to the <u>content</u> of the planned activities, and not to gender balance in the teams in charge of carrying out the Business Plan.

Sex and gender analysis refers to biological characteristics and social/cultural factors respectively. For guidance on methods of sex / gender analysis and the issues to be taken into account, please refer to https://ec.europa.eu/info/news/gendered-innovations-2-2020-nov-24_en

2. Impact

> ***Impact – aspects to be taken into account while writing this section.***
>
> − Credibility of the pathways to achieve the expected outcomes and economic and societal impacts specified in the KIC Strategic Agenda and in the EIT Impact Framework, and the likely scale and significance of the contributions based on the Business Plan.
> − Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities.
> − Expected impact of the activities for 2023-2025 under the Regional Innovation Scheme.

- *No text is expected under this heading, only under 2.1. and 2.2.*

- *The results of the Business Plan 2023-2025 should make a contribution to the expected outcomes set out for the KIC Strategic Agenda over the medium term, and to the wider expected impacts and respective targets over the longer term.*

- *In this section you should show how your KIC could contribute to the outcomes and impacts described in the KIC Strategic Agenda and the KPIs in the EIT Impact Framework, the likely scale and significance of this contribution, and the measures to maximise these impacts.*

2.1 KIC's pathways towards impact *[max. 6 pages]*

- Provide a **table** indicating the areas/sections of the KIC Business Plan's and the expected results and budget per area to make a difference in terms of impact, beyond the immediate scope and duration. The tables should include the components below, tailored to your KIC.

  (a) The unique contribution your results would make towards (1) the **outcomes** specified in this topic, and (2) the **wider impacts**, in the longer term, specified in the respective destinations in the Business Plan.

    ⚠ *Be specific, aligning to the KIC Strategic Agenda 2021-2027 and Impact pathways in the context of EIT Impact Framework and Horizon Europe.*

    ⚠ *In reference to the KIC intervention logic and KIC strategic objectives defined in the KIC Strategic Agenda 2021-2027, this section shall describe the expected outputs/outcomes, results and impact planned to be achieved through implementation of the KIC Business Plan.*

    ⚠ *Please, do not describe societal challenge(s) in this section - the KIC Strategic Agenda already includes this information. This section should be presented in a concise format including tables/figures.*

    ⚠ *Relevant KPIs targets planned to be achieved following the implementation of the Work Packages (portfolio area level) in line with EIT Impact Framework, the KIC Specific Impact Pathways and GB Decision 17/2021.*

KPIs Tables - The Key Performance Indicators (KPIs) at portfolio level

Table 2.1. List of EIT Core KPIs

Year 2023, 2024 and 2025

EIT area	KPI Code	EIT KPI	Target	Indicate WP(s)
Innovation	[EITHE02.4]	Innovations launched on the market with a sales revenue of at least 10 000 EUR documented		
Business Creation	[EITHE04.4]	Start-ups created having a financial transaction of at least 10 000 EUR for a service/product (result of the KIC KAVA) sold to customers		
	[EITHE05.1]	Start-ups created by students enrolled and graduates from EIT-labelled programmes		
	[EITHE06.1]	Investment attracted by KIC-supported start-ups and scale-ups		
Education	[EITHE07.1]	Graduates from EIT-labelled programmes		
Leveraging investments in R&I	[EITHE11.2]	Financial sustainability coefficient - Total non-EIT financing generated by the KIC Legal Entity		
Horizontal outputs	[EITHE18.1]	% of less represented gender in top governance and management positions combined		

The KPIs targets in the BP for 2023-2025 should be at least those set at the KIC SA for the same period. Please provide a justification in case of discrepancy between BP targets and the KPI targets specified in the KIC Strategic Agenda for the respective years.

(b) Give an indication of the scale and significance of the Business Plan's contribution to the expected outcomes and impacts, should it be successful. Provide quantified estimates where possible and meaningful.

> ⚠ '*Scale'* refers to how widespread the outcomes and impacts are likely to be. For example, in terms of the size of the target group, or the proportion of that group, that should benefit over time; *'Significance'* refers to the importance, or value, of those benefits. For example, number of additional healthy life years; efficiency savings in energy supply.

> ⚠ *Explain your baselines, benchmarks and assumptions used for those estimates. Wherever possible, quantify your estimation of the effects that you expect from your business plan. Explain assumptions that you make, referring for example to any relevant studies or statistics. Where appropriate, try to use only one methodology for calculating your estimates: not different methodologies for each partner, region or country (the extrapolation should preferably be prepared by one partner).*

> ⚠ *Your estimate must relate to this Business Plan only - the effect of other initiatives should not be taken into account.*

(c) Describe any requirements and potential barriers - arising from factors beyond the scope and duration of the Business Plan - that may determine whether the desired outcomes and impacts are achieved. These may include, for example, other R&I work within and beyond Horizon Europe; regulatory environment; targeted markets; user behaviour. Indicate if these factors might evolve over time. Describe any mitigating measures you propose, within or beyond your Business Plan, that could be needed should your assumptions prove to be wrong, or to address identified barriers.

> ⚠ *Note that this does not include the critical risks inherent to the management of the Business Plan itself , which should be described below under 'Implementation'.*

2.2. Measures to maximise impact – Communications, dissemination and exploitation, and stakeholders engagement *[max. 3 pages]*

- Describe the **KIC's overall planned contribution to the development of the EIT Community brand** through all of the KIC's activities, including the consistent visibility of EU and EIT support and financing through all of the KIC's activities and by all start-ups, ventures and innovation projects; EIT labelled degrees and diplomas (including an overview of the KIC's approach to promoting the label); its participation in the implementation of the EIT Alumni Community; and, the EIT Awards in full alignment with the Partnership Agreement (PA) and the KIC Strategic Agenda (SA) provisions.

- Describe **an overview of the KIC's planned external communication activities and achievements across Europe** including the general approach clear links to the KIC Strategic Agenda, annual objectives, target audiences, channels tools, and S.M.A.R.T. targets. This information will be then

operationalized by a Communications Calendar of key events and announcements planned by the KIC (ref. to the obligatory deliverable at portfolio level, including code).

> ⚠ Communication[1]: this is the promotion of the KIC, its activities and results by providing targeted information to multiple audiences (including the media and the public), in a strategic and

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[1] For further guidance on communicating EU research and innovation for project participants, please refer to the Online Manual on the Funding & Tenders Portal

effective manner and possibly engaging in a two-way exchange.

⚠ This also includes the engagement of large audience (incl. citizens) and to bring knowledge and expertise on a particular topic to the general public.

- Outline how the **KIC plans the dissemination and exploitation of results, good practices and lessons learnt from all of its activities** including the general approach, including key objectives, indicators and targets; target audiences and main stakeholders; communication tools and channels (internal and external); management and monitoring of communication activities; links to dissemination and exploitation.

   Add Table 2.2. preliminary list of expected results for dissemination

   ⚠ *Dissemination is related to sharing results and good practices with a view of facilitating their further exploitation by the European and global innovation community. Dissemination of results is mandatory for EU R&I beneficiaries to maximise the take-up of the new knowledge, both for commercial purposes and for policy making; and to boost research & innovation among participants in EU R&I programmes and others who could benefit from the activities taking place and to be accountable for expenditure and making sure that EU citizens benefit.*

   ⚠ The **dissemination plan** should:
     o be specific and proportionate to the scale of the business plan.
     o define the relevant stakeholder groups, such as policy makers, industry representatives, investors, standardisation bodies and regulatory authorities, national and regional administrations who will be reached by the projects with their dissemination and exploitation activities.
     o contain the designated dissemination channels (including EIT website, Horizon Results Platform, Open Air, EU Science Publication), target audiences and consortium partners responsible for the Dissemination activities.
     o contain the expected exploitable results, their exploitation routes and consortium partners responsible for the exploitation activities.
     o include also an overview of good practices, lessons learnt and success stories that could be disseminated.
     o contain measures to be implemented both during and after the end of the project, helping to achieve the expected impact of the project.
     o be updated regularly according to the work plan with results achieved and possible drawbacks experienced.

- Describe **an overview of the KIC's planned stakeholder engagement priorities and activities,** including the annual identifying priority stakeholders, formats of engagement and general timeline. This information will be then operationalized by a Stakeholder Calendar of meetings with institutional stakeholders at EU and Member State level (ref. to the obligatory deliverable, including code). The overview should present clear links to the KIC Strategic Agenda and the KPIs and targets as presented in Table 2.1.

   ⚠ *Stakeholder Engagement refers to the process of engaging and interacting in a timely and targeted manner with relevant, influential stakeholders (e.g. key decision-makers, Knowledge*

Triangle stakeholders etc). The main objective of the stakeholder engagement efforts should be to ensure the support of the stakeholder for the mission and activities of the KIC and the overall EIT Community, via awareness raising, effective consultation and involvement.

- Outline the KIC IPR Strategy for the management of the results at portfolio level (the intellectual property and knowledge), the foreseen protection measures, if there are commercial or industrial opportunities, such as patents, design rights, copyright, trade secrets, etc. and how these would be used to support exploitation. If not KIC IPR Strategy in place, the KIC shall explain the reason and how it is planned to resolve this.

  ⚠ *The Business Plan will need an appropriate agreement to manage (amongst other things) the ownership and access to key knowledge (IPR, research data etc.). Where relevant, these will allow you, collectively and individually, to pursue market opportunities arising from the Business Plan.*

  ⚠ *The Business Plan must indicate the owner(s) of the results (results ownership list) in the final report.*

2.3. Expected impact of the activities for 2023-2025 under the Regional Innovation Scheme *[max. 1 pages]*

With respect to the Regional Innovation Scheme (EIT RIS), describe the KIC's planned activities under the EIT RIS scheme and their contribution to the target group with expected results. These activities shall primarily target beneficiaries from the EIT RIS countries, where the KICs do not have a strong presence (notably, CLCs). Please present an overview on the EIT RIS contribution to the KTI - education, business creation, research driven innovation projects as well as planned EIT RIS hubs and coordination and consolidation of EIT RIS hubs at EIT Community level, in line with the EIT RIS Hub minimum standards and guiding principles. Present the main synergies with the Smart Specialisation Strategies and how EIT RIS contributes to Financial Sustainability of the KIC. The KIC's planned activities under the EIT RIS scheme must be aligned with the Country-specific roadmaps to be developed in the course of 2022.

3. Quality and efficiency of the implementation

> ***Award criteria – aspects to be taken into account***
> – *Quality and effectiveness of the Business Plan, assessment of risks, and appropriateness of the effort assigned to work packages (portfolio areas), and the resources overall*
> – *Capacity and role of the KIC LEs, and extent to which the KIC partnership as a whole brings together the necessary expertise.*

- No text is expected under this heading, only under 3.1. and 3.2.

3.1 Work plan and resources *[max. 20 - 30 pages – <u>as shall be 2 pages max. per WP</u>; the tables must be filled as part of the Part B template. They are not IT supported at proposal submission (once the proposal is selected, some of these tables are indeed IT supported in the grant agreement, but in any case theses tables must be part of the Part B proposal template).]*

Please provide the following KIC portfolio analysis:

- The rationale for the design of the portfolio, the relations between the areas/segments and knowledge triangle integration as well as the link to the multiannual strategy shall be presented.

- Brief presentation of the overall structure of the KIC Business Plan portfolio.

- Graphical presentation of the components showing how they inter-relate within the Knowledge Triangle (Pert chart or similar), showing:

  o Activities (number/budget) per strategic objective / thematic focus area. Present activities within larger thematic areas from the societal challenge perspective, thus linking the activity topics and the portfolio management to the overall KIC's strategy and more explicitly to the particular KIC Strategic Objectives.

  o Proportion (number/budget) between type of activities: innovation and research; education and training; business creation and support; ecosystem coordination and support; KIC management and administration; EIT RIS, Cross-KIC incl. KIC Shared Services, and HEI Initiative - Innovation Capacity Building for Higher Education.

  o the AREA - SEGMENT BP structure with basic information on planned number of activities, average budget per activity per area/segment.

- Briefly explain the KIC's choice behind activity granularity. When deciding about the size and number of activities, different considerations such as monetary value, homogeneity, number of partners involved, and integration of knowledge triangle shall be made. The KIC shall also base its decision considering the joint technical liability which applies at activity level under the GA.

- Present the specific structure of the different work packages (portfolio segments) and their components. Detailed work description, i.e.: a list of work packages (portfolio segments) (table 3.1a);

- a description of each work package *(portfolio segment)* (table 3.1b);

  o Give full details. Base your account on the logical structure of the Business Plan and the stages in which it is to be carried out.

  o Each WP shall include information on:

⚠️ *Portfolio analysis/statistics*

⚠️ *Portfolio selection, monitoring and risk mitigations*

⚠️ *The name of the chapters and structure below is flexible, however the KIC must ensure that the information is available and easy to find.*

o *The final number of work packages shall be between 7-14 (based on the number of the KIC's Strategic Objectives/ Focus Areas and the KIC's decision to link each Work Package to a certain Strategic Objective/ Focus Area).* **<u>Mandatory WPs are</u>**:

⚠️ *WP on Innovation (i.e. 3 WP on innovation related to focus areas, flagships,…)*

⚠️ *WP on Education[2] (i.e. 2-3 WP on education related to EIT Label at Masters, Doctoral, Fellowships, Professional level, and non-EIT Label activities)*

⚠️ *WP on Business Creation*

⚠️ *WP on EIT Regional Innovation Scheme (EIT RIS)*

⚠️ *WP on Coordination*

⚠️ *WP on Communication, Dissemination and Exploitation of Results*

⚠️ *WP on Financial Sustainability*

o *Non-EIT Funded Activities (NEFA) should be part of the relevant WP description.*

o *You should give enough detail in each work package to justify the proposed resources to be allocated and also quantified information so that progress can be monitored, including by the EIT.*

o *It should be explained how activities are selected to contribute to maximum FS, EIT Impact Framework KPIs, maximum impact and how innovations are assessed in terms of their potential. Please note that each project included in the Business Plan should contribute to at least one EIT Core KPI.[3]*

o *For Work Package(s) on Education*

⚠️ *Please clearly describe link to strategic objectives and targets of the KIC in education as presented in the KIC strategic Agenda as well as link to the EIT strategic priorities in education (as defined in the SIA 2021-2027 and EIT Label model – EIT Label Framework and other relevant documents, such as the EIT Label Handbook for degree programmes[4], as well as EIT Label Handbook for non-degree education and EIT Label Handbook for EIT Label Fellowships[5]).*

⚠️ *The portfolio of all KIC activities in Education segment shall be built in alignment with the EIT Label. As such, it is required that starting from 2024, minimum of 75% of the EIT financial contribution in education goes to KIC activities that are included in the KIC EIT Label portfolio (Masters, Doctoral, Fellowship and non-degree segment), including activities which are not yet labelled, but are in preparation stage or in the process of obtaining the EIT Label. Maximum of*

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[2] For the WP on Education, please describe which activities are link and related to the EIT Label and how (where relevant) in the context of the new EIT Label Framework and the <u>EIT Decision 26/2021 on the adoption of the new EIT Label Handbook for Degree Programmes</u>.

[3] EIT Core KPIs are indicated in red in the EIT Impact Framework: https://eit.europa.eu/library/eit-simplified-impact-framework

[4] <u>https://eit.europa.eu/sites/default/files/eit_label_handbook_degree_programmes_-_final.pdf</u>

[5] EIT Label Handbook for non-degree education and EIT Label Handbook for EIT Label Fellowships, to be adopted by the EIT.

15% of the EIT financial contribution in education goes to KIC activities that are not included in the KIC EIT Label portfolio.

⚠ *Exception to this rule are KIC specific activities contributing to the strategic priorities and initiatives in Education as identified by the European Commission, upon EIT approval (such as Skills agenda, Tech talent initiative, Entrepreneurship mobility exchange, etc.)*

⚠ *EIT Label programmes (including the segments – non-degree and Fellowship) can be financed up 100% eligible costs, but must document a clear plan to become financial sustainable. Within 3 years clear progress is needed, a transition for ongoing programmes is required.*

⚠ *For non- labelled programmes the funding rate should correspond to the KIC lifecycle rate but not exceed 70%, co-financing is required from the beginning and KIC should present a clear plan to full financial sustainability and contribution to core EIT KPIs.*

⚠ *Please describe Financial sustainability of the education portfolio in line with the EIT guidelines and include as mandatory deliverable clear financial plan, updated annually and milestones and targets how the activities will become sustainable over time.*

o *Resources assigned to work packages should be in line with their objectives and deliverables.*

o *You are advised to give due visibility in the work plan to 'data management', 'dissemination and exploitation' and 'communication activities', either with distinct tasks or distinct work packages.*

o *Please make sure the information in this section matches the costs as stated in the budget table in section 3 (Part A) of the application forms, and the number of person months, shown in the detailed work package descriptions.*

- a list of milestones (*at portfolio level*) (table 3.1d).

- Each WP should contribute to the List of deliverables (*at portfolio level*) (table 3.1c).

- a list of critical risks at portfolio level, relating to Business Plan implementation, that the stated objectives may not be achieved. Detail any risk mitigation measures. You will be able to update the list of critical risks and mitigation measures as the project progresses (table 3.1e).

  Regarding selection**,** please add any additional information that adds further clarification regarding Business Plan implementation beyond the information included in chapter 1.2.

  Regarding monitoring and risk mitigations related to the implementation of the KIC portfolio in 2023-2025, please present approach to the monitoring of the activities and portfolio re-orientation (incl. go/no go decisions), please present risk assessment including mitigation measures at KIC portfolio level.

  Detail any risk mitigation measures. You will be able to update the list of critical risks and mitigation measures as the project progresses (table 3.1d).

- a table showing number the total persons-month estimated per Work Package (*portfolio level*) (table 3.1f).

- a table showing description and justification of subcontracting costs for each participant (table 3.1g)

- a table showing justifications for 'purchase costs' (table 3.1h) for participants where those costs exceed 15% of the personnel costs (according to the budget table in proposal part A)

- if applicable, a table showing justifications for 'other costs categories' (table 3.1i)

3.2 Capacity of participants and KIC Partnership as a whole *[max. 5 pages]*

⚠️ *Note: The individual members of the partnership (KIC LE & CLCs) are described in a separate section under Part A. There is no need to repeat that information here.*

⚠️ *The KIC ecosystem shall be described in section 1 so below avoid repetition when describing the KIC Partnership.*

- Describe the KIC Partnership. How does it match the Business Plan's objectives, and integrate the partners of the Knowledge Triangle. Show how this includes SMEs, cities, Regional Authorities and other relevant typology of partners. Show how this includes expertise in social sciences and humanities, open science practices, and gender aspects of R&I, as appropriate.

- Show how the partners will have access to KIC Co-location Centres (CLCs) and RIS Hubs and needed to carry out the Business Plan activities and benefit from the KIC services.

- Describe how the KIC partnership diversity contributes to business and result oriented innovation (i.e. covering the innovation value chain including education) within the societal challenge.

- **Other countries and international organisations**: If one or more of the participants requesting EU funding is based in a country or is an international organisation that is not automatically eligible for such funding (entities from Member States of the EU, from Associated Countries and from one of the countries in the exhaustive list included in the Horizon Europe Work Programme General Annexes section A are automatically eligible for EU funding), explain why the participation of the entity in question is essential to successfully carry out the project.

- Any particularity in regards the Business Plan implementation and different from what described in the KIC Strategic Agenda 2021-2027 related to the KIC legal structure, governing and executive bodies, organigramme and roles and responsibilities of the KIC LE executive staff.

- Anti-Fraud elements in line with the KIC policy as published in the KIC website.

- Audit control system, grant assurance and monitoring.

Tables for section 3.1

⚠️ *Use plain text for the tables in section 3.1. If the proposal is invited to start Grant Agreement preparation, these tables will have to be encoded in the grant management IT tool, where no graphics or special formats are supported.*

Table 3.1a: List of work packages

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month

Table 3.1b: Work package description *[max. 2 pages per WP]*

For each work package:

Work package number	
Work package title	i.e EDUCATION

⚠ *Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)*

Objectives

- The WP's objectives should be clearly linked with the intended and quantified impact.

- Please clearly describe link to strategic objectives and targets of the KIC in education as presented in the KIC strategic Agenda as well as link to the EIT strategic priorities in education (as defined in the SIA 2021-2027)

- Please describe the link to the EIT Label model – EIT Label Framework and other relevant documents. Provide (as a **mandatory deliverable**) KIC specific EIT labelling strategy, describing contribution and link of the WP to particular EIT Label elements (at Masters, Doctoral level, Fellowship, professional education); Please include as deliverable also **annual brief report** in case of the EIT Label program (as required in the EIT Label Handbook)

- EIT Core KPIs per WP should be specified here (i.e. [EITHE01.1] Target value (2023-2025) = 25; [EITHE02] Target value (2023-2025) = 4). Each project/activity in every WP need to target at least an EIT Core KPI.

- FS Mechanisms and co-funding applied at WP level and objectives related to revenues generated.

Description of work (where appropriate, broken down into tasks), lead partner and role of main participants

- The description should be at portfolio level ensuring the level of information necessary to explain the work plan in views of the objectives. It should be brief and limited to essentials.

- Regarding the lead partner and role of participants, the plans for any sub-granting shall be explicitly described (i.e. geographical diversity, complementary capabilities…).

- Specific description related to WPs:

- The WP's objectives should be clearly linked with the intended and quantified impact.

- Please clearly describe link to strategic objectives and targets of the KIC in education as presented in the KIC strategic Agenda as well as link to the EIT strategic priorities in education (as defined in the SIA 2021-2027)

- Please describe the link to the EIT Label model – EIT Label Framework and other relevant documents. Provide (as a **mandatory deliverable**) KIC specific EIT labelling strategy, describing contribution and link of the WP to particular EIT Label elements (at Masters, Doctoral level, Fellowship, professional education); Please include as deliverable also **brief annual report** in case of the EIT Label program (as required in the EIT Label Handbook)

- The portfolio of all KIC activities in Education segment shall be built in alignment with the EIT Label. As such, it is required that starting from 2024, minimum of 75% of the EIT financial contribution in education goes to KIC activities that are included in the KIC EIT Label portfolio (Masters, Doctoral, Fellowship and non-degree segment), including activities which are not yet labelled, but are in preparation stage or in the process of obtaining the EIT Label. Maximum of 15% of the EIT financial contribution in education goes to KIC activities that are not included in the KIC EIT Label portfolio.

- Exception to this rule are KIC specific activities contributing to the strategic priorities and initiatives

in Education as identified by the European Commission, upon EIT approval (such as Skills agenda, Tech talent, Entrepreneurship mobility exchange, etc.)

- EIT Label programmes (including the segments – non-degree and Fellowship) can be financed up 100% eligible costs, but must document a clear plan to become financial sustainable. Within 3 years clear progress is needed, a transition for ongoing programmes is required.

- For non- labelled programmes the funding rate should correspond to the KIC lifecycle rate but not exceed 70%, co-financing shout be included from the beginning and KIC should present a clear plan to full financial sustainability and contribution to core EIT KPIs.

- EIT Core KPIs per WP should be specified here (i.e. [EITHE01.1] Target value (2023-2025) = 25; [EITHE02] Target value (2023-2025) = 4). Each project/activity in every WP need to target at least an EIT Core KPI.

- Please describe Financial sustainability of the education portfolio in line with the EIT guidelines and include as **mandatory deliverable** clear financial plan, updated annually and milestones and targets how the activities will become sustainable over time.

- For this WP, please specify the activities and budget that will be subject to open calls, to calls open to the KIC partnership only and activities resulting from direct awards, following the provisions included in the specific rules for EIT KICs actions in HE MGA Annex 5.

IMPORTANT NOTE: It should be explained how activities are selected to contribute to maximum FS, EIT Impact Framework KPIs, maximum impact and how innovations are assessed in terms of their potential.

Table 3.1b: **Work package description** *[2 pages per WP]*

For each work package:

Work package number	
Work package title	<mark>i.e. BUSINESS CREATION</mark>

⚠️ *Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)*

Objectives

- The WP's objectives should be clearly linked with the intended and quantified impact.

- EIT Core KPIs per WP should be specified here (i.e. [EITHE01.1] Target value (2023-2025) = 25; [EITHE02] Target value (2023-2025) = 4). Each project/activity in every WP need to target at least a EIT Core KPI.

- FS Mechanisms and co-funding applied at WP level on Business Creation and objectives related to revenues and financial assets generated.

Description of work (where appropriate, broken down into tasks), lead partner and role of main participants
   - The description should be at portfolio level ensuring the level of information necessary to explain the work plan in views of the objectives. It should be brief and limited to essentials.
   - Regarding the lead partner and role of participants, the plans for any sub-granting shall be explicitly described (i.e. geographical diversity, complementary capabilities…).
   - Specific description related to WPs:

- WPs on Business Creation should present specific cluster of activities (grouped according to the structure of the KIC's activities – for example covering a KIC's specific Action Line, segment); the WP's description should provide an approach for identifying and justification of the cluster's thematic focus. The WP should refer to its contribution to the selection process. The WP description should cover all on-going activities on Business Creation as well as intended number of activities to be selected and implement in years 2023-2025 and how they will contribute to relevant EIT core KPIs. The WP's monitoring modality should be clearly described. The WP's description should for example provide information on the approach within the WP to achieve FS of the activities.

- Please describe Financial sustainability of the Business Creation portfolio in line with the EIT guidelines and include as **mandatory deliverable** clear financial plan, updated annually and milestones and targets how the activities will contribute to the financial sustainability of the KIC.

- For this WP, please specify the activities and budget that will be subject to open calls, to calls open to the KIC partnership only and activities resulting from direct awards, following the provisions included in the specific rules for EIT KICs actions in HE MGA Annex 5.

IMPORTANT NOTE: It should be explained how activities are selected to contribute to maximum FS, EIT

Impact Framework KPIs, maximum impact and how innovations are assessed in terms of their potential.

Table 3.1b: **Work package description** *[2 pages per WP]*

For each work package:

Work package number	
Work package title	i.e. INNOVATION

⚠️ *Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)*

Objectives

- The WP's objectives should be clearly linked with the intended and quantified impact.

- EIT Core KPIs per WP should be specified here (i.e. [EITHE01.1] Target value (2023-2025) = 25; [EITHE02] Target value (2023-2025) = 4). Each project/activity in every WP need to target at least a EIT Core KPI.

- FS Mechanisms and co-funding applied at WP level on Innovation and objectives related to revenues and financial assets generated.

Description of work (where appropriate, broken down into tasks), lead partner and role of main participants

- The description should be at portfolio level ensuring the level of information necessary to explain the work plan in views of the objectives. It should be brief and limited to essentials.

- Regarding the lead partner and role of participants, the plans for any sub-granting shall be explicitly described (i.e. geographical diversity, complementary capabilities…).

- Specific description related to WPs:

- WPs on Innovation – these WPs should present specific cluster of activities (grouped according to the structure of the KIC's activities – for example covering a KIC's specific Action Line, segment); the WP's description should provide an approach for identifying and justification of the cluster's thematic focus. The WP should refer to its contribution to the selection process. The WP description should list all on-going activities as well as intended number of activities to be selected and implement in years 2023-2025 and how they will contribute to relevant EIT core KPIs. The WP's monitoring modality should be clearly described. The WP's description should for example provide information how the innovation activities will address the EIT Innovation Principles. Approach within the WP to achieve FS of the activities.

- For this WP, please specify the activities and budget that will be subject to open calls, to calls open to the KIC partnership only and activities resulting from direct awards, following the provisions included in the specific rules for EIT KICs actions in HE MGA Annex 5.

- Ecosystems should not be part of the WP on Innovation. It may be included in the WP on Coordination or eventually in a specific WP on Ecosystems.

- Please describe Financial sustainability of the Innovation portfolio in line with the EIT guidelines and include as **mandatory deliverable** clear financial plan, updated annually and milestones and targets how the activities will contribute to the financial sustainability of the KIC.

IMPORTANT NOTE: It should be explained how activities are selected to contribute to maximum FS, EIT Impact Framework KPIs, maximum impact and how innovations are assessed in terms of their potential.

Table 3.1b: **Work package description** *[2 pages per WP]*

For each work package:

Work package number	
Work package title	i.e. EIT RIS

⚠️ *Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)*

Objectives

- The WP's objectives should be clearly linked with the intended and quantified impact.
- EIT Core KPIs per WP should be specified here (i.e. [EITHE01.1] Target value (2023-2025) = 25; [EITHE02] Target value (2023-2025) = 4).
- FS Mechanisms and co-financing applied per type of EIT RIS activities in line with the EIT RIS framework 2022-2027 and objectives related to revenues and financial assets generated.

Description of work (where appropriate, broken down into tasks), lead partner and role of main participants

- The description should be at portfolio level ensuring the level of information necessary to explain the work plan in views of the objectives. It should be brief and limited to essentials.
- Regarding the lead partner and role of participants, the plans for any sub-granting shall be explicitly described (i.e. geographical diversity, complementary capabilities…).
- Specific description related to WPs:

IMPORTANT NOTE: It should be explained how activities are selected to contribute to maximum FS, EIT Impact Framework KPIs, maximum impact and how innovations are assessed in terms of their potential.

- WP on EIT Regional Innovation Scheme (EIT RIS) - These activities shall primarily target beneficiaries from the EIT RIS countries, where the KICs do not have a strong presence (notably, CLCs). This WP shall describe the selection of the KIC's planned activities under the EIT RIS scheme and their contribution to the target group with expected results, including the transition to the new EIT RIS Implementation Framework and approach towards Financial Sustainability of the activities, and contribution to relevant EIT core KPIs. Please present overview on the EIT RIS contribution to the KTI - education, business creation, research driven innovation projects as well as planned EIT RIS hubs and consolidation and coordination at EIT community level, in line with the EIT RIS Hubs Minimum Standards and Guiding Principles.
- For this WP, please specify the activities and budget that will be subject to open calls, to calls open to the KIC partnership only and activities resulting from direct awards, following the provisions included in the specific rules for EIT KICs actions in HE MGA Annex 5.

Table 3.1b: **Work package description** *[2 pages per WP]*

For each work package:

Work package number	
Work package title	i.e. COORDINATION

⚠️ *Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)*

Objectives

- The WP's objectives should be clearly linked with the intended and quantified impact.
- EIT Core KPIs per WP should be specified here (i.e. [EITHE01.1] Target value (2023-2025) = 25; [EITHE02] Target value (2023-2025) = 4).

Description of work (where appropriate, broken down into tasks), lead partner and role of main participants

- The description should be at portfolio level ensuring the level of information necessary to explain the work plan in views of the objectives. It should be brief and limited to essentials.
- Regarding the lead partner and role of participants, the plans for any sub-granting shall be explicitly described (i.e. geographical diversity, complementary capabilities…).
- Specific description related to WPs:

- Ecosystems should not be part of the WP on Innovation. It may be included in the WP on Coordination or eventually in a specific WP on Ecosystems.

Table 3.1b: **Work package description** *[2 pages per WP]*

For each work package:

Work package number	
Work package title	i.e. COMMUNICATION, DISSEMINATION AND EXPLOITATION OF RESULTS

⚠️ *Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)*

Objectives

- The WP's objectives should be clearly linked with the intended and quantified impact.
- EIT KPIs per WP should be specified here (i.e. [EITHE01.1] Target value (2023-2025) = 25; [EITHE02] Target value (2023-2025) = 4).

Description of work (where appropriate, broken down into tasks), lead partner and role of main participants

- - The description should be at portfolio level ensuring the level of information necessary to explain the work plan in views of the objectives. It should be brief and limited to essentials.
- - Regarding the lead partner and role of participants, the plans for any sub-granting shall be explicitly described (i.e. geographical diversity, complementary capabilities…).
- - Specific description related to WPs:

- Having regard to the obligation to promote the wide dissemination, communication and exploitation of the results and opportunities emerging from the EIT Community, the WP shall outline the communication actions that will be undertaken by the KIC in order to increase the awareness, visibility and knowledge of the EIT across the Union, as well as to encourage participation in EIT Community activities.
- In particular, the WP on Communication will contribute to the objective of ensuring transparency and accountability of public funding in R&I projects, thereby preserving the public interest. It shall outline how the KICs website will contribute to transparency and accountability, including easily accessible dedicated contact information for the reporting of complaints, alleged irregularities or fraud or cases, as well as an overview of the governance structure, the names of and declarations of interest for all relevant persons involved in the KIC governance, and the minutes of relevant meetings (e.g. Annual General Meetings of the Board).
- In addition, it will outline the means by which the KIC will acknowledge the origin of the union funds that receives and ensure the visibility of the Union funding. This will include when promoting actions and their results (including for prizes), by providing coherent, effective and proportionate targeted information to multiple audiences, including the media and the public. This will also include referenced to the branding guidance to be applied by the KIC and it's partners which will be in line with the EIT brand guidance and requirements.
- As part of this raising of awareness and visibility, the WP on Communications must include an outline of when annual planning of awareness raising events will take place, and the commitment to produce a comprehensive events calendar which shall be communicated to the EIT in a timely manner at the beginning of planning phases, and regularly updated.
- For this WP, please specify the activities and budget that will be subject to open calls, to calls open

to the KIC partnership only and activities resulting from direct awards, following the provisions included in the specific rules for EIT KICs actions in HE MGA Annex 5.

IMPORTANT NOTE: It should be explained how activities are selected to contribute to maximum FS, EIT Impact Framework KPIs, maximum impact and how innovations are assessed in terms of their potential.

Table 3.1b: **Work package description** *[2 pages per WP]*

For each work package:

Work package number	
Work package title	i.e. FINANCIAL SUSTAINABILITY

⚠️ *Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)*

Objectives

- The WP's objectives should be clearly linked with the intended and quantified impact.

- EIT Core KPIs per WP should be specified here (i.e. [EITHE01.1] Target value (2023-2025) = 25; [EITHE02] Target value (2023-2025) = 4).

- FS Mechanisms applied per WP and objectives related to revenues generated.

Description of work (where appropriate, broken down into tasks), lead partner and role of main participants

- The description should be at portfolio level ensuring the level of information necessary to explain the work plan in views of the objectives. It should be brief and limited to essentials.

- Regarding the lead partner and role of participants, the plans for any sub-granting shall be explicitly described (i.e. geographical diversity, complementary capabilities…).

- Specific description related to WPs:

IMPORTANT NOTE: It should be explained how activities are selected to contribute to maximum FS.

- WP on Financial Sustainability should explain the strategies and targets for the KIC's planned revenues and financing sources (06/2022 EIT GB Decision on Financial Sustainability Principles), including via the creation of revenues and return generating financial assets, the participation in return-generating investment funds and the attraction of public and private co-investments to co-fund EIT funded activities (EFA), or to fund non EIT funded activities (NEFA).

- It should present the financial operationalisation of the KIC's business model, including: the mechanisms to implement the KIC's Financial Sustainability strategies; a description of the evolution and changes in relation to the previous years and the exploitation of the financial returns / revenues (i.e. in line with the 06/2022 GB Decision on Financial Sustainability Principles) to further finance the KICs's KTI and ecosystems activities.

- It is recommended to include examples of concrete actions taken or to be taken in order to reach the FS plan presented by the KICs.

- It should also include details regarding Financial Sustainability for the proposed EIT Label programmes (i.e. long-term plans for making those programmes sustainable so that they can continue after EIT funding ends).

Table 3.1c: List of deliverables[6]

Only include deliverables that you consider essential for effective project monitoring.

Note: Every single activity/project included in a WP should feed with its results to the following list of deliverables. See list of obligatory deliverable in the Guidelines appendix.

Number	Deliverable name	Short description	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)
i.e. D01-WP1	i.e Interim report WP Education	i.e. Interim report presenting the terms of the level of fulfilment of the KPI targets, Impact targets and Financial Sustainability contributions, per each sub-WP/Focus Ares/Flagship	i.e WP1	i.e. KIC LE	i.e. R	i.e. PU	12, 24
i.e. D02-WP1	i.e Final report WP Education	i.e. final report presenting the achievements in terms of the level of fulfilment of the KPI targets, Impact targets and Financial Sustainability contributions, per each sub-WP/Focus Ares/Flagship	i.e WP1	i.e. KIC LE	i.e. R	i.e. PU	36

KEY

Deliverable numbers in order of delivery dates. Please use the numbering convention <WP number>.<number of deliverable within that WP>.

For example, deliverable 4.2 would be the second deliverable from work package 4.

Type:

Use one of the following codes:

      R: Document, report (excluding the periodic and final reports)

      DEM: Demonstrator, pilot, prototype, plan designs

      DEC: Websites, patents filing, press & media actions, videos, etc.

      DATA: Data sets, microdata, etc.

      DMP: Data management plan

      ETHICS: Deliverables related to ethics issues.

      SECURITY: Deliverables related to security issues

      OTHER: Software, technical diagram, algorithms, models, etc.

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[6] You must include a data management plan (DMP) and a 'plan for dissemination and exploitation including communication activities as distinct deliverables within the first 6 months of the project. The DMP will evolve during the lifetime of the project in order to present the status of the project's reflections on data management. A template for such a plan is available in the Online Manual on the Funding & Tenders Portal.

Dissemination level:
Use one of the following codes:

      PU – Public, fully open, e.g. web (Deliverables flagged as public will be automatically published in CORDIS   project's page)

      SEN – Sensitive, limited under the conditions of the Grant Agreement

      Classified R-UE/EU-R – EU RESTRICTED under the Commission Decision No2015/444

      Classified C-UE/EU-C – EU CONFIDENTIAL under the Commission Decision No2015/444

      Classified S-UE/EU-S – EU SECRET under the Commission Decision No2015/444

Delivery date
Measured in months from the project start date (month 1)

Table 3.1d: **List of milestones**

Milestone number	Milestone name	Related work package(s)	Due date (in month)	Means of verification

KEY
Due date
Measured in months from the project start date (month 1)

Means of verification
Show how you will confirm that the milestone has been attained. Refer to indicators if appropriate. For example: a laboratory prototype that is 'up and running'; software released and validated by a user group; field survey complete and data quality validated.

Table 3.1e: **Critical risks for implementation**

Description of risk (indicate level of (i) likelihood, and (ii) severity: Low/Medium/High)	Work package(s) involved	Proposed risk-mitigation measures

Definition critical risk:
A critical risk is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives.

Level of likelihood to occur: Low/medium/high
The likelihood is the estimated probability that the risk will materialise even after taking account of the

mitigating measures put in place.

Level of severity: Low/medium/high
The relative seriousness of the risk and the significance of its effect.

Table 3.1f: Summary of staff effort

Please indicate the number of person/months over the whole duration of the planned work, for each work package, for each participant. Identify the work-package leader for each WP by showing the relevant person-month figure in bold.

	WPn	WPn+1	WPn+2	Total Person-Months per Participant
Participant Number/Short Name				
Participant Number/ Short Name				
Participant Number/ Short Name				
Total Person Months				

Table 3.1g: 'Subcontracting costs' items

For each participant describe and justify the tasks to be subcontracted (please note that core tasks of the project should not be sub-contracted).

Participant Number/Short Name		
	Cost (€)	**Description of tasks and justification**
Subcontracting		

Table 3.1h: 'Purchase costs' items (travel and subsistence, equipment and other goods, works and services)

Please complete the table below for each participant if the sum of the costs for 'travel and subsistence', 'equipment', and 'other goods, works and services' exceeds 15% of the personnel costs for that participant (according to the budget table in proposal part A). The record must list the largest cost items down to the level that the remaining, costs are below 15% of personnel costs.

Participant Number/Short Name		
	Cost (€)	**Justification**
Travel and subsistence		
Equipment		
Other goods, works and services		
Remaining purchase costs (<15% of pers. Costs)		
Total		

Table 3.1i: 'Other costs categories' items (e.g. internally invoiced goods and services)

Please complete the table below for each participants that would like to declare costs under other costs categories (i.e. internally invoiced goods and services), irrespective of the percentage of personnel costs.

Participant Number/Short Name		
	Cost (€)	Justification
Financial support to third parties		
Internally invoiced goods and services		

Table 3.1j: **'In-kind contributions' provided by third parties**

Please complete the table below for each participants that will make use of in-kind contributions (non-financial resources made available free of charge by third parties). In kind contributions provided by third parties free of charge are declared by the participants as eligible direct costs in the corresponding cost category (e.g. personnel costs or purchase costs for equipment).

Participant Number/Short Name			
Third party name	**Category**	**Cost (€)**	**Justification**
	Select between Seconded personnel Travel and subsistence Equipment Other goods, works and services Internally invoiced goods and services		

ANNEXES TO PROPOSAL PART B

Some calls may ask to upload annexes to proposal part B. The annexes must be uploaded as separate documents in the submission system. The most common annexes to be uploaded in Horizon Europe are (standard templates are published in the Funding & Tenders portal):

- **CLINICAL TRIALS:** Annex with information on clinical trials
- **FINANCIAL SUPPORT TO THIRD PARTIES:** Annex with information on financial support to third parties.
- **CALLS FLAGGED AS SECURITY SENSITIVE:** Annex with information on security aspects.
- **ETHICS:** ethics self-assessment should be included in proposal part A. However, in calls where several serious ethics issues are expected, the character limited in this section of proposal part A may not be sufficient for participants to give all necessary information. In those cases, participants may include additional information in an annex to proposal part B.

Proposal template Part B: technical description

TITLE OF THE PROPOSAL

List of participants

Participant No. *	Participant organisation name	Country
1 (Coordinator)		
2		
3		
…		

Executive summary

1. Excellence in regards to the KIC's Multiannual Strategic Agenda 2021-2027

1.1 Objectives and ambition

Insert here text for your proposal

1.2 Methodology

Insert here text for your proposal

2. Impact

2.1 KIC's pathways towards impact

Insert here text for your proposal

KPIs Tables - The Key Performance Indicators (KPIs) at portfolio level

Table 2.1. List of EIT Core KPIs

Year 2023, 2024 and 2025

EIT area	KPI Code	EIT KPI	Target	Indicate WP(s)
Innovation	[EITHE02.4]	Innovations launched on the market with a sales revenue of at least 10 000 EUR documented		

Business Creation	[EITHE04.4]	Start-ups created having a financial transaction of at least 10 000 EUR for a service/product (result of the KIC KAVA) sold to customers		
	[EITHE05.1]	Start-ups created by students enrolled and graduates from EIT-labelled programmes		
	[EITHE06.1]	Investment attracted by KIC-supported start-ups and scale-ups		
Education	[EITHE07.1]	Graduates from EIT-labelled programmes		
Leveraging investments in R&I	[EITHE11.2]	Financial sustainability coefficient - Total non-EIT financing generated by the KIC Legal Entity		
Horizontal outputs	[EITHE18.1]	% of less represented gender in top governance and management positions combined		

2.2 Measures to maximise impact - Dissemination, exploitation and communication

Insert here text for your proposal

Table 2.2.

2.3. Expected impact of the activities for 2023-2025 under the Regional Innovation Scheme

3. Quality and efficiency of the implementation

3.1 Work plan and resources

Insert here text for your proposal

3.2 Capacity of participants and consortium as a whole

Insert here text for your proposal

Tables for section 3.1

Table 3.1a: List of work packages

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month

Table 3.1b: **Work package description**

For each work package:

Work package number	
Work package title	

Objectives

Description of work

Table 3.1c: List of Deliverables

Number	Deliverable name	Short description	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)

Table 3.1d: List of milestones

Milestone number	Milestone name	Related work package(s)	Due date (in month)	Means of verification

Table 3.1e: Critical risks for implementation

Description of risk (indicate level of (i) likelihood, and (ii) severity: Low/Medium/High)	Work package(s) involved	Proposed risk-mitigation measures

Table 3.1f: Summary of staff effort

	WPn	WPn+1	WPn+2	Total Person-Months per Participant
Participant Number/Short Name				
Participant Number/ Short Name				
Participant Number/ Short Name				

Total Person Months				

Table 3.1g: **'Subcontracting costs' items**

Participant Number/Short Name		
	Cost (€)	Description of tasks and justification
Subcontracting		

Table 3.1h: **'Purchase costs' items (travel and subsistence, equipment and other goods, works and services)**

Participant Number/Short Name		
	Cost (€)	Justification
Travel and subsistence		
Equipment		
Other goods, works and services		
Remaining purchase costs (<15% of pers. Costs)		
Total		

Table 3.1i: **'Other costs categories' items (e.g. internally invoiced goods and services)**

Participant Number/Short Name		
	Cost (€)	Justification
Internally invoiced goods and services		
…		

Table 3.1j: **'In-kind contributions' provided by third parties**

Participant Number/Short Name			
Third party name	Category	Cost (€)	Justification
	Select between Seconded personnel Travel and subsistence Equipment Other goods, works and services Internally invoiced goods and services		