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Executive Summary

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

The EIT makes innovation happen by bringing this knowledge triangle together to form dynamic pan-European partnerships. The EIT's Knowledge and Innovation Communities (KICs) work in areas that are critical for our planet, the EU, and its citizens: climate, digitisation, efficient and renewable energies, health, sustainable raw materials and food, manufacturing, and urban mobility. The EIT delivers on Europe's commitment to the UN's Sustainable Development Goals (SDGs) and contributes to the overarching objectives of Horizon Europe (the EU's funding programme for research and innovation). That means the EIT makes a key contribution to Europe's foremost priorities (such as the green and digital 'twin transitions') and works to channel social and technological innovations to areas where they can advance society and benefit citizens. Furthermore, the European Commission's July 2022 *New European Innovation Agenda* that seeks to position Europe at the forefront of the new wave of deep tech innovation and start-up creation, marks the EIT as critical to ensuring the Agenda's success. The EIT is currently contributing through initiatives such as the EIT Deep Tech Talent Initiative, Deep Tech Innovation Valleys, Innovation Intern, and Women Entrepreneurship and Leadership schemes. These initiatives will complement and further enhance the EIT's impact under Horizon Europe, with its Strategic Innovation Agenda adopted in May 2021.

Building on its strong results, the EIT's plans and activities for 2023 are:



1. Increasing the impact of KICs and knowledge triangle integration

The EIT will continue to enhance its role as a smart investor in innovation by refining and implementing its strategic planning and performance evaluation framework, ensuring the supervision and monitoring of the KICs, and increasingly focusing attention on their financial sustainability and their gradual transition towards financial independence from the EIT. The EIT will facilitate shared services towards the KICs. It will also promote the exchange of past experiences and best practices between KICs and foster greater cross-KIC collaboration (also known as “cross-KIC activities”) on both thematic and horizontal topics (such as the reinforcement of the EIT Label). The EIT will continue to equip innovation actors with the skills required to thrive. It will find new ways to help re-skill and up-skill the workforce of industries of the future and grow the talent pool for Europe’s scale-ups and unicorns.

There is much work to do to address new and emerging global challenges, empower Europe’s full innovation potential, and nourish the socio-economic benefits of the twin green/digital transition. With its now reinforced capacity, the EIT will strengthen Europe’s ability to meet those challenges by reenforcing a dynamic and open innovation community that is ready to take the lead in cutting-edge fields.

2. Supporting the innovation and entrepreneurship capacity of higher education

The EIT will implement activities through the KICs in an open and targeted way to increase the innovation and entrepreneurship capacity of higher education. This will require integrating a wider number of Higher Education Institutions (HEIs) into innovation value chains and ecosystems. These activities will complement the KICs’ current knowledge triangle integration activities by making them more accessible to non-partners of the KICs. The specific details of the implementation and delivery mechanism process were developed and fine-tuned in 2021-2022 and will be subject to monitoring and evaluation during this pilot phase before further up-scaling in 2023 and beyond.



Lilium Aviation (DE)
electric vertical jet
Supported by EIT Clirix



Climeworks (CH)
carbon dioxide (CO₂) collectors
Supported by EIT Clirix



Northvolt (SE)
the world's greenest battery
Supported by EIT InnoEnergy



Freyr (NO)
high energy density and cost competitive clean battery
Supported by EIT InnoEnergy



Sword Health (PT)
virtual care for patients
Supported by EIT Health



Owkin (FR)
better patient drugs by machine learning
Supported by EIT Health



Ynsect (FR)
global leader in alternative protein production
Supported by EIT Clirix




Higher education institutions will also be critical partners in the Deep Tech Talent for Europe Initiative. The *New European Innovation Agenda* put the EIT in the driving seat of this programme to skill, re-skill and up-skill at least 1 million specialists and entrepreneurs within deep tech fields such as advanced materials and manufacturing, artificial intelligence, biotechnology, robotics, photonics, sustainable energy, and cleantech. The initiative was launched in October 2022 and will be developed over the next three years (2023-2025).

3. EIT cross-cutting activities

Building on its vast network and placed-based approach, the EIT will step up its efforts in the implementation of the Regional Innovation Scheme (RIS). This scheme closes the “innovation divide” — the regional disparities in innovation capacity — by linking RIS-eligible countries to the wider pan-European innovation network and

providing on-the-ground support to their innovation communities. The EIT will complement and create synergies with other EU programmes and instruments (such as the European Innovation Council) by reinforcing the planning and implementation activities of its KICs. The EIT, as an integral part of Horizon Europe, will complement the programme by promoting innovation, education, and the scaling-up of new businesses across the European Union.

To further increase its visibility, the EIT will focus its 2023 cross-KIC communications activities on raising external stakeholders' awareness of the EIT Community's activities and achievements by implementing its Communications Strategy of greater transparency and openness.



The 2023 EIT Awards will be organised with more targeted communication opportunities. They will also showcase the EIT's success by increasing the visibility of stakeholder interactions and idea exchange within the EIT Community.



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

In 2023, the EIT will continue to improve itself by processing and applying lessons learned within all EIT Community activities. It will continue to foster its culture of evaluation to ensure issues can be discussed openly and the organisation can continue to grow in the right direction. The EIT will also apply its Impact Framework (2021 – 2027) through data collection and impact assessment methodology. In addition, the EIT will improve the gender balance in diverse EIT governance bodies and among beneficiaries. This work will be performed in close collaboration with the KICs and key EIT stakeholders.

List of acronyms

AAR	Annual Activity Report
BI	Business Intelligence
BP	Business Plan/ Business Plan IT tool
CA	Contract Agent
CCSIs	Cultural & Creative Sectors and Industries
CERN	European Organization for Nuclear Research
CFS	Certificate on Financial Statements
CIC	Common Implementation Centre
CLC	KIC Co-Location Centre
COST	European Cooperation in Science and Technology
CPC	Common Policy Centre
DEAP	Digital Education Action Plan
DEP	Digital Europe Programme
DG GROW	European Commission's Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs
DTTI	Deep Tech Talent Initiative
EARTO	European Association of Research and Technology Organisations
EC	European Commission
EEN	Enterprise Europe Network
EFSI	European Fund for Strategic Investment
EFTA	European Free Trade Association
EIB	European Investment Bank
EIC	European Innovation Council
EIE	European Innovation Ecosystems
EIF	European Investment Fund
EIT	European Institute of Innovation and Technology
EP	European Parliament
EPO	European Patent Office
ERA	European Research Area
EUIPO	European Union Intellectual Property Office
EIT RIS	EIT Regional Innovation Scheme
ERC	European Research Council
ESIF	European Structural and Investment Funds
EU	European Union
EXCO	Executive Committee
GA	Grant Agreement
GB	Governing Board
GGC	Girls Go Circular
GR	Grant Reporting/ Grant Reporting IT tool
HE	Horizon Europe
HEI	Higher Education institutions
HR	Human Resources
ICT	Information and Communications Technology
IPA III	Instrument for Pre-Accession assistance
IPR	Intellectual Property Rights
JRC	European Commission's Joint Research Centre
KAVA	KIC Added Value Activities
KIC LE	KIC Legal Entity

KICs	Knowledge and Innovation Communities
KPIs	Key Performance Indicators
MGA	Model Grant Agreement
MoC	Memorandum of Cooperation
MoU	Memorandum of Understanding
MOOCs	Massive Open Online Courses
MOOPs	Massive Open Online Programmes
MSCA	Marie Skłodowska-Curie Actions
MSRG	Member State Representatives Group
NEB	New European Bauhaus
NEIA	New European Innovation Agenda
NCPs	National Contact Points
OECD	Organisation for Economic Co-operation and Development
PA	Partnership Agreement
PIO	Partnership management IT tool
RRI	Responsible Research and Innovation
RRF	Recovery and Resilience Facility
SA	KIC Strategic Agenda
SIA	EIT 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
TFS	Task Force Simplification (EIT –KIC operational task force)
WG	Working Group
WP	Work Programme

Mission statement

The European Institute of Innovation and Technology (EIT) is a body of the European Union (EU), established in March 2008.

The EIT's mission is to contribute to Europe's sustainable economic growth and competitiveness by reinforcing the innovation capacity of the Member States and the EU to address major challenges faced by our societies. It shall do this by promoting synergies and integrating higher education, research, and innovation of the highest standards, including by fostering entrepreneurship. The EIT shall also contribute to delivering on the general and specific objectives of the EU's framework programme for research and innovation.

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

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

The EIT will also contribute to the implementation of the New European Innovation Agenda, which positions the EIT as one of the key innovation actors contributing to EU innovation flagship initiatives like the EIT Deep Tech Talent Initiative, Deep Tech Innovation Valleys, Innovation Intern, and Women Entrepreneurship and Leadership schemes.

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

The EIT will contribute to Horizon Europe and the European Commission's objectives by continuing to integrate the knowledge triangle. This integration takes place primarily via the EIT KICs, which bring together excellent organisations on a long-term basis around societal challenges. Based on existing European excellence, the EIT KICs will continue to build upon and create new ecosystems tackling fragmentation and duplication of efforts across borders to generate critical mass, enhance and strengthen collaboration, optimise the use of human, financial and physical resources, and attract top talent from all over the world. According to the EIT's Strategic Innovation Agenda for 2021 to 2027 (EIT SIA)¹, the EIT will gradually expand its portfolio of EIT KICs to further enhance its impact and to incentivise innovation in new areas of societal challenges. Building on the existing eight EIT KICs, the EIT will conclude the start-up phase of EIT Culture & Creativity (designated in June 2022) and launch a call for a new KIC — "EIT Water" — in 2025 if confirmed by the European Commission. The estimated financial needs of the EIT in 2023-2025 are approximately EUR 1.2 billion.

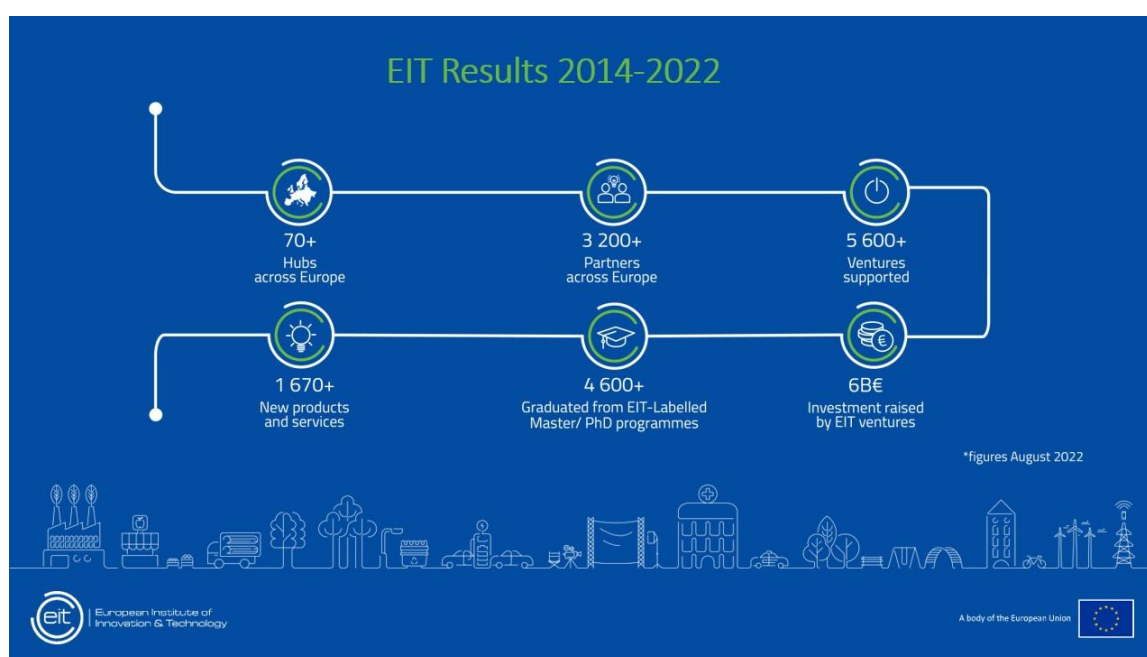
¹ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32021D0820&qid=1624882966988>

Section I – General context



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

A decade after the EIT's establishment, the pace of innovation accelerated dramatically. Innovation is reshaping economic sectors, disrupting existing businesses, and creating unprecedented opportunities. With a shifting global economic order and international competition on the rise, the EU's dependence on talent and its capacity to innovate is growing. Co-design, cooperation, and co-creation across disciplines and between education, business, and research are needed more than ever to address global challenges related to climate change, the unsustainable use of natural resources, digital transformation, demographic shifts, and the future of healthcare and food.



With the adoption of Horizon Europe and the New European Innovation Agenda, the EU made a firm commitment to raising Europe's innovation potential to respond to the challenges of the future. The EIT's distinct role in fostering innovation by bringing together business, education, research, public authorities, civil society, and other stakeholders is reinforced by its positioning in the Innovative Europe Pillar of Horizon Europe. Horizon Europe reflects the growing ambition of the EU on innovation and the necessity to deliver on it. The New European Innovation Agenda additionally strengthens the EIT Community's position on the EU innovation landscape, recognising its leading role in the Deep Tech Talent Initiative to skill, re-skill, and up-skill at least 1 million experts and entrepreneurs in the next three years (2023-2025) within deep tech fields such as advanced materials and manufacturing, artificial intelligence, biotechnology, robotics, photonics, sustainable energy, and cleantech.



During the programming period of 2023-2025, the EIT will contribute to the overall achievement of Horizon Europe's scientific, economic, technological, and societal impacts. It will continue to strengthen innovation ecosystems that help tackle global challenges by fostering the integration of the knowledge triangle within the EIT KICs. This integration takes place primarily via excellence-driven autonomous partnerships— the EIT KICs— which foster innovation and entrepreneurship by bringing together excellent organisations on a long-term basis around societal challenges. The KICs will build

upon existing European excellence and create new ecosystems that can end project fragmentation and duplication, generate critical mass, enhance collaboration, optimise resources, and attract top talent from all over the world. The Horizon Europe Strategic Planning process will ensure closer alignment between EIT activities and the rest of Horizon Europe. The EIT will help the KICs incorporate the Horizon Europe Strategic Plan 2021-2024 into their own Business Plans. It will also monitor the KICs' commitments and progress towards the United Nations 2030 Agenda for Sustainable Development (UN SDGs).

The EIT considers creating strong bonds with EU, national, regional, and international initiatives a top priority. Based on its proven track record, the EIT will play an important role in the **Innovative Europe Pillar**. Strong synergies between the EIT, the European Innovation Council (EIC), and the European Innovation Ecosystems (EIE) will be key for the impact of this pillar. Based on a structured cooperation agreement, the EIT and the EIC will run complementary activities aimed at streamlining support provided to innovative ventures.

The EIT will also strengthen synergies with programmes and Initiatives in the **Excellent Science Pillar** to accelerate the transfer of knowledge from blue sky research into concrete applications that benefit society. Regarding the Marie-Skłodowska-Curie Actions (MSCA), the EIT will collaborate to develop MSCA fellows' innovation and entrepreneurial skills. Future collaboration with the ERC will be also ensured.

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

The COVID-19 crisis and the EU response to Russia's unprecedented military aggression against Ukraine has underlined the value of European cooperation. But it also demonstrated that the Union must urgently build up crisis-response capabilities and its resilience to future shocks. Agriculture, food, energy, raw materials, health, digital, socio-economic and climate-related research, and innovation are critical for the Union's preparedness and for an effective response to emergencies.

The EIT has shown flexibility in its operations in response to the new situation. For example, it adopted COVID-19-related measures and initiatives to incentivise KICs to tackle the pandemic. It then facilitated KIC support to Ukrainian innovation ecosystems. The EIT will continue to encourage KICs to deliver concrete solutions aimed at mitigating the effects of the intersecting crises and contributing to recovery.



The EIT will continue to contribute to the political priority of a "Digital Single Market" by fostering European innovation and entrepreneurship in the field of information and communication technologies. The EIT Community also prominently delivers in the Digital Education Action Plan and looks forward scaling-up its contributions to it.

. EIT Digital was designed to support the development of breakthrough ideas and facilitate their placing on the market by providing a place for students, entrepreneurs, SMEs, start-ups and business actors to meet, exchange ideas and turn them into marketable innovations.

The EIT also strongly contributes to the European Commission's priorities on the Energy Union and Climate Action. For example, through EIT Climate-KIC, the EIT integrates climate adaptation and mitigation research efforts. Thus, the EIT stimulates climate entrepreneurship among students and professionals through educational activities that foster 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 greenhouse gas emissions. This benefits citizens directly by encouraging the supply of cheap, secure, and sustainable energy.

The work of EIT Climate-KIC is complementary to that of EIT RawMaterials, which aims to develop a cost-efficient, secure, sustainable supply and use of raw materials.

EIT Health brings together leading healthcare companies across multiple industry sectors, public and private research centres, and top universities to create a powerful network of partners with a clear mission: to accelerate entrepreneurship and innovation in healthy living and active ageing. It does so by providing Europe's top talent with new opportunities and resources to work 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 that can deliver a healthier lifestyle for all European citizens (thereby contributing to the EU's Food 2030 strategy, as well).

In December 2019, the EIT launched two KICs: EIT Manufacturing, which boosts the global competitiveness of Europe's manufacturing sector by championing radical innovation and entrepreneurial talent; and EIT Urban Mobility, which reimagines collective and individual mobility as tailored to local needs, community friendly, and stimulating for the economy.

In June 2022, the EIT Governing Board designated a partnership to set up the Culture & Creativity KIC by 2023. The new KIC's mission is to inspire and facilitate collaborative innovation in the cultural and creative sectors and industries and further power Europe's green and digital transformation.



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

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

The EIT is an active member of the EU Agencies Network (EUAN), seeking synergies and increased efficiency. In 2023, the EIT will join the Troika (the EUAN Executive Group) for a three-year mandate and take over the chairmanship of the network in 2024 for one year.

Section II – Multi-annual programming 2023-2025

Multi-annual objectives

The EIT's **overall objective** is to contribute to the development of Europe's innovation capacity. The EIT will continue to support its KICs to strengthen the innovation ecosystems that tackle global challenges. It will do so by fostering the integration of education, research, and business, thereby creating environments conducive to innovation. It will promote and support new generations of entrepreneurs and stimulate the creation of innovative companies in close synergy and complementarity with the EIC. In particular, the EIT will:

- ✓ Strengthen sustainable innovation ecosystems across Europe;
- ✓ Foster innovation and entrepreneurship through better education;
- ✓ Bring new solutions to global challenges to the market.

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

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

While the EIT developed and applies its own Impact Framework, the table below provides the non-exhaustive list of EIT-monitored key performance indicators and their targets based on the Strategic Innovation Agenda 2021-2027. These indicators will provide the main input and output orientations for monitoring the achievement of EIT's key objectives for the period 2021-2027.

Key Performance Indicators	Target 2023 (Baseline 2020)	Target 2027 (Baseline 2020)
No. of entities/organisations participating in EIT and KIC activities	20 % increase	50 % increase
No. of innovations (products and services) launched on the market	1.500	4.000
Higher Education Institutions involved in EIT and KIC activities	285	680
No. of students involved in EIT and KICs education activities	8.500	25.500
No. of start-ups supported	300	700
KICs' co-funding	700 MEUR	1500 MEUR
No. of entities/organisations participating in EIT and KIC activities from regions outside the KICs' CLC regions	50 % increase	100 % increase

Table 1

By achieving these objectives, the EIT will contribute to the overall achievement of Horizon Europe's scientific, economic, technological, and societal impacts and the implementation of the New European Innovation Agenda. It will continue to strengthen innovation ecosystems that help tackle global challenges by fostering the integration of the knowledge triangle within the KICs and supporting talent development (especially in deep tech).

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

- economic/innovation impact by influencing the creation and growth of companies, the creation of new innovative solutions to global challenges, new direct and indirect jobs, and through mobilising public and private investments;
- scientific and educational impact by strengthening human capital in research and innovation, enhancing innovative and entrepreneurial skills both at the 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.

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

To better contribute to solving global challenges, the EIT designated a new KIC in the field of Cultural & Creative Sectors and Industries (CCSIs) in 2022. The EIT will encourage the new KIC to exploit synergies with the New European Bauhaus (NEB) initiative, which will act as an incubator for creativity to drive sustainable design across Europe and beyond. Based on the EIT SIA, a second new KIC may be launched in 2025 with a call to be published in 2024.

The EIT will continue developing the EIT Label as a certificate of quality that is awarded to excellent educational programmes. The EIT will launch new elements of the EIT Label to increase its visibility, including by piloting EIT Fellowships. The EIT label process will be further simplified. Together with its KICs, the EIT will extend the EIT Label concept and philosophy to lifelong learning activities. These will reach a wider target group of students, adult learners, and institutions beyond the existing KIC partners. The application of the EIT Label beyond the EIT Community will have a more structuring effect at all levels. In line with the EIT SIA 2021-2027 and the Regulation establishing HE, the EIT will evaluate the pilot supporting the innovation and entrepreneurship capacity-building of European Higher Education Institutions (HEIs) for an eventual scale-up of the initiative.

According to the provisions in the recast EIT Regulation and the EIT SIA, in 2022 the EIT concluded the seven-year comprehensive assessment (2015-2021) of second wave KICs (EIT Health and EIT RawMaterials). The seven-year assessment (2017-2023) of the third wave KIC (EIT Food) will be initiated in 2023 and finalised in 2024. The objective of the seven-year assessments is to evaluate the EIT KICs' delivery of the strategy, main results, and impacts between the year of their designation until the end of their seventh year. Based on a positive outcome of the assessments, the EIT may extend the Partnership Agreement (applicable under the Horizon Europe framework) for an additional seven years and therefore continue its financial support to these KICs. In 2023 the EIT will implement the three-year review of the fourth wave KICs (EIT Urban Mobility and EIT Manufacturing).

Meanwhile, the first wave KICs (EIT Climate-KIC, EIT Digital, and EIT InnoEnergy) will reach their 15-year period by 2024. Hence, in 2023, the EIT will start the 15-year review of these EIT KICs with the objective of assessing their

performance over their 15-year lifecycle and possibly signing memoranda of cooperation for the post-year 15 period.

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

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

In 2023, as a member of the EU Agencies network, the EIT will become an active member of the EUAN Troyka. The EIT will actively participate in the management of the Network and will co-chair it in 2024.

To better implement its objectives and address global societal challenges, the EIT's activities (as defined in the EIT's Single Programming Document (SPD)) prioritise the transfer of higher education, research, and innovation activities to businesses, supporting the creation of start-ups, spin-offs, and SMEs.

Multi-annual programme

Increasing the impact of KICs and knowledge triangle integration

Between 2023 and 2025, the EIT will focus on actions at the EU level that contribute to achieving the objectives of Horizon Europe and the New European Innovation Agenda. Firstly, the EIT will continue to support Europe's innovation capacity and ecosystems through the EIT KICs (their further development and expansion, and the launch of new EIT KIC as per the EIT Strategic Innovation Agenda). Secondly, building on its experience with knowledge triangle integration, the EIT will directly support the development of the higher education sector's entrepreneurial and innovation capacity in 2023 (and potentially beyond), conditional on the positive evaluation of the three-year pilot phase of the Higher Education Institute (HEI) Initiative. Through more effective cross-cutting measures, the EIT will also ensure that its impact at the EU level increases. Finally, the EIT will improve its operations in several areas to increase its effectiveness, efficiency, and impact, in line with the EIT/Recast Regulation and the HE Regulation.

The EIT introduced its Impact Framework in 2021 to strengthen its impact-focused approach between 2023-2025. The Framework achieves this through improved Key Performance Indicators (KPIs) that encompass the entire impact pathways of the EIT and its KICs in line with Horizon Europe Framework Programme indicators.

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

The EIT will ensure that (in accordance with the EIT RIS Implementation Framework (2022-2027) and the EIT RIS Hubs Minimum Standards and Guiding Principles) the transparent establishment of RIS Hubs will be used to attract and facilitate the integration of potential new partners that add value to the EIT KICs, thus extending the EIT's pan-European coverage. The EIT will also ensure better integration of the EIT KICs' innovation activities with their business creation and education activities. The EIT will support its KICs in the development and effective implementation of intellectual property frameworks which facilitate income generation; this will contribute to the EIT KICs' financial sustainability, alongside their other income-generating activities in education and business creation and targeted efforts to secure co-funding for their portfolio of activities. The EIT will work closely with its KICs to improve their long-term financial sustainability prospects, (in line with the revised EIT financial sustainability principles and the legal framework and requirements set for the EIT and the EIT KICs within Horizon Europe).

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

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

Complementing the EIT's efforts in education so far, the SIA 2021-2027 has introduced a new specific ambition: to support the development of innovation capacity in higher education through the KICs in 2023. Through the knowledge triangle integration model, the EIT is bridging the persistent gap between higher education, research, and innovation. In particular, the EIT is a key tool for the development of human capital through its distinctive focus on entrepreneurial education. However, the impact of the EIT must be further extended beyond the KICs' partners. Higher education institutions across Europe need to be innovative and entrepreneurial in their approach to education, research, and engagement with businesses and local innovation ecosystems, including civil society.

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

The EIT will maintain durable working relationships with all business creation stakeholders. That includes early-stage innovators and entrepreneurs, start-ups, scale-ups, SMEs, investors, industry partners, and cities looking for innovative solutions, products, and services in the different ecosystems covered by its EIT KICs, and also at the intersection of the associated industry sectors, geographies and societal challenges addressed by the EIT KICs. To drive the EIT Business Creation Agenda effectively, the EIT will foster a structured dialogue with its KICs through the EIT-KICs Business Creation (BC) Panel. Furthermore, the EIT will encourage KICs to take concrete actions to improve private sector involvement (particularly SMEs and start-ups) in their core knowledge triangle activities.

The EIT will continue supporting women entrepreneurship and leadership (WEL) activities at all age levels. For example, the EIT Community will continue its contribution to Action 13 ("Encourage Women's participation in STEM") of the European Commission's Digital Education Action Plan (DEAP). The EIT will do so through a series of activities on digital and entrepreneurial skills for primary and secondary-level schoolgirls to become future leaders and entrepreneurs across Europe, particularly in European countries defined as "modest" and "moderate" innovators according to the European Innovation Scoreboard.

Lastly, the EIT will further strengthen its Communication and Stakeholder Engagement activities (delivering on the newly adopted Strategy) to increase the visibility of its activities and opportunities for stakeholders and end-beneficiaries. These efforts will be delivered via EIT channels (e.g., its website and social media) and specific configurations (e.g., National Contact Points) in close coordination with the EIT Community.

2.1.1 Support to existing KICs

Integrating the knowledge triangle within EU Member States and in HE associated countries, regions, and localities will remain a core task for strengthening innovation ecosystems and making them sustainable, as well as for developing new solutions to global challenges. The EIT will continue to support its portfolio of KICs and will further strengthen its successful platform for launching, growing, and managing them. The KICs will continue to operate through their Co-location Centres (CLCs). The EIT KICs will continue to pursue financial sustainability to achieve financial independence from the EIT (at the latest, after 15 years) through leveraging public and private investments.

This will be implemented through individual KIC Strategic Agendas (SAs), which are the overarching strategic documents covering all KIC activities (regardless of EIT funding). They also outline the KICs' strategic objectives and targets (designed according to the SMART methodology) and closely reflect the EIT's own strategic objectives as outlined in the recast EIT Regulation and the SIA 2021-2027, including the objectives to strengthen the innovation capacity and entrepreneurship of Higher Education Institutions (HEIs) and fully mainstream the EIT Regional Innovation Scheme (RIS). A list of key KIC targets is contained in [Annex XIV](#).

2.1.1.1. Financial support, strategic supervision, and guidance

The EIT will dedicate a large share of its budget to supporting its KICs. It will monitor and analyse their performance and ensure that they deliver towards EIT and Horizon Europe Programme objectives. In line with the EIT Governing Board Supervision Framework of EIT KICs, monitoring and evaluation of the KICs constitute the main means of supervision and serve as a basis for intervention measures by the EIT and the GB. The aim of intervention measures shall be to ensure EIT KIC performance and their compliance with EIT Community strategic objectives .

Beyond financial support, the EIT will provide strategic supervision to KICs, as well as operational guidance on horizontal and specific issues (based on lessons learned and in the framework of the EIT Strategic Innovation Agenda (2021-2027)). That includes the establishment of synergies within Horizon Europe and other EU initiatives. The EIT will support KICs in establishing interfaces and fostering joint activities with relevant European Partnerships and EU initiatives and programmes. Additionally, the EIT will support and oversee the implementation of the start-up grant of EIT Culture & Creativity in 2023 and ensure a smooth launch of the KIC's operational activities in 2024 and 2025. In 2025 the EIT will launch a call for selection of a new KIC, which is planned to be designated in 2026.

The EIT will ensure that its KICs apply all relevant principles at the portfolio and activity levels via periodic assessment and continuous monitoring: such as openness and transparency, financial sustainability, good governance, and balance between the different sides of the knowledge triangle. EIT KICs will be encouraged to consistently provide complete and transparent information about the affiliations of their KIC Supervisory Board Members and to publish their declarations of conflict of interest. The EIT will continuously monitor the KICs' performance to ensure compliance with sound financial management, good governance, and monitoring and evaluation principles set in the EIT Regulation. It will also ensure compliance with the principles and criteria set out for European Partnerships in the Horizon Europe Regulation and alignment with the requirements stemming from Horizon Europe priorities and indicators designed to maximise EIT KIC performance and impact based on a long-term collaboration strategy between the EIT and KICs. Furthermore, the EIT will also verify that grant implementation is in full compliance with the respective requirements stemming from the legal framework. The EIT will continuously improve its guidance to the KICs to facilitate their adaptation to the changes made to the funding model in 2021 and their ability to implement the new operational model as of 2023. Furthermore, the EIT will intensify monitoring of the EIT KICs' financial sustainability strategies. By using its Monitoring and Evaluation Strategy and Supervision Framework, the EIT will ensure that appropriate measures are taken to further support and improve KICs' performance if the continuous monitoring and periodic assessments do not provide the necessary assurance that the KICs will achieve financial sustainability.

The EIT will also implement a new funding model (as foreseen in the EIT Strategic Innovation Agenda) and sign multi-annual grant agreements with KICs under their respective EIT partnership agreements. The EIT will continuously improve its competitive grant allocation process to reward performance and results, will continue to monitor the KICs' compliance with the ceilings for management costs, and will encourage KICs to increase the cost-efficiency of their operations.

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

2.1.1.2. Enhancing education programmes

The EIT will continue to develop its flagship initiative in education — the EIT Label — as an exclusive “seal of excellence” awarded to excellent education programmes with strong innovation and entrepreneurship elements.

The EIT will throughout 2023-2025 sustain the implementation of the newly-updated EIT Label model, build on a more effective quality management mechanism, and will monitor the award of the EIT Label to the KICs' education and training programmes. The EIT Label model will promote quality education and individual learner achievement. In this regard, the branding of the EIT Label will also be directed at individual learners through, for example, a Fellowship scheme and the new non-degree education element, which will allow the EIT Label to spread outside the KICs and improve its visibility.

The future EIT Label model should enable spill-over effects to non-KIC HEIs. A wider audience of HEIs and universities outside the EIT KICs' networks should be engaged in other, more effective ways to disseminate best practices and equip a new generation of Europeans with an entrepreneurial mindset. Scalability should be sought through the EIT-KICs' range of services and activities, aligned with the revised EIT Label model, to non-KIC partner institutions and non-degree-granting programmes (e.g., professional and executive education). The link between the Label and the new initiative to support the entrepreneurship and innovation capacity of European HEIs will be further exploited.

In 2022, the European Commission adopted the new [European Innovation Agenda](#)² to position Europe at the forefront of the new wave of deep tech innovation and start-ups. Under the flagship to foster, attract and retain talents, the EIT will lead the Deep Tech Talent Initiative (DTTI) and pilot the new Innovation Internship Scheme.

The Deep Tech Talent Initiative aims to develop and offer pan-European skills development programmes to rapidly skill, re-skill, and up-skill at least 1 million in the next three years (2023-2025). This will broaden the labour force in Europe and encourage high-growth deep tech companies to maintain and expand their operations in Europe.

The Deep Tech Talent Initiative will train talent in high potential deep tech fields, such as advanced materials and manufacturing, artificial intelligence, biotechnology, blockchain, robotics, aerospace, photonics, electronics, quantum computing, sustainable energy, and cleantech.

2.1.1.3. Enhancing collaboration among KICs

The EIT will encourage the KICs to join forces and design and implement added value joint (cross-KIC) activities on both thematic and horizontal topics. Through these activities, the KICs will explore potential synergies, valorise their joint innovation potential, develop new innovation delivery mechanisms, promote the EIT KIC model, increase the EIT's visibility, ensure efficiency gains, and support other strategic priorities. The activities will provide long-term valorisation and will benefit all EIT KICs. Following the consolidation process of cross-KIC activities in 2021, six cross-KIC clusters emerged. The consolidation process was driven by a need for increased effectiveness and operational efficiency. Currently, the cross-KIC agenda is mainly driven by the six cross-KIC clusters:

- The cross-KIC activity Shared Service is aimed at increasing efficiency and deepening cooperation among the EIT KICs. The EIT incentivised development and utilisation of shared services between KICs, such as joint procurements, audit services, IT systems, consolidation of Co-location Centres, communication activities, dissemination activities, etc. In addition, the EIT supports the EIT KICs in exchanging experiences and best practices. Extended use of shared services between the KICs shall be further explored.
- The cross-KIC Strategic Outreach is aimed at further developing the activities of the Global Outreach Programme, delivered via EIT Community hubs outside the EU.
- The cross-KIC Strategic Synergies enhances impact through a coordinated and joint approach by the EIT Community in EU policy priority areas (specifically Artificial Intelligence (AI), Circular Economy, Green Deal, New European Bauhaus (NEB), and Women Entrepreneurship).
- The cross-KIC Strategic Education contributes to the EIT Deep Tech Talent Initiative and the Digital Education Action Plan (DEAP) (including projects such as Girls Go Circular) and supports the EIT Alumni Community.

² https://ec.europa.eu/commission/presscorner/detail/en/IP_22_4273

- The cross-KIC Access to Finance develops synergies with the EIF and supports systemic and structural cooperation between the EIT and the EIC.
- The cross-KIC Strategic Regional Innovations maximizes collaboration between EIT KICs in the EIT RIS-eligible geographical area, ensuring the establishment of EIT Community RIS Hubs in all eligible countries and territories by 2025. These Hubs will serve as one-stop-shops for local innovators, partners, and interested parties looking to connect with the EIT Community. They will additionally spearhead the EIT Community's engagement with local authorities, as well as, roll-out cross-KIC activities, supported by regional, national, and/or European funding instruments tailored to local needs.

The EIT can take active part in defining the content and structure of cross-KIC activities. The EIT monitors their implementation and results, with the aim of making those activities an integral part of the KICs' strategies.

Action lines	Targets	Implementation year		
		2023	2024	2025
Financial support, strategic supervision, and guidance	✓ Strengthen innovation ecosystems by providing strategic supervision and financial support to KICs, based on lessons learned	☒	☒	☒
	✓ Ensure that KICs develop and implement an impactful strategy, progress towards financial sustainability, and create interfaces, collaboration, and synergies with European Partnerships and programmes	☒	☒	☒
Enhancing education programmes	✓ Implementation of the improved EIT Label Framework, including a more effective quality assurance mechanism	☒	☒	☒
	✓ Extend the EIT Label to lifelong learning activities, involving a wider target group of students, adult learners, and institutions	☒	☒	☒
	✓ Contribute to the new European Innovation Agenda through implementation of the Deep Tech Talent Initiative and the new Innovation Internship Scheme	☒	☒	☒
Enhancing collaboration	✓ Incentivise strategic and thematic collaboration and support continuous exchanges of knowledge among all KICs through the implementation of cross-KIC knowledge triangle integration activities	☒	☒	☒
	✓ Development and increased use of shared services	☒	☒	☒

	✓ Establishment of EIT Community RIS Hubs covering EIT RIS-eligible countries and territories	☒	☒	☒

Table 2

2.1.2 Increasing the regional impact of KICs

The EIT will further increase its regional impact through an enhanced openness towards potential partners and stakeholders. It will use a better articulated regional strategy for EIT KICs, including links to relevant Smart Specialisation Strategies. Since 2021, the EIT RIS has been fully integrated into the EIT KICs' multi-annual strategies, thereby, utilising the EIT RIS to attract and facilitate the integration of potential new partners in the EIT KICs, as well as, facilitating stronger participation in the EIT KICs' activities and networks across Europe. In 2023 - 2025, the EIT will continue to provide guidance and support to KICs in the preparation of multi-annual EIT RIS strategies and in their implementation in accordance with the RIS Implementation Framework (2022-2027)³ and EIT RIS Hubs Minimum Standards and Guiding Principles⁴.

The EIT RIS will continue to support the innovation capacity of countries and their regions that underperform in this regard (in line with the European Innovation Scoreboard), as well as the Outermost Regions. It will strengthen local innovation ecosystems and promote closer interaction between local innovation actors (clusters, networks, national and regional authorities, HEIs, research organisations, and vocational education and training institutions), thereby, developing local talent and enhancing local innovation output. From 2025, several additional countries are expected to become eligible to participate in EIT RIS activities; the final list will be ready by the end of 2023.

By focusing on building local organisations' capacity (and by extension, local innovation ecosystems) and connecting them to pan-European innovation ecosystems, the EIT will enhance European innovation output.

The EIT budget devoted to implementing EIT RIS activities will be at least 10 percent and a maximum of 15 percent of the overall EIT support funding to KICs to increase the number of KIC partners and projects from EIT RIS regions. The EIT will monitor the geographical representation of partners and projects EIT RIS countries and regions, with a view to improving the EIT Community's Pan-European geographical representation and diversity. With the support of an EIT RIS Expert Group (established in 2022), the EIT will assess and report to its Governing Board on the results of the EIT RIS, on its impact on local innovation ecosystems. The results of these analyses will be shared with relevant Commission services, the European Parliament, and the Member States. To this end, the EIT RIS Expert Group is expected to prepare regular reports on the implementation of the EIT RIS (linked to the EIT grant-cycle and EIT KIC interim reports) for consideration by the EIT Governing Board. The EIT RIS Expert Group will also undertake an overview of the EIT's monitoring and evaluation system and recommend improvements. Additionally, by the end of 2024, the EIT will undertake an in-depth mid-term evaluation of the EIT RIS to assess its success and update the RIS Implementation Framework (2022-2027) as needed.

The "place-based" innovation approach is at the heart of the EIT's enhanced regional action in 2021-2027. It fosters stronger and more systematic involvement by national and regional policymakers and managing authorities. The KICs should seek to exploit complementarity with the Smart Specialisation Strategies. This approach has been and will continue to be integrated into the KICs' multi-annual strategies and business plans. It should also build on the KICs' CLCs and RIS Hubs, leveraging their role as gateways to the EIT Community and interact with co-located partners, and the EIT RIS. This approach will promote and facilitate synergies and complementarities with other EU, national, and regional initiatives and programmes, including linkages with local Smart Specialisation Strategies and with the activities of relevant thematic platforms and interregional initiatives

³ https://eit.europa.eu/sites/default/files/documents/eit_ris_implementation_framework_2022-2027.docx_.pdf

⁴ <https://eit.europa.eu/library/ris-hubs-minimum-standards-and-guiding-principles>

(including the Managing Authorities of the European Structural and Investment Funds (ESIF) and the Instrument for Pre-Accession Assistance (IPA) III). Each KIC will be required to better articulate its regional strategy and demonstrate the creation of synergies with the Smart Specialisation Strategies and other key European regional initiatives. These will strengthen their relationships with regional and local innovation actors. The EIT will actively monitor the implementation of these strategies. By the end of 2025, the EIT will have launched EIT Community RIS Hubs, covering all countries and territories eligible for the EIT RIS in the 2021-2024 period. These will support and consolidate the work of the EIT RIS Hubs. The EIT will also monitor how CLCs, EIT Community RIS Hubs, and RIS Hubs operate and how they integrate into local innovation ecosystems.

Action lines	Targets	Implementation year		
		2023	2024	2025
Increasing the regional impact of KICs	✓ Ensure that KICs have an inclusive approach that strengthens their relationships with national, regional, and local innovation actors	☒	☒	☒
	✓ In-depth mid-term evaluation of the EIT RIS (for 2024)	☐	☒	☒
	✓ Ensure that KICs help improve the innovation capacities of the EIT RIS-eligible geographical area, and support the objective of attracting and facilitating the integration of potential new participants from this area in their activities	☒	☒	☒

Table 3

2.1.3 Impact monitoring and evaluation

The measurement of the EIT's impact will be continuously improved over the next programming period, accounting for past experiences. The EIT will apply an evaluation, reporting, and monitoring framework in line with the EIT Monitoring and Evaluation Strategy adopted in 2022, ensuring coherence with Horizon Europe while maintaining flexibility. The EIT will reinforce its comprehensive assessment of the performance of each KIC prior to the end of their seventh year of activity to support an EIT Governing Board decision on the continuation or termination of their financial support (in line with Horizon Europe framework for European Partnerships).

The periodic evaluation of the EIT's activities, including those managed through the KICs, will be carried out by the Commission in line with the provisions of the EIT Regulation and Horizon Europe Regulation. The EIT will prepare to carry out the interim reviews of EIT Urban Mobility and EIT Manufacturing in 2023, covering the first three years of their framework partnership agreements. Each KIC will be subject to a thorough review by the EIT before the end of the 7th and the 15th year of operation under the Framework Partnership Agreements. The seventh-year assessment will be performed for the third wave KIC (EIT Food) to cover their work between 2017 to 2023. Their assessment will be initiated in 2023 and conducted by independent external experts/consultants, supervised by the EIT. Based on the experts' Final Report, the EIT Governing Board will take its decision in accordance with the EIT Regulation and EIT SIA following a consultation with the MSRG on whether to continue or discontinue the EIT's financial support. The Board will communicate the results to the concerned KICs in 2Q 2024 at the latest. These evaluations will use robust methodologies adopted by the EIT Governing Board that allow evaluators to draw conclusions on the impact of the EIT-funded activities and decide the future course of action. The results will be

publicly available, communicated to the European Parliament and Council, and reported to the strategic coordinating process for European Partnerships.

The EIT Governing Board shall consider the achieved level of financial sustainability of an EIT KIC, its openness to new members, as well as the limits of the EU's financial contribution and relevance with regard to EIT objectives. In the event that a KIC shows inadequate results or lack of European added value, the EIT Governing Board shall take appropriate measures, including the reduction, modification, or withdrawal of the EIT's financial contribution or termination of the partnership agreement (based on the Supervision Framework adopted by the EIT Governing Board in 2021).

In 2023, the EIT will continue the final review it launched in 2022 of the 1st wave of KICs (EIT Climate-KIC, EIT Digital and EIT InnoEnergy). After an in-depth independent study in close cooperation with the Commission, the EIT will define its relations with these KICs as they stop receiving EIT grants during the 2021-2027 programming period. In the case of a positive review, the EIT may conclude a "Memorandum of Cooperation" with each of these KICs. These Memoranda should include, inter alia, rights and obligations in relation to future involvement in EIT activities. The EIT will develop the general principles for this relationship with the EIT KICs after the termination of their partnership agreements, in line with the Horizon Europe framework for European Partnerships.

The reporting and monitoring of the EIT KICs' operational performance and their results will be a primary task of the EIT and will be implemented in cooperation with Horizon Europe Common Corporate Services. The reporting and monitoring system for the EIT KICs will be built into the overall Horizon Europe monitoring system, in particular, by implementing common data models including data collection. The EIT will continue and enhance cooperation with the Common Implementation Centre (CIC) and the Common Policy Centre (CPC) in order to benefit from the support services offered within the Horizon Europe framework programme.

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

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

Between 2023-2025, the EIT will continue to monitor the EIT KICs' adherence to the Good Governance Principles to ensure a stable, structured, and diverse environment providing optimal conditions for openness and trust. The Good Governance Principles ensure diversity in the composition of the partnership, governance, and management teams, in particular regarding the gender balance, geographical spread, and the representation of organisations and individuals from different backgrounds and disciplines (including a proper representation of all sides of the knowledge triangle). The principles are also aimed at ensuring transparent, independent and effective operation of the Knowledge and Innovation Communities through a clear separation of ownership from operational management, the separation of supervisory functions from operations, and the integration of a checks and balances system.

During the implementation of the KICs' Business Plans in 2023-25, the EIT will encourage its KICs that their activities address relevant EU policy priorities. The EIT will monitor the KICs' selection of projects and activities accordingly. In particular, regarding delivery of the ERA key strategic objectives as regards the twin green and digital transition, amplifying access to research and innovation excellence across the EU, and increasing society's participation in the ERA. It will also encourage KICs to focus on the implementation of the European Green Deal, the Industrial

Strategy for Europe, the European Skills Agenda, the European Digital Strategy, the REPowerEU Plan, and the Farm to Fork Strategy including food security.

The KICs will be encouraged to focus their actions on preventing and mitigating the effects of the crises and delivering concrete solutions with a high readiness level in different sustainability areas such as health, raw materials, energy, climate, agriculture, food, manufacturing, or mobility. Given the key role of innovation in shaping future economic, environmental, and societal developments, the EIT Community's activities will reflect these changes and adjust to the new realities. The KICs will also be encouraged to cooperate with international partners that share EU values and principles. They should secure technological sovereignty, towards the green and digital transition, consider migration challenges (and associated skills flows), and consider the need for adjustments in the labour market. The EIT will systematically monitor KICs' contribution to reaching the Horizon Europe 35 % climate target. The EIT will significantly contribute to this target by investing in climate-related objectives and support the KICs' to adequately integrate climate mainstreaming into their respective activities.

Furthermore, the EIT will support the KICs in tracking their expenditure in biodiversity, clean air, digital transition (including artificial intelligence), health, and overall contribution to SDGs. The EIT will put in place a monitoring system at the portfolio/project level that will allow for reliable reporting on expenditures for contributions to these political priorities.

Action lines	Targets	Implementation year		
		2023	2024	2025
Monitoring and evaluation of impact	✓ The EIT Impact Framework rolled out	☒	☒	☒
	✓ Interim review of EIT Manufacturing and EIT UM	☒	☐	☐
	✓ 7-year assessment of EIT Food	☒	☒	☐
	✓ Final reviews and/or independent study of 1 st wave KICs	☒	☒	☐
	✓ Simplification measures implemented	☒	☒	☒
	✓ Good Governance Assessments	☒	☒	☒
	✓ The annual assessment of the KICs' adherence to the Principles for Innovation Projects financed by the EIT	☒	☒	☒
	✓ The annual assessment of the KICs' adherence to the revised Financial Principles, including EIT KICs Investment Funds, and progress towards Financial Sustainability	☒	☒	☒

Table 4

2.1.4 Launch of a new KIC

In order to address new and emerging global challenges, the EIT will launch a new KIC in the field of Water, Marine and Maritime Sectors and Ecosystems. The launch will take into account the Strategic Planning of Horizon Europe and the budget allocated to the EIT between 2021 and 2027.

Action lines	Targets	Implementation year		
		2023	2024	2025
Launching new KICs	✓ Call for a new KIC in the field of Water, Marine and Maritime Sectors and Ecosystems	☐	☒	☒

Table 5

Increasing the impact of the EIT Community and Ecosystem

2.2.1 Supporting the entrepreneurial innovation capacity of higher education

In 2023, the EIT will continue with the implementation of the new action to support entrepreneurship and innovation in higher education, as introduced in the EIT SIA 2021-2027. The EIT will support higher education institutions with funding, expertise, and coaching, enabling them to develop innovation and entrepreneurship activities. The HEI initiative is built on successful policy initiatives such as HEInnovate and the Regional Innovation Impact Assessment Framework.

The initiative's three-year pilot phase lasts from July 2021-June 2024. The EIT GB shall decide on the continuation of the initiative by the end of 2023. The EIT GB decision will be based on a thorough, independent evaluation of the initiative conducted in 2023.

The EIT will play a steering role in the implementation and monitoring of activities run by HEI and non-HEI consortia of partners, selected in open and transparent calls by the EIT KICs. Particular attention is being paid to attracting HEIs beyond existing KIC partners, ensuring an inter-disciplinary and inter-sectoral approach. Focus is also being given to establishing links with the national and regional smart specialisation strategies for research and innovation, relevant thematic smart specialisation platforms, and the EIT RIS. The HEI initiative pays special attention to HEIs in countries that are moderate and modest innovators to reinforce their innovation capacity. The EIT will also further link its support to developing innovation and entrepreneurship capacity in higher education through the EIT Label by involving participating HEIs in using the relevant elements of the EIT Label.

Action lines	Targets	Implementation year		
		2023	2024	2025
Supporting the innovation capacity of higher education institutions	✓ Implementation of activities to support the development of innovation capacity in higher education, inter alia through the provision of specific guidance, expertise, and coaching to participating HEIs	☒	☒	☒
	✓ Promotion of the new initiative to HEIs from moderate and modest innovator countries to develop their innovation capacities	☒	☒	☒
	✓ Strengthen and widen the scope of the EIT Label beyond the KICs to include the HEIs participating in the action	☒	☒	☒

Table 6

2.2.2 EIT cross-cutting activities

2.2.2.1 Communications

The EIT's 2021-2027 SIA highlights that the EIT will work to increase its recognition as a quality brand for innovation under Horizon Europe, while increasing the availability of information at the national and EU level.

To this end, the EIT significantly reinforced its efforts in 2022 to raise awareness and visibility of its activities, initiatives, and opportunities to students, entrepreneurs, and innovators. During the 2023-2025 period, the EIT will further build up its brand as Europe's largest innovation ecosystem, strengthen relations with priority stakeholders, and extend its outreach towards new audiences and stakeholders across the EU innovation landscape. The implementation of the new EIT Communications and Stakeholder Engagement Strategy will be essential to drive all relevant activities and to strengthen the EIT's openness and transparency towards stakeholders and citizens across Europe.

Reinforcing Communication and Visibility

The EIT will continue to reinforce its external communications activities between 2023 and 2025. It will promote EIT Community activities and results, helping to increase openness and transparency and increase participation in EIT Community opportunities across Europe. Communications will also target audiences not yet aware of — but who could benefit from — EIT Community support.

The EIT will continue to strengthen its digital communications presence with the launch of a new website (with additional interactive features coming in 2023) and by maximizing its presence across social media. This will boost its outreach to citizens across Europe, demonstrating the impact of EU investment in research and innovation. The EIT will also continue to engage with journalists to reach a wider range of stakeholders and citizens across Europe.

The EIT's communications activity will be closely coordinated with its KICs to ensure consistent and coherent outreach to audiences across Europe, including the general public.

Stakeholder Engagement

The EIT will continue to strengthen relations with key stakeholders in 2023, contributing to the objective of increased awareness of its activities and results worldwide. In alignment with the new strategy and annual stakeholder engagement plans, the EIT will strive for coherent, targeted, and timely engagement through different channels and configurations. Openness and transparency through structured dialogue, partnerships, and interactions will remain the cornerstone of the EIT relations with stakeholders during 2023-2025, with the aim to fortify trust with and ensure the support of priority stakeholders.

The EIT Liaison Office in Brussels will continue to play a central role in facilitating and maintaining relations with the EU Institutions and EIT KICs in this context. The EIT will continue its efforts to establish and maintain efficient working relations with relevant Commission services and in particular with the EIT's partner DG (DG EAC) but also cooperation partners such as the European Innovation Council. Strengthened engagement with Member States will continue via the EIT Member State Representatives (MSR) Group and the dedicated network of EIT National Contact Points (NCPs).

The Stakeholder Forum will be the EIT's main platform to promote interaction between the EIT Community and knowledge triangle stakeholders. It will increase the visibility of EIT activities towards business, social partners, civil society, and EU citizens, and recognise the most promising entrepreneurs and innovators in Europe. The Forum will be embedded in the biennial EIT flagship conference: INNOVEIT.

The EIT Awards

The EIT Awards reward successful innovations, entrepreneurial start-ups, and graduates from EIT-labelled education programmes within KICs. It showcases EIT success stories and enhances awareness of the EIT. Starting from 2023, the Women Leadership Award will be awarded jointly with the EIC.

A dedicated communications campaign across the EIT's communications channels will support the EIT Awards and the joint Women Leadership Award with the EIC. The campaign will showcase ground-breaking innovations emerging from EIT Community activities and the talented graduates, entrepreneurs, and innovators behind them. This will not only help promote the EIT Community activities that have supported them but also inspire the next generation of entrepreneurs and innovators across Europe.

EIT Alumni

The EIT Alumni community brings together an interdisciplinary and multicultural community of change agents who share a common vision for tackling societal challenges and creating positive impact through innovation and entrepreneurship. The EIT Alumni Community consists of members of the Alumni Communities of the EIT's Knowledge Innovation Communities (KICs) from education, business creation, and innovation programmes. It builds its growth on its powerful network effect and on the community's strong societal impact. The EIT Alumni Community will continue contributing in 2023-2025 to achieving EIT's strategic objectives, such as promoting an entrepreneurial mind-set and enhancing opportunities for innovation and business creation in Europe.

Between 2023-2025, the EIT Alumni Community will continue building its portfolio of services and unique offers via knowledge sharing, training, and networking, bringing clear added value to its members beyond individual KICs' alumni communities. Priority areas for next year include drawing-in participants from KIC entrepreneurship and innovation activities, on-boarding members from the younger EIT KICs, and exploring opportunities for collaboration beyond Europe.

The EIT will continue its strategic steering of the EIT Alumni Community in close cooperation with the EIT Alumni Board. It will aim to continuously increase the involvement of alumni in EIT-supported activities. The EIT Alumni Community will be supported in its efforts by a dedicated Alumni cross-KIC activity that will strengthen its ability to deliver quality services to its members, ensure greater visibility of its activities, and increase its impact. To ensure the long-term financial sustainability of the Community, the EIT Alumni Board will continue to develop a sound business and financial model and reach out to internal and external partners and sponsors.

Action lines	Targets	Implementation year		
		2023	2024	2025
Brand management and communications	✓ Launch and implementation of the new EIT Communications and Stakeholder Engagement Strategy as part of the overarching communications framework	☒	☒	☒
	✓ Enhanced EIT Community visibility through promotion across corporate communications channels and an emphasis on digital communications tools	☒	☒	☒
	✓ Launch of new EIT website with new functions	☒	☒	☒
Stakeholder engagement	✓ Implementation of the new EIT Communications and Stakeholder Engagement Strategy as per the Annual Stakeholder Engagement Plan	☒	☒	☒
	✓ Organisation of the EIT Stakeholder Forum	☐	☒	☐
	✓ Reinforced engagement with Member States via the EIT Member State Representatives Group (MSRG) and EIT National Contact Points (NCPs)	☒	☒	☒
EIT Awards	✓ EIT Awards	☒	☒	☒
EIT Alumni	✓ Impactful EIT Alumni Community's work plan developed and implemented	☒	☒	☒
	✓ Assessment of the activities of the EIT Alumni Community	☒	☒	☒
	✓ EIT Alumni Community's governance enhanced	☒	☒	☐

Table 7

2.2.2.2 Identify and share good practices with stakeholders

The EIT has a key role in facilitating the dissemination of results and good practices from the EIT Community. To this end, the EIT will further develop its ability to identify, codify, and share good practices from its activities in a structured and coherent way. The EIT will also provide guidance and assistance on dissemination-related aspects, facilitate a cross-KIC exchange, and further support KICs to facilitate dissemination of the EIT Community's results through the European Commission's channels.

Action lines	Targets	Implementation year		
		2023	2024	2025
Dissemination of results: Identification and sharing of good practices	✓ Provide guidance and assistance on dissemination-related aspects to the EIT Innovation Communities	☒	☒	☒
	✓ Maintain and further develop together with the KICs a structured and coherent approach for disseminating results, lessons learnt, and good practices across the EU utilising in particular the EIT Knowledge Centre platform	☒	☒	☒

Table 8

2.2.2.3 International cooperation

The EIT will amplify the impact of its activities through international cooperation, particularly by coordinating and closely monitoring the EIT Global Outreach Programme. This will be done by ensuring compliance with the EU Global Approach to R&I and the revised and adopted by end of 2022 the EIT Strategic Framework on EIT Global Outreach Activities. It will also, under the guidance of the EIT Governing Board, set out actions, targets, and outputs for the international cooperation plans of the EIT and the KICs, clearly demonstrating their European added value. The EIT will foster international cooperation in research and innovation, contributing to Horizon Europe objectives and the EU's contribution to the Sustainable Development Goals. Opportunities to engage with and build strategic partnerships at the international level will be explored in a reactive approach to match available capacity.

Action lines	Targets	Implementation year		
		2023	2024	2025
International cooperation	✓ EIT Global Outreach Hubs contribute to EIT's objectives	☒	☒	☒
	✓ The EIT Strategic Framework on EIT Global Outreach Activities implemented	☒	☒	☒
	✓ Engagement with international organisations and non-EU countries via different formats	☒	☒	☒

Table 9

2.2.2.4 Synergies and complementarities with other programmes

During the 2023-2025 period, the EIT will ensure strong synergies with Horizon Europe initiatives and other EU programmes. The EIT will promote and facilitate synergies with EC Policy DGs and other EU programmes, bodies, and relevant actors, such as: the Commission's Directorate-Generals for Research and Innovation (DG RTD), for Education, Youth, Sport and Culture (DG EAC), for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW), for Environment (DG ENV), for Neighbourhood and Enlargement Negotiations (DG NEAR), for Communications Networks, Content and Technology (CNCT), the Joint Research Centre (JRC), European Innovation Council (EIC), European Research Council (ERC), European Innovation Council and SME Executive Agency (EISMEA), European Cooperation in Science and Technology (COST), the Committee of the Regions (CoR), the European Structural and Investment Funds, including the European Social Fund Plus, Erasmus, Digital Europe Programme, InvestEU, Creative Europe, Europe's programme for small and medium-sized enterprises (COSME), including the Enterprise Europe Network (EEN), Horizon Europe missions, European Patent Office (EPO), European Union Intellectual Property Office (EUIPO), the Copernicus Programme, and other relevant DG DEFIS and EUSPA programs.

The EIT will support the implementation of the various EU policies including the European Green Deal, the Europe Industrial Strategy and the Strategy for European **Digital Strategy** by encouraging the KICs to design their activities in a way that help contribute to the Commission's policy objectives, in particular through promoting and fostering investments into the KICs' thematic innovation ecosystems and cross-KIC activities or exploiting the established networks and expertise of the EIT Community and its partners in providing feedback to policy makers. The EIT will encourage the KICs to provide data and information where available as input for EU reporting and policy-making.

Within the Innovative Europe Pillar, the EIT and the **EIC** (based on their Memorandum of Understanding) will run complementary activities aimed at streamlining the support provided to innovative ventures. The EIT KICs will be encouraged to provide business acceleration services and trainings to beneficiaries awarded EIC funding. The EIT will also facilitate the access of EIC beneficiaries to the KICs' innovation ecosystems and relevant actors of the knowledge triangle. In parallel, the EIT's beneficiaries will be encouraged to apply to the EIC's instruments. Both organisations will implement the Internship Scheme. The EIT Community will also collaborate with EIE.

The EIT will develop stronger synergies with the **ERC** by linking the ERC's beneficiaries with the EIT KICs. In parallel, the EIT's beneficiaries will also be encouraged to apply to the ERC's instruments. Potential collaboration between the EIT Alumni and the ERC Alumni grantees association will be further investigated.

The EIT will also work to establish synergies with programmes under the Excellent Science Pillar and, in particular, the Marie Skłodowska-Curie Actions (**MSCA**). The EIT will contribute to the development of the innovation and entrepreneurial skills of the MSCA fellows. It will further strengthen collaboration between the MSCA and EIT Alumni organisations.

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

Erasmus and the EIT will work together to establish synergies between their respective communities. Cooperation will be geared towards ensuring Erasmus students have access to KIC partner higher education institutions, the EIT KICs' summer schools, or other relevant training activities (for instance, on entrepreneurship and innovation management). It will also connect them to the EIT Alumni network. Cooperation activities in 2023-2025 may also

include KIC-conducted trainings for academic staff covering curricula integrating entrepreneurship and innovation, as well as testing, adoption, and scaling-up of innovative practices developed within Erasmus networks by EIT KICs and vice-versa. Synergies will also be built with the European Universities initiative; this helps mainstream EIT educational activities, in particular the development of digital skills and STEM studies.

During the 2023-2025 period, the EIT KICs' CLCs will continue collaboration with the **European Digital Innovation Hubs** to support the digital transformation of industry and public sector organisations. They will explore ways to use infrastructures and capacities developed by EIT KICs within the Digital Europe Programme (DEP) for education, training, testing, and demonstration purposes in innovation projects.

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

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

Cooperation with the **European Union Intellectual Property Office (EUIPO)** and the **European Patent Office (EPO)** will be further strengthened in 2023-2025 for the benefit of the KICs, including the KIC on Culture and Creative Industries. Cooperation between the EIT, EUIPO, and EPO is an excellent opportunity for EIT KICs to increase their knowledge on IP and fully benefit from the protection IP brings in the global market. The EIT, the EUIPO, and the EPO will identify further areas of cooperation aimed at supporting SMEs, Higher Education Institutions, and EIT alumni and extend further collaboration opportunities with other initiatives and programmes, including the Higher Education Institutions (HEI) initiative.

The EIT is an active member of the EU Agencies Network (EUAN), seeking synergies and efficiency gains opportunities. In 2023, the EIT will join the Troika within the EUAN Executive Group for the three-year mandate and take over the chairmanship of the network in 2024 for one year.

The EIT will encourage KICs to develop synergies with the Clean Hydrogen Alliance and the upcoming Renewable and Low Carbon Fuels Alliance. Additionally, the EIT will continue supporting the implementation of the European Batteries Alliance Academy through a **European Social Fund Plus grant (as part of the REACT-EU programme)**. The grant was awarded to EIT InnoEnergy in 2022 as part of the Contribution agreement with the European Commission (DG EMPL) in order to assist Member States in ensuring the quality of skills development in the area of batteries. This will be implemented by extending the learning repository, updating and improving learning resources, building a certification of learning and training programmes, and building the capacities of ESF Managing Authorities.

The EIT will also continue supporting Women Entrepreneurship and Leadership (WEL) activities at all age levels. For example, the EIT will, through its KICs, continue its contribution to Action 13 "Encourage Women's participation in STEM" of the European Commission's **Digital Education Action Plan (DEAP)**. The EIT will do so through a series of activities on digital and entrepreneurial skills for schoolgirls in primary and secondary education to become future leaders and entrepreneurs across Europe, especially in European countries defined as modest and moderate innovators (according to the European Innovation Scoreboard).

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

The EIT will also encourage KICs, especially EIT Food and EIT Urban Mobility, to develop synergies and ensure complementarities with the **European Innovation Partnership for Agricultural Productivity and Sustainability (EIP-AGRI)**, the **European Urban Initiative (EUI)**, and **Start-up Villages**.

Following the launch in 2022, the EIT KIC on CCI will aim to develop synergies and complementarities with the **Creative Europe Programme** and the **New European Bauhaus**.

Finally, through the **Member States' Representatives Group**, which will meet at least twice a year, the EIT will ensure appropriate communication and flow of information with Member States and Horizon Europe-associated countries with the aim of aligning activities with national and regional programmes and initiatives, including potential national co-financing of those activities. Where deemed necessary and of clear added value, the signing of Memoranda of Understanding between the EIT and the national authorities of EIT RIS-eligible Member States will be considered in order to ensure closer structural bilateral cooperation in complementarity with existing tools.

Action lines	Targets	Implementation year		
		2023	2024	2025
Synergies and complementarities with other programmes	✓ Initiate the most impactful priority synergies with other EU programmes, in particular with the EIC and EIE	☒	☒	☒

Table 10

Human and financial resources outlook for the years 2023 – 2025

3.1 Overview of the past and current situation

Staff population overview for 2022⁵

The EIT has essentially achieved full staffing through a series of measures that were implemented in the last two years. It substantially improved the staff management, recruitment process, and improved the work environment, notwithstanding the challenges arising from the COVID-19 pandemic. The total number of staff was 64 as of 31 December 2021 (excluding trainees, interim staff, and an external service provider).

Despite this positive trend, concerns still remain with the generally low correction coefficient for Hungary (76.10% in 2021) and its continuous annual fluctuations, which contribute to the difficulties in attracting the best possible candidates, thus offering a less competitive salary package.

Information on staff population is provided in Table 1 of [Annex IV](#). An estimated 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

⁵ EIT Staff population overview on 31 December 2021

management, communications, and administrative assistance). Further information on the planned resource allocation for operational activities for 2023-2025 is provided in [Annex II](#).

Details concerning recruitment policy, performance appraisal and reclassification, mobility policy, gender and geographical balance, and schooling are described in [Annex IV](#).

Expenditure for 2022

The evolution of expenditure for the action areas is provided in Table 2 of [Annex III](#).

3.2 Resource programming for the years 2023 - 2025

3.2.1 Financial resources 2023 - 2025

The required financial resources are detailed in the tables of [Annex II](#), which are in line with the indicative budget figures set out in the EIT Strategic Innovation Agenda 2021-2027.

3.2.2 Human resources 2023 - 2025

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". The **EIT can specifically make a major contributions to the "European Green Deal", the "Economy that works for people", and the "Europe fit for the digital age"** by accelerating innovation and integrating business, research, and education to address 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 digitalisation, sustainable energy, and climate change. It has demonstrated a track record of delivering impact results over the past 13 years and demonstrated its ability to adapt to new challenges. Some examples are its rapid and successful COVID-19 pandemic response in 2020 and the launch of new initiatives such as a cross-KIC project on the New European Bauhaus, or response of the EIT Community to support Ukrainian innovation ecosystem after Russian aggression to Ukraine. 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.

The EIT's tasks have been growing significantly over the past years. While the EIT managed three KICs from 2010 to 2014, two new KICs started their operations in 2014, another one was designated in 2016, two in 2018, and a new one in 2022. The amount of grant managed by the EIT has increased from EUR 26 million (2010) to EUR 497million (2021). The number of beneficiaries (KIC Partners) has increased from 73 (2010) to more than 2 500 (2022). This naturally led to additional work to ensure the legality and regularity of transactions and compliance with the principles of sound financial management. In addition, the EIT has taken on new activities to develop its strong innovation potential, to support KICs' financial sustainability, the **EIT Regional Innovation Scheme**, and outreach and synergies with other programmes (including inter alia Member States and the Western Balkan countries). Following its education review, the EIT has also identified further potential avenues where it could lead the transformation of human capital in Europe. This includes widening its education and training programmes beyond degree level education and **contributing to the skills agenda** and talent support in the areas of entrepreneurship and innovation (following the example of the European Battery Alliance Academy).

Adopted in July 2022, the European Commission's New European Innovation Agenda (which seeks to position Europe at the forefront of the new wave of deep tech innovation and start-ups) marked the EIT as one of the key

actors contributing to the EU innovation flagship initiatives such as the EIT Deep Tech Talent Initiative, Deep Tech Innovation Valleys, Innovation Intern, and the Women Entrepreneurship and Leadership schemes.

The EIT Strategic Agenda 2021-2027 has reinforced and enhanced the EIT's mandate. However, creating new KICs (such as **EIT Culture and Creativity**), the implementation of the **pilot action to increase the innovative capacities of Higher Education Institutions**, a reinforced role in the EIT RIS, or new tasks resulting from the New European Innovation Agenda should also see an increase in the current staffing capacity. The EIT will not be able to take on any new tasks outside the initial establishment plan of the EIT without additional resources. This means that the EIT's full potential for innovation and contribution to growth and competitiveness that could be provided by the EIT across the EU will not be fully exploited.

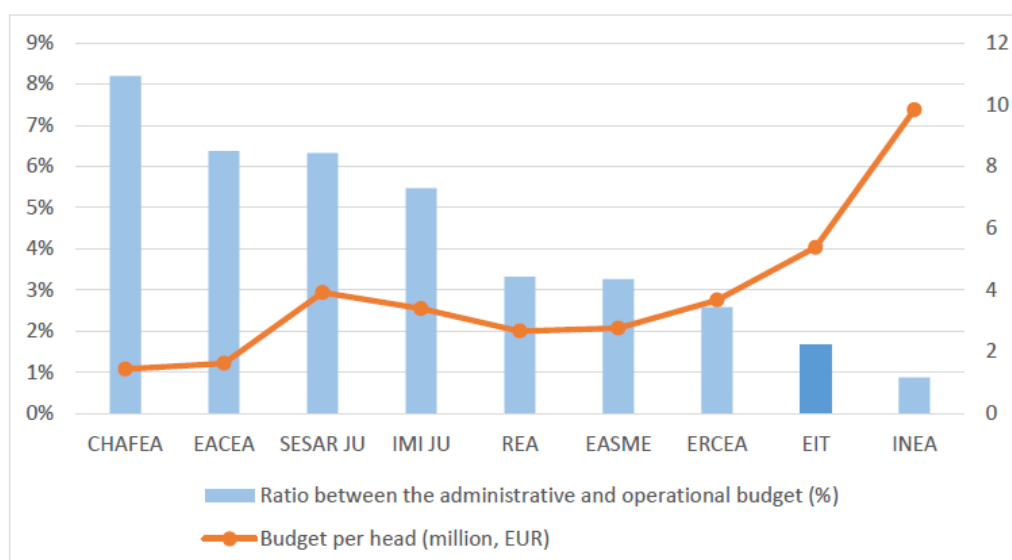
This issue was analysed by the European Commission's Internal Audit Service ('IAS') when performing an audit on human resources management at the EIT in 2020/2021. The IAS auditors evaluated various aspects of the staffing level in the EIT and benchmarked them to comparable organisations. Among European Union institutions, six executive agencies and two joint undertakings were identified as suitable for comparison.⁶ All selected organisations have grant management (direct management) and related activities (e.g. policy feedback) as their main operational processes. Each of these entities have different characteristics such as organisation and governance, size, budget, complexity, and diversity of the programme portfolio managed. As a result, the exercise enabled the IAS to gain understanding of the context and provide meaningful insight into the EIT's staffing issue. The auditors conducted an examination using two aspects (ratios) that were also used in the performance evaluation of the executive agencies in terms of human resources management and cost-effectiveness:

- a) programme management cost-efficiency (the ratio between the administrative and operational budgets for payments)
- b) budget per head (funds managed per person)

The result of this analysis for the period 2017-2019 is shown in the graph below, using the average numbers of the last three years. The IAS concluded that:

1. The **EIT is more cost-efficient and manages more funds per staff than all other examined 5 EU entities** except the INEA
2. **Without reinforcing staffing capacity, there is a risk that the EIT cannot fully implement its multi-annual work programme** (reduced effectiveness and impact) and provide assurance on funds managed (risk of errors and irregularities)
3. The **EIT should consider options to increase the proportion of staff allocated to operational functions**
4. The **EIT should continue its efforts and work with its partner DG of the Commission, DG EAC, aiming at achieving an improved working environment promoting a better and healthier work-life balance.**

⁶ The Consumers, Health, Agriculture and Food Executive Agency (CHAFEA), the Executive Agency for Small and Medium-Size Enterprises (EASME), the Innovation and Networks Executive Agency (INEA), the Education, Audiovisual and Culture Executive Agency (EACEA), the Research Executive Agency (REA), the European Research Council Executive Agency (ERCEA), the Innovative Medicines Joint Undertaking (IMI JU) and the SESAR Joint Undertaking (SESAR JU). The joint undertakings selected are the largest, the most comparable in terms of size to the EIT. The other JUs are very small in size.



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 shall request the approval of 10 additional establishment plan posts from 2024 onwards. This request already takes into account that already in 2022, to be institutionally fit for purpose, the EIT has adjusted its organisation within the current establishment plan to reflect its objectives and strategic priorities under the new Strategic Innovation Agenda 2021-2027 (adopted in May 2021).

EIT new tasks vs new posts 2021-2027

New EIT tasks under SIA 2021-2027	Additional posts approved by EU (beyond 70)
Two new KICs (CCSI, Water) – ca. EUR 300 million	0
HEI initiative (pilot 2021-2023) – ca. EUR 90 million	0
Enhanced Regional Innovation Scheme mandate and cross-KIC, Ukraine support	0
Overall Budget increase 25% compared to 2014-2020 (now ca. EUR 3 billion) and increased KIC supervision/monitoring	0
Enhanced EIT Governance (MSRG, GB/ExCo size increased and enhanced supervision role)	0
EIT National Contact Point network created	0
Increased synergies (i.e. EIC, EUIPO, EUAN, EC Opinion)	0
European Battery Alliance Academy 2021-2024 (DG EMPL – 10 MEUR)	1

Additional third country budget contributions	1
New European Innovation Agenda (Deep Tech Talent Initiative, Girls Go Circular, Tech internships)	0

Additional posts requested as from 2024

To unleash Europe's full innovation potential and reap the social and economic benefits of the twin green/digital transition, the EU needs to create a genuine European innovation ecosystem that links local talents, start-ups, and SMEs with EU initiatives, investors, and corporates. This requires reinforcing the governance and capacity of local/regional innovation ecosystems, mobilising and coordinating their full potential to contribute to the green and digital transitions, and enhancing the capacity of local innovators, SMEs, and higher-education institutions to collaborate internationally within and beyond the EU.

The EIT and its Knowledge and Innovation Communities (KICs) drive innovation across Europe by integrating business, education and research, aiming to find solutions to pressing global challenges, through its Regional Innovation Scheme (EIT RIS) which has the objective of boosting the innovation capacity of eligible local innovation ecosystems and fostering closer interactions between local knowledge triangle actors, including through the establishment of on-the-ground EIT RIS Hubs. Given the persistent ongoing need to strengthen the innovation ecosystem (and against in the context of the Multiannual Financial Framework (MFF) for the EU budget in 2021-2027), many of these measures have been reinforced. The EIT is also considering new topics and actions based on recent stakeholder consultations.

In terms of profiles, **10 additional Establishment Plan staff** will need to be recruited based on the EIT's strategic objectives set out in the EIT Strategic Innovation Agenda 2021-2027 outlined below:

Specific Objective: Increase the impact of KICs and knowledge triangle integration

Managing the nine existing KICs and launching a new KIC in 2025 with an overall budget increase of 25%, ensuring compliance with the Horizon Europe regulations

Facilitating shared services towards the KICs and exchanges of experiences and good practices between KICs

Increasing the regional impact of KICs with a view to closing the innovation divide

Launching a new KIC in 2025

Four additional posts are required for the four tasks above. They are as follows:

KIC Programme Officers (2 posts, TA/AD8 grade) – KIC Strategic Supervision

Support the EIT Governing Board with the implementation of the Supervision Framework of KICs.

Guidance of KICs in line with the EIT Impact Framework to achieve financial sustainability

Assess the multi-annual strategy and annual business plans of the KICs and support the process of allocating annual grants to KICs (ca. EUR 60 million per KIC)

Manage and carry out risk-based monitoring of KIC activities, including the preparation of input for funding allocation decisions of the EIT Governing Board

Ensure coordination among KICs and that synergies with other programmes such as the European Innovation Council are explored

KIC Programme Officer (1 post, TA/AD6 grade) – EIT Culture & Creative Industries

- Support the newly designated KIC during its start-up phase
- Develop and improve overall supervision, management, and control systems
- Verify reporting documents submitted by the KIC ensuring compliance with financial and procurement rules
- Contribute to the assessment of KIC business plans, reports, and payments
- Provide regular (standardised) and ad hoc (tailor-made) reports and data analysis for the EIT Governing Board, EIT management, and other internal and external stakeholders
- Support the implementation of the EIT monitoring strategy and contribute to reviews and analytical reports

Programme Assistant (1 posts, CA/FGIII) – Cross-KIC coordination

- Facilitate shared services with the KICs while enhancing and monitoring cross-KIC collaboration
- Provide horizontal cross-KIC support on strategic initiatives such as the New European Bauhaus, Women Entrepreneurship, Regional Innovation Scheme, and Higher Education Initiative
- Develop shared services for KIC operational and administrative cooperation (including IT tools and integration with EC tools such as CORDA and E-Grants) to increase overall efficiency

Specific Objective: Increase the innovation capacity of the higher education sector by promoting institutional change in higher education institutions (HEIs)

Supporting the innovation capacity of higher education by involving 450 additional Higher Education Institutions in EIT and KIC activities to reach 30 000 students by end of 2027.

Managing the related budget of EUR 400 million

Three additional posts are required for the above-mentioned tasks as follows:

Education Programme Officers (3 posts, 2 TA/AD8 grade, 1 CA/FG IV)

- Coordinate the EIT's new action to strengthen the innovation capacity of Higher Education Institutions (HEIs)
- Design and continuously improve the conceptual framework, set common criteria for the action, and oversee them while calls are organised by the KICs
- Contribute to the development of quality procedures, indicators, and benchmarks for monitoring (and assessment) of activity performance
- Manage and carry out continuous monitoring and evaluation of the action. The EIT will closely monitor organization of the calls and selection of the process, to ensure strategic priorities and objectives are met.
- Support Operational Units regarding the specific action with business plan assessments, amendments of business plans, and grant reports
- Ensure coordination among KICs and that synergies with other programmes are explored
- Work with KICS to develop and implement programmes contributing to re-skilling and up-skilling the workforce of the industries of the future

Specific Objective No 3: Increase the regional outreach of the EIT in order to address regional disparities in innovation capacity across the EU

- Disseminating and sharing best practices with stakeholders
- Increasing the impact of EIT activities through internal and international cooperation
- Coordination of cross-KIC communication

Creating synergies and providing complementarities with other EU programmes or instruments, including by reinforcing EIT support to KICs in their planning and implementing activities

Three additional posts are required for the above tasks as follows:

Programme Officer (1 post, TA/AD8 grade) - Dissemination of Results and Regional Innovation Scheme

Implement and raise awareness of the EIT Regional Innovation Scheme (EIT RIS) among relevant stakeholders and to the wider public

Widen the level of participation within KICs and increase their regional impact through the RIS, in order to close the innovation divide in Europe

Develop and operate a system aimed at identifying, codifying, and disseminating best practices and learnings from innovation projects

Support the newly established EIT National Contact Points in Member States for information, knowledge sharing, and synergies around the EIT

Coordinate cross-KIC communication, including the implementation of the EIT's annual integrated communications campaigns with a focus on key events like the INNOVEIT conference

Coordinate the dissemination of information and communication of EIT RIS activities together with the KICs

Stakeholder Relations Officers (1 post, TA/AD6; 1 post CA) – Innovation Ecosystem synergies

One Officer will promote and foster synergies with the EIC, InvestEU, and Innovation Ecosystems, while the other will manage the 15-year collaboration with first wave of KICs (EIT Digital, EIT InnoEnergy, EIT Climate-KIC). Their other tasks are to:

Promote and foster synergies between EIT-KIC activities and other EU initiatives and instruments (e.g., other Horizon Europe programmes, IPA, Erasmus, Digital Europe Programme, and Creative Europe)

Organise regular meetings with the Member States' Representatives Group as well as Commission-related services at least twice a year to ensure an appropriate level of information sharing with Member States and EU institutions

Contribute to an enhanced engagement with international organisations and key stakeholders in EU Member States, candidate countries, and

Coordinate international EIT-funded activities implemented by the KICs

Moreover, the EIT plans to place up to **2 of its establishment plan posts in Brussels at the EIT House**. This will strengthen synergies with key stakeholders (e.g., European Commission and European Parliament) but also facilitate preparations for 2024 when the EIT will chair the EU Agency Network (EUAN), a major opportunity for the EIT to increase its visibility with key stakeholders in EU institutions. This also means that, as of 2023, the EIT will join the Troika of Agencies and chair the network.

The **EUAN chairmanship by EIT** will be managed in principle with existing staff. But for logistical support and coordination of EUAN meetings and subnetworks, interim support will be needed. The EIT seeks to hire **2 interim staff in 2023 and 1 more in 2024** to manage this significant but temporary task (due to end in December 2024).

Efficiency gains

As the EIT's request for additional posts for 2022 and 2023 has not been granted by the EU institutions, the EIT Governing Board endorsed in its meeting on 25 November 2021 the reorganisation of the EIT in order to deploy available resources more efficiently and effectively. The new organisational structure of the EIT, as presented in

[Annex I](#), has been implemented as of 1 July 2022 following approval of an SPD amendment by the EIT Governing Board, and enables the EIT to focus more on achieving the new ambition and strategic objectives set out in the EIT Strategic Innovation Agenda 2021-2027.

Furthermore, the EIT will implement the following actions to achieve further efficiency gains and to successfully implement its 2023 work programme:

- Focused recruitments and retraining to address capacity gaps (e.g., investment, entrepreneurship, education, competence), including strengthened management capacity, mobility, and diversity
- Further outsourcing of some activities via experts, consultants, shared services, and cross-KIC
- Sharing services with other agencies or outsourcing some services (e.g., archiving, IT security, EUAN Chair, etc.)
- Targeted use of interim staff and trainees, an additional request for national experts, and Commission secondments. 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

Negative priorities/Decrease of existing tasks

In order to achieve this set strategic objectives and further deliver impactful results, the EIT has set the following list of negative priorities for 2023:

1. Limit the number of specific KIC monitoring reports (rationalisation of the EIT supervision of KICs to priority monitoring activities)
2. Reduced scope of the EIT Stakeholder Forum/INNOVEIT weeks; the EIT will limit itself to a few flagship events during the EU Presidencies and the EIT summit, while leaving other events to be organised by KICs (providing general guidance)
3. The EIT will focus on a few select synergies while leaving others to KICs or for 2024 onwards
4. Physical stakeholder meetings will be minimised. Based on lessons learnt, the EIT aims to move most meetings online, including the EIT GB, ExCo, EIT KIC Forum, Advisory Groups, MSRG, NCPs, and participation in external events. While in exceptional cases physical meetings make sense, they create higher administrative and financial costs and have a negative impact on the EIT's carbon footprint and therefore cannot be justified.

Redeployment of resources in view of budgetary constraints

The EIT, via internal redeployment of staff, has already concentrated available resources as much as possible on operational tasks rather than support activities. As outlined in [Annex I](#), the organisational structure has been modified in 2022 to reflect efforts to make the organisation leaner. That includes clarifying reporting lines and strengthening focus on core activities, including closer monitoring and supervision of the KICs. This process will continue in 2023 once the request for additional resources for 2023 has been responded to by the EU institutions.

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

Year		2021		2022		2023		2024		2025		2026		2027	
EC proposal/Granted to the EIT in the Adopted Budget		EC	EIT	EC	EIT	EC	EIT	EC	EIT	EC	EIT	EC	EIT	EC	EIT
Establishment plan posts															
Temporary staff	AD	40	40	40	40	40	40	40	47	40	47	40	47	40	47
	AST	5	5	5	5	5	5	5	5	5	5	5	5	5	5
TOTAL establishment plan posts		45	45	45	45	45	45	45	52	45	52	45	52	45	52
Other staff (in FTE)															
Contract staff (CA)		23	23	23	26 ⁷	26	26	26	29	24	28	24	28	24	28
Seconded National Experts (SNE)		2	2	2	1	1	1	1	1	2	1	2	1	2	1
Total other staff		25	25	25	27	27	27	27	30	26	29	26	29	26	29
TOTAL EIT STAFF		70	70	70	72	72	72	72	82	71	81	71	81	71	81

Table 11

⁷ In 2022 the CA posts were increased from 23 to 26, due to conversion of one of the two SNE posts to FGIV post and opening of 2 new FGIV posts charged against “other resources – 1 FGIV charged against EBA funding and 1 FGIV charged against TCC “3rd country contributions.

Section III – Work programme 2023

Executive Summary

In 2023 the EIT will continue the implementation of its SIA 2021 – 2027 and contribute to the New European Innovation Agenda implementation, putting into practice its overall strategy and processes to analyse and assess results and impacts of all EIT Community activities, continuing the EIT's culture of lessons learnt and evaluation.

The EIT will encourage dynamic and open partnerships. Its Knowledge and Innovation Communities (KICs) are ready to take the lead in their respective thematic fields and turn the emerging needs of Europe's economy and society into opportunities for entrepreneurship.

To empower Europe's full innovation potential and nourish the socioeconomic benefits of the twin green/digital transition, EIT will continue creating a genuine European innovation ecosystem that bridges local talents, start-ups, and SMEs with EU initiatives, investors, and corporates. The EIT will continue to reinforce the governance and capacity of local/regional innovation ecosystems, to mobilise and coordinate their full potential, to contribute to the green and digital transitions, and enhance the capacity of local innovators, SMEs, and higher-education institutions to collaborate internationally within and beyond the EU.

In line with its legislation and the EIT Monitoring and Evaluation Strategy, the EIT will perform continuous monitoring and periodic evaluations of the output, results, and impact of the EIT KICs, including their progress towards financial sustainability, as well as horizontal requirements such as the cost-effectiveness of operations and their openness to new members. These will then feed into important EIT Governing Board (GB) decisions on corrective measures and on continuation of the EIT support and future collaboration with the KICs in line with the EIT GB – Supervision Framework of KIC.

In 2023 the EIT will reinforce its collaboration with the EU Agencies. The EIT will join the EUAN Troika, preparing the organisation for chairing the EU Agencies Network in 2024. This will provide a unique opportunity to raise the visibility of the EIT among other EU Agencies and at the highest level of EU institutions.

At same time, the EIT envisages organising a joint Women Awards with the EIC in order to amplify the importance of women leaders and innovators in the European and global arena.

The EIT will further reinforce existing synergies with internal and external stakeholders, 2023 being the first full year of delivery on the new EIT Global Outreach Strategic Framework.

Targeted external communications and stakeholder engagement activities will ensure that an increasing number of research and innovation stakeholders are aware of the EIT's activities, programmes, and opportunities offered to students, entrepreneurs, and innovators, among others. To ensure increased outreach at both the national and EU level, the EIT will mobilise and work closely with the entire EIT Community network.

Operational activities I: KIC Impact

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

1.1 Ensure an effective and compliant grant management implementing the HE, EIT Regulation, and SIA provisions (Call, BP assessment, Grant Allocation, Reporting, Payments, and Audits)

Objective: Efficiently running the grant cycle in line with the Impact Framework and KIC Strategies and in full compliance with the applicable legal framework (e.g. SIA, EIT and Financial Regulation, Horizon Europe, etc.) in order to achieve EIT's objectives

In 2023, the main focus regarding the 2021-2022 Grant Cycle will be on the assessment of the KICs' final reports and the execution of final payments by the EIT. It is relevant to highlight that 2021-2022 monitoring plans play an important role in supporting the overall report assessment at portfolio level in transition to the 2023-2025 Grant Cycle. Furthermore, the EIT will complete the signature of Grant Agreements 2023-25 (2023-2024 in case of first wave KICs Business Plans) and carry out the allocation of a second instalment at the end of 2023.

Overarching KPIs:

1. Finalisation of 2021 ex post audits (incl. recover orders, if applicable), 2021-2022 grants final report assessment (incl. ex ante controls in respect to compliance with cost eligibility rules, resulting in cost rejections in case of ineligible costs and/or grant reductions in case of other substantial and serious grant agreement violations) and final payments or recover orders;
2. Complete 2023-2025 grant agreements preparation and pre-financing payments of the 2023-2025 grant implementation;
3. Complete IT systems supporting Grant Cycle and Business Intelligence for grants up to 2022 and finalise the e-Grants transition for 2023-2025 grants.
4. Launch of the 2024-2025 Call for the CC KIC Business Plan

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#1 Finalisation of 2023-2025 grant allocation and KICs BP, Cross-KIC and HEI proposals 2023-2025 assessment	2023-25 Grant Agreements signed (2023-24 for first wave KICs) 2023-2025 Grant Agreements and amendment for Cross-KIC activities and shared services	All GAs signed by Q1 2023	Approved EIT BP, cross-KIC and HEI proposals evaluation reports, award decisions and signed GAs

Actions [main activity]	Indicator [KPI]	Target	Main outputs
	(including Thematic Innovation cross-KIC projects) 2023-2025 Grant Agreement for the HEI action Timely accession of beneficiaries/ affiliated entities (KIC CLCs) to GA Initial pre-financing payments Allocation of second instalment for 2023-2025 grants	Initial pre-financing payments made within 30 days following the signature of the grant agreements Grant allocation process in line with funding allocation criteria	All CLCs of all KICs acceded to GA. Payments are made in time. GB decision on funding allocation
#2 Start-up grant implementation of EIT Culture & Creativity	Start-up plan implemented The 2024-2025 BP launched in Q2	Start-up plan milestones are reached, including Strategic Agenda and proposal for the 2024-25 KIC Business Plans submitted Timely launch of the call for the 2024-2025 KIC BP Final designation of EIT Culture & Creativity and EIT-KIC Partnership Agreement signed	EIT-KIC Partnership Agreement, including Strategic Agenda Call packaged published on the Funding and Tenders Portal Proposal for the 2024-2025 KIC Business Plan submitted
#3 Ex-post audits 2021	Timeliness and quality of the EIT review of the draft ex-post audit reports Timely launch of ex post audit on 2022 grant implementation	Final ex-post audit reports delivered by the audit company in Q1 2023 External audit company contracted; kick off meeting held; audits started	Final ex-post audit reports 2021 error rate determined by the ECA Signed contract(s) with audit company/ies

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#4 Ex-ante verification of final reports covering 2021-2022 grants implementation	Efficient and timely issuing of final payments based on reports	HE-compliant CFS reports are delivered in full alignment with the Grant Assurance Strategy Approved final reports for 8 KICs.	Final payments or recovery orders issued to 8 KICs
#5 Continuation of implementation of EBA Academy under React-EU programme	Additional EIT results achieved through the effective implementation of Contribution Agreement concluded with DG Employment	Timely and adequate reporting to DG Employment on the implementation of the Contribution Agreement. Reports submitted by the KIC are analysed and approved by the EIT	EIT Reports in line with the Contribution Agreement. Monitoring reports from the implementation
#6 The European Solar Academy Contribution Agreement	Timely signature of the Solar Academy Contribution Agreement	To sign the agreement by the end of December 2023	Solar Academy Contribution Agreement signed
#7 Effective use of 2021-2022 DUNA Grant management IT tools and successful use of the eGrants modules to sign GAs and make payments	2021-2022 Grant management IT system effectively running and phased out	BP, GR and PIO modules up and running in 100% of time Efficient IT support to the KICs and the EIT, all queries are timely addressed. Relevant modules of the eGrants suite are functioning (GAP)	Duna grant modules (BP, GR, PIO) are adjusted and functioning for final reporting 2021-22 eGrants up and running with appropriate access rights
#8 Common data model and related IT system for data collection in place	EIT has full access to relevant EC tools and KIC activity data, including project level, from the agreed data model for supervision, monitoring and reporting.	CORDA adaptations to receive proposal, project, project result data are implemented so that EIT receives monitoring data and comprehensive business intelligence (CORDA) Deadline: Q2 2023 KIC IT tools (including common KIC IT tool) to provide all relevant information based on the data model supporting grant management (eGrants),	Data model tested and fully implemented by each KIC via the adapted KIC IT tools KIC data is transmitted to CORDA Data Warehouse (DW) by the KICs F&T portal contains and displays KIC data under agreed EIT header, and SAP BO reports

Actions [main activity]	Indicator [KPI]	Target	Main outputs
		Integration of relevant 2021-22 data from DUNA into CORDA	accessible to selected staff for period 2014-22 and 2023 Relevant 2021-22 data from DUNA integrated into CORDA
#9 Effective simplification, capacity building and service and helpdesk provision to KICs (TFS, WG, FAQs)	Smooth cooperation and KIC support by the EIT to support their operations and reductions in complexity on all sides	Based on a survey, agreement with KICs on priority simplifications and substantial progress in implementation 4 TFS meetings per year in support of the EIT KIC Forum Forum/TFS actions implemented by timeline set Queries received from KICs are answered in a timely manner and receive positive feedback from Forum and TFS Updated FAQ document continuously available to KICs	Forum/TFS meeting action points and presentations. TFS/ Forum action points implemented as agreed, including simplification measures EIT Register of TFS actions is continuously maintained and monitoring of agreed actions Predominantly positive simplification survey results by TFS and Forum Updated FAQ document

Table 12

1.2 Effective monitoring and evaluation strategy and plan to maximise EIT KIC impact, ensuring that EIT KICs become financially sustainable

Objective: *Set up and operate a monitoring and evaluation system complemented by a supervision framework to enable the EIT Governing Board to monitor and steer EIT and KIC activities in line with the EIT Regulation, allowing EIT KICs to meet and overdeliver on the EIT KPI targets in the SIA and their Strategic Agenda*

Overarching KPIs:

1. Dashboard capturing key management information for decision-making purposes is in place and regularly updated;
2. Monitoring IT systems and tools in place and operational;
3. Monitoring plan in place and monitoring reports submitted to EIT management on a timely basis;
4. Timely implementation of intervention measures according to the EIT GB Supervision Framework;
5. Timely completion of reviews and comprehensive assessments pursuant to the EIT legal basis and the adopted methodology.

In 2023, the EIT monitoring will fully transition to a more efficient operational model which shifts the EIT's control strategy towards the KICs' internal processes in line with the new KIC operational model and HE framework (e.g.,

enabling the implementation of a KIC supervision framework). The EIT Monitoring and Evaluation Strategy adopted in 2022 will guide the development of the 2023-25 Monitoring Plan(s), including core activities such as:

- The KIC's decision-making mechanism and related processes on selecting the most impactful EIT principles-compliant projects (innovation, FS principles etc.) for the multi-annual Business Plans, including monitoring of respective KIC calls
- The KICs' design and management of their portfolios of activity and KIC partnerships
- The KICs' progress towards achieving their multi-annual strategic objectives in openness and transparency (incl. openness and transparency of KIC calls, selection of start-ups/scale-ups for KIC support)
- Areas where risks of failure to achieve core KPIs or underperformance were identified through periodic reporting and other KIC monitoring and evaluations
- Implementation of the EIT GB strategic recommendations and conditions

Reviews and comprehensive assessments pursuant to the EIT legal basis will complement monitoring activities. Further internal checks on topics identified as critical during the year can be added.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#1 Effective KIC supervision	Supervision framework implemented, providing key intelligence and recommendations to the EIT GB to enhance the KICs impact and results (including adequate progress towards financial sustainability)	Timely, complete and appropriate intelligence provided to EIT GB and management in order to implement the Supervision Framework EIT GB rapporteur reports completed Improved Dashboard and KIC challenges briefings Supervision Framework of KICs applied; timely delivery of high-quality reports on performed intervention measures	Upgraded Dashboard KIC supervision reports / Challenges analysis GB rapporteur reports Reports/ briefings to management and EIT GB and effective actions proposed
#2 Monitoring plan development and coordination: strategic portfolio monitoring of KICs	Effective multiannual Monitoring plan 2023-2027 aligned with the new EIT Monitoring and Evaluation Strategy adopted, and implemented providing key intelligence	A rolling Monitoring Plan 2023-2027 approved with up to 10 priority monitoring actions focussed on priority areas such as KIC project selection, financial sustainability, governance, innovation principles, KIC funds based on EIT GB supervision priorities, strategic	Monitoring plan 2023-2027 adopted and implementation overseen Monitoring reports on activities/ areas, including KIC funds reports, completed Recommendation repository updated

		recommendations and conditions. 100% of planned monitoring activities implemented and all reports submitted, monitoring reports provided to EIT GB, incl. rapporteurs Monitoring reports for FS progress and on KIC funds completed based on principles	
#3 3-year review of 4 th wave KICs	EIT conducts KIC 3-year interim reviews in line with EIT and HE legislation with the support of external experts	3-year interim reviews of EIT Urban Mobility and EIT Manufacturing conducted by Q4 2023 in accordance with the adopted review methodology	Interim review reports GB Decision on the review results
#4 7-year comprehensive assessment of 3 rd wave KIC launched	EIT conducts the 7-year assessment of EIT Food in accordance with the adopted methodology	Assessment launched in Q1 2023	Draft assessment report
#5 Final review of 1 st wave of KICs launched	EIT conducts final reviews of the 1 st wave of KICs to assess their results after 15 years	Final reviews conducted in 2023	Final review reports
#6 In-depth independent study of 1 st wave of KICs	EIT conducts an independent study on the KIC's financial sustainability	The independent study completed	Final reports on the study
#7 Midterm review preparations - Horizon 2020 ex post evaluation	The EIT's achievements in Horizon 2020 are fairly reflected in the Commission's ex post evaluation as input to the mid term review	Quality input provided as per the EC timescale for the study and related activities	Data/analysis/comments provided

Table 13

2. Operational activities II: EIT Impact

2.1 Deliver impactful education objectives

Objective: Nurture more innovation and entrepreneurial talent and transform higher education by building their innovation capacity

Overarching KPIs: Universities/HEIs involved in KICs activities (from SIA)

Sub-Objective #1: 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:

- Continue implementation of the improved EIT Label model represented by the new EIT Label Framework
- Fully implementing new elements of the EIT Label model, extending it beyond academic education
- Develop the EIT Label communications strategy to promote the new Label and reach out to wider audience (covering internal and external stakeholders)

Sub-Objective #2: Increase the entrepreneurial and innovation capacity of the higher education sector by promoting and supporting institutional change in higher education institutions (HEIs) and their integration into innovation ecosystems.

In 2023, the EIT will continue implementing the new action to support entrepreneurship and innovation in higher education, as introduced in the SIA 2021-2027. Furthermore, in 2023, the EIT will work on the preparation of an independent evaluation of the pilot phase of the initiative in order for the EIT GB to take a decision on its continuation, as foreseen in the SIA 2021-2027.

Sub-Objective #3: The EIT will facilitate synergies with other relevant programmes, shared services towards the KICs, and exchanges of experiences and best practices between KICs. It will foster KIC collaboration (cross-KIC activities) on both thematic and horizontal topics to elevate the impact of the EIT Education Agenda.

In 2023, the EIT will continue exploring the synergies in education. In 2023 the EIT will implement a new action to support entrepreneurship and innovation for learners and graduates. In cooperation with other EU programmes (EIC, MSCA, ERC) the EIT will implement pilot internship scheme as its contribution to the new Innovation Agenda, as presented by the EC in 2022. Through the Education Panel the EIT will connect EIT KICs with other relevant programmes to explore potential synergy opportunities to be followed up by EIT KICs

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#1 Implement EIT Label revision	Timely and effective implementation of the EIT Label Revision Action plan to increase quality, impact, sustainability and visibility of EIT education programmes.	EIT Label Revision Action Plan fully implemented Launch of EIT Campus	Report on implementation of EIT label action plan Report on implementation of the Virtual Campus

#2 Monitoring of the implementation of the HEI Initiative: Innovation Capacity Building for Higher Education	HEI pilot initiative is effectively and efficiently implemented and continuation is effectively decided upon.	Initiative pilot phase (2021-2023) evaluation developed by Q4 2023 Effective HEI governance and monitoring in place	EIT GB's decision on the continuation of the initiative beyond 2023 Minutes of Governance meetings
#3 Complete annual evaluation of new EIT Label applications and implement continuous monitoring	EIT Label programmes are assessed in a timely and quality manner	Application round open and ready for programmes to be submitted for the EIT Label	2023 EIT Decisions awarding label adopted
#4 Develop relevant synergies with other programmes to strengthen the impact of the EIT Education agenda	Established synergies and joint activities implemented creating EU value added	The Internship Scheme developed and implemented Feasibility of establishing synergies with other relevant programmes (MSCA, Eureka, etc.) is explored	Report from the established synergies and agreed joint activities implemented.

Table 14

2.2 Increasing the regional impact of EIT Community

Objective: Deliver the EIT Regional Innovation Scheme and focus RIS outreach on Ukraine and Western Balkan countries

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 / emerging and moderate' innovators (according to the European Innovation Scoreboard⁸), as well as in the EU Outermost Regions.

Overarching KPIs: Increase regional impact according to EIT SIA 2021-2027.

In the new funding period, the EIT RIS has been integrated into the KICs' multi-annual strategies. The EIT will seek to involve more partners and support more projects from the EIT RIS-eligible countries. It will closely monitor the KICs' implementation of the enhanced Regional Innovation Scheme in line with the EIT RIS Implementation Framework (2022-2027), with support from an EIT RIS Advisory Group established in 2022. Results, lessons

⁸ http://ec.europa.eu/growth/industry/innovation/facts-figures/scoreboards_en

learned, and best practices will be shared, as appropriate, with relevant European Commission services, the European Parliament, and with Member States through existing fora. The EIT will carry out targeted EIT RIS communications activities such as holding EIT-KIC events in EIT RIS-eligible countries and regions, holding EIT RIS information sessions jointly with other EU bodies, and by creating programmes, instruments, and initiatives that boost the offline and online visibility of the Scheme. Similar activities will also be implemented in the Western Balkans to promote EIT opportunities there, with support from EU and non-EU bodies, programmes, instruments, and initiatives. The EIT RIS Hubs' principles and minimum standards for EIT RIS Hubs, will be encouraged with the aim of increasing the impact of the scheme. A similar approach will also be encouraged for the EIT KICs' Western Balkan activities. In 2023, the EIT Community will pay particular attention to activities supporting Ukrainian innovation ecosystems, which will be the focus of a dedicated Work Package under the Strategic Regional Innovation cross-KIC cluster. Furthermore, synergies with other funding instruments will be sought, notably ESIF and IPA III. The EIT will pursue alignment and complementarity with the Smart Specialisation Strategies, as well as explore synergies and complementarities with relevant EU and non-EU bodies, programmes, instruments, and initiatives, including, where deemed of added value, conclude Memoranda of Understanding. In particular, EIT KICs will be encouraged to develop concrete synergies, aimed at jointly delivering enhanced impact for the benefit of RIS, Ukrainian and Western Balkan innovators, to be implemented with COST, the Regional Cooperation Council, the Enterprise Europe Network (with support from the EIC), and the Partnerships for Regional Innovation (in close cooperation with the Committee of the Regions and the JRC).

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#1 Implement the RIS Implementation Framework	Application of the RIS implementation framework improving the results and coordination of EIT RIS actions	EIT has put in place an effective supervision and coordination mechanism and principles for EIT RIS hubs, including the increase of consolidated EIT Community Hubs EIT RIS Expert Group provides guidance and advice	Full implementation of the EIT RIS Hubs minimum standards and guiding principles EIT RIS Expert Group reports , recommendations and other deliverables supporting the monitoring of the implementation of the EIT RIS
#2 Increased capacity building and EIT participation in MS eligible under RIS via MoU mechanism.	Increased awareness, synergies and participation by target countries stakeholders in EIT Community activities	At least 4 Action plans under MoUs implemented Satisfaction of the target countries' national authorities with the support offered by the EIT under the MoUs	4 Reports on the implementation of the MoUs Survey with targeted national authorities

#3 EIT supports utilisation of EU Recovery Funds programmes, ESIF and IPA III	EIT / KICs explore options to mobilise ESIF, EU Recovery Fund and IPA funding to achieve additional results and impact.	Commitments from EC services and national authorities to mobilise such funds contributing to EIT / KIC led activities via Contribution Agreements or similar to achieve additional results.	Written confirmation of agreement to mobilise funding to support delivery of EU policy priorities via EIT / KIC led activities.
#3 EIT supports Ukrainian innovation ecosystem	EIT community effectively supports the Ukrainian & Moldovan innovation ecosystem in its recovery	Planning and implementation of the Ukraine and Moldova Support Scheme	Report on EIT community Ukraine and Moldova support scheme by EIT

Table 15

2.3 Effectively disseminate results produced by EIT Community

Objective: Results of the EIT Community are disseminated effectively and increasingly put into use

Overarching KPIs⁹:

1. Best practices, policy papers, and lessons learnt are identified and disseminated by KICs through appropriate means (e.g., publications, online repositories, fact sheets, targeted workshops, etc.)
2. The number of activities and results which are disseminated through the EC dissemination tool
3. The number of people reached through dissemination activities

The EIT has a key role in facilitating the dissemination of results and best practices from the EIT Community. To this end, the EIT will further develop its role as an institute able to identify, codify, and share best practices from its activities in a structured and coherent way. It will also provide guidance and assistance on dissemination-related aspects, in particular when disseminating KIC results through EC dissemination tools (including the Horizon Results Platform) and facilitating a cross-KIC exchange.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#1 Effective system for EIT Community incl. KICs to disseminate results	Increased dissemination of results by EIT and KICs and uptake of	EIT disseminates policy relevant results through its online Knowledge Centre	Regular update of the on-line Knowledge Centre EIT results published in EC

⁹ Aligned with EIT's Impact Framework

	the disseminated results	EIT results available on DG RTD platforms to support dissemination of results both from and to KICs	dissemination tools Minutes of EIT Dissemination WG
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Table 16

2.4 Successfully sustain the first wave KICs and their transition post-15 years

Objective: First wave KICs are fit for a post-15 Memorandum of Cooperation (MoC)

Overarching KPIs:

1. No. of KICs delivering results and impact beyond 15 years
2. No. of current KIC activities continuing beyond 15-years thanks to an effective sustainability mechanism
3. Lessons learnt identified and integrated into the current KIC cooperation framework

Actions [main activities]	Indicator [KPI]	Target	Main outputs
#1 Establish a strategic cooperation framework with KICs beyond year 15	Strategic cooperation framework in place with first wave KICs beyond 15 years of their lifecycles	Develop and negotiate with KICs the draft MoC in line with the completed studies and GB decision	Strategic cooperation framework effectively in place, draft MoCs negotiated with the KICs by end-2023

Table 17

2.5 Enhancing the impact of the EIT Ecosystem

Objective: EIT innovation ecosystem enhanced in the most impactful manner beyond the individual KICs creating added value for innovators and entrepreneurs

Overarching KPIs:

1. Increased EIT core KPI values
2. Positive feedback from KICs and their beneficiaries

EIT Awards

Objective: To develop and launch a revamped 2023 EIT Awards concept that will further increase the visibility of the EIT towards citizens as well as within the EIT Community, promote interactions within the knowledge triangle, recognise the most promising innovators and entrepreneurs in Europe.

Using lessons learnt from the 2022 EIT Awards, the EIT will prepare for the 2023 version through a revamped concept that will aim at demonstrating the EIT and KICs' achievements to stakeholders and citizens and reach out to potential investors and business partners.

The revamped concept will also consider ways to raise the visibility and increase the quality of the Awards, such as through a dedicated communication campaign, the preparation of nominees, the involvement of a high-level jury for each Award category, the organisational aspects of the Award Ceremony, and the potential prize for the winners. It will also consider potential collaboration with other innovation programmes, such as sharing the Women Innovator Award presentation with the European Innovation Council (EIC).

More specifically:

Actions	Indicator	Target	Main outputs
Preparation of the 2023 EIT Awards	Timely launch of the preparation for the 2023 EIT Awards competition based on lessons learnt	Launch and successful implementation of the EIT Awards in 2023 Lessons learnt completed and concept for 2024 EIT Awards competition finalised by Q4 2023	2023 EIT Awards winners selected and announced Concept note

More detailed information is provided in [Annex XIII](#).

EIT Alumni

In 2023, the EIT Alumni Community will continue building its portfolio of services and unique offers via knowledge sharing, training, and networking, bringing clear added value to its members beyond individual KICs' alumni communities. Priority areas for next year include drawing new participants from KIC activities, on-boarding members from the younger EIT KICs, and exploring opportunities for collaboration beyond Europe.

The EIT will continue to steer the EIT Alumni Community in close cooperation with the EIT Alumni Board. It will aim to continuously increase the involvement of alumni in EIT-supported activities. The EIT Alumni Community will be supported in its efforts by a dedicated Alumni cross-KIC activity that will strengthen its ability to deliver quality services to its members, ensure greater visibility of its activities, and increase the impact of its members. To ensure the Community's long-term financial sustainability, the EIT Alumni Board will continue to develop a sound business and financial model and reach out to internal and external partners and sponsors.

Cross-KIC cooperation

The cross-KIC cooperation fund focuses on priority areas where cooperation between KICs can multiply EIT impact and results, allow for thematic or administrative cooperation, and respond to EU policy priorities. These activities are of strategic nature, implemented by a lead KIC and closely supervised by the EIT. For 2023, there will be a dedicated call for cross-KIC activities.

Cross-KIC activities are currently grouped in seven clusters:

1. Cross-KIC Shared Services (audit, IT, CLC consolidation, communication, and dissemination)
2. Cross-KIC Strategic Outreach
3. Cross-KIC Strategic Regional Innovations (Jumpstarter, RIS, Western Balkans, Ukraine)
4. Cross-KIC Strategic Synergies (New European Bauhaus, AI, Circular Economy, Women Entrepreneurship)
5. Cross-KIC Strategic Education (DTTI, Digital Education, Girls Go Circular – Digital Education Action Plan, Alumni)
6. Cross-KIC Strategic Access to Finance (EIC, EIF cooperation)
7. Thematic innovation cross-KIC

Global outreach

The objective in 2023 is to further strengthen the standing of the EIT among the global innovation community and contribute to EU international cooperation priorities in Science and Technology.

2023 will be the first full year of delivery on the updated EIT Global Outreach Strategic Framework. Under the supervision of the EIT Governing Board and in close coordination with the European Commission, the EIT will provide guidance and monitor its KICs to ensure that the programme deploys impactful activities. By doing so, the EIT Global Outreach Programme (implemented via the Cross-KIC programme and led by EIT Health) will contribute to the EIT's strategic objectives while supporting European leadership and enhancing its impact in addressing key global challenges.

In addition, the EIT will continue to explore opportunities to engage with and build strategic partnerships in other countries beyond Europe (including Horizon Europe Associated countries) based on set priorities and available opportunities. International EIT Community cooperation plans and activities will clearly demonstrate their added value under the supervision of the EIT Governing Board and in compliance with the EU Global Approach on Research and Innovation.

Contribution to the new European Innovation Agenda – leading on the EIT Deep Tech Talent Initiative (DTTI)

The Initiative aims to develop pan-European talent. That means new skills development programmes that can rapidly skill, re-skill, and up-skill at least 1 million talents over the next three years (2023-2025). This will broaden the labour force in Europe and encourage high-growth companies active in the deep tech fields to maintain and expand their operations within Europe and beyond. The EIT Community will build partnerships with public and private organizations, industry representatives and champions, academia and education providers, Member States, and other EU programmes and Agencies to support the development and roll-out of training programmes committed to the Initiative.

Synergies and complementarities with other programmes

The objective in 2023 is to contribute to the overarching objectives of Horizon Europe on fostering growth and creating jobs by improving results, breakthrough technologies, services, and the sustainability of KIC operations through synergies and multiplication of successful activities across KICs.

The EIT will promote and facilitate synergies with EC Policy DGs and other EU programmes and bodies (notably but not exclusively Horizon Europe missions, DGs RTD, GROW, NEAR, CNCT, ENV, JRC, EISMEA, the European Structural and Investment Funds, Erasmus, Digital Europe Programme, InvestEU, Creative Europe, COSME, EUIPO, EPO, and the Copernicus Programme) for the integration of the Knowledge Triangle.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#1 Strategic cross-KIC activities	Additional results in strategic and thematic priority areas for the EIT and EU through cross-KIC cooperation	Supervision and monitoring of cross-KIC cooperation clusters EIT together with KICs to develop a concept for an effective Shared	Monitoring reports Cross-KIC portfolio monitoring and WG participation Shared Service Centre

		Service Centre (SSC) function.	concept
#2 Additional ecosystem impact from the innovation agenda	EIT community results on innovation beyond individual projects facilitated by EIT	Minimum 4 Innovation Panel meetings with relevant agenda Identifying potential, set up and follow up of synergies with key organisations of Pillar I and Pillar II of HE Programme including ERC, HE Missions, the Digital Europe Programme, European Innovation Partnership for Agricultural Productivity and Sustainability (EIP-AGRI), the European Urban Initiative (EUI) and Start-up Villages	Implementation of the Annual Work Programme approved by the EIT management Report from established synergies and achieved results of collaboration
#3 Horizon Europe pillar III synergies, EIC-EIT complementarity and synergies with EU programmes	Facilitation of an increased level of complementarity and synergy actions between EIT and EIC/EIE and other EU programmes in line with MoUs and other cooperation tools, supporting joint initiatives and avoidance of duplications	Collaboration as per EIT-EIC Memorandum of Cooperation and agreed joint operational work plan EIT-EIC Board level working group and pillar III Director's meetings supported	Joint Board WG and Pillar III Directors materials and meetings prepared
#4 Implementation of the MoU with EUIPO & Develop concrete synergies with EPO	IP capacities of KICs enhanced through successful implementation of the EIT – EUIPO and EIT -EPO cooperation	Timely implementation of the AWP with EUIPO and EPO Beneficiaries from minimum 3 EIT programmes or KICs activities benefiting from the collaboration (including Jumpstarter, HEI, Girls Go Circular) Minimum 300 persons from KICs and KICs	Positive feedback from KICs (partners, beneficiary, KIC LE) on IP services provided by EUIPO and EPO Annual action plan between the EIT and the EUIPO as well as the EIT and EPO for 2024 and annual report 2022 from the collaboration with EUIPO

		projects trained by EUIPO and EPO.	
#5 EIT community business creation agenda	EIT effectively supports business creation and women entrepreneurship and leadership (WEL) within the EIT community	Business creation panel work programme implemented, incl. start ups database and investors network Creation of a women investor's community	Action Points of Business Creation panel meetings Women investors community operating
#6 Implementation Deep Tech Talent Initiative (DTTI)	Timely and impactful implementation of the DTTI on track for the ambition to train 1 million talents by 2025	Effective implementation of the Initiative and pledges made Effective Joint Task Force between EIT and EIT Manufacturing designs and implements the initiative. Annual conference held	Number of talents trained according to the approved timeline DTTI platform fully operational Conference reports
#7 Develop the EIT Alumni community	EIT Alumni community multiplies EIT impact and visibility	The EIT Alumni Annual Work Programme 2023 contributes to EIT's objectives EIT Alumni Annual Work Programme 2024 approved Strategic guidance to EIT Alumni Board via EIT representative	EIT Alumni Activity Annual Report 2022 and Impact Report 2022 EIT Alumni Work Programme 2024 Minutes of EIT Alumni quarterly Board meetings

		EIT Alumni Board operates effectively and efficiently	EIT Decision(s) on appointment of EIT Alumni Board members Regular reports of Cross-KIC activity
#8 EIT Global Outreach	Effective EIT Global Outreach in alignment with EU priorities	Portfolio of EIT KIC global outreach activities is fully aligned with EIT Global Outreach Strategic Framework, including EIT community hubs and cooperation with World Technology Games	Bi-monthly Progress Reports Annual Report on the Global Outreach Programme

Table 20

3. EIT Governance and Corporate Communications

3.1 Effective EIT Governance and Management

Objectives:

- *The EIT develops and puts in place simplification measures to reduce its administrative burden, allowing it to focus on impactful activities.*
- *The EIT's ICF ensures the effectiveness, efficiency, legality, and regularity of operations of the EIT.*

Overarching KPIs:

1. Number of simplified procedures
2. New time-saving administrative IT tools in place
3. Outsourced activities leading to real efficiency gains
4. Report on 2022 Internal Control self-assessment presented to the EIT Management
5. Mitigating measures proposed in 2022 and implemented in 2023 which address internal weaknesses
6. At least 90% of due open audit recommendations at institute level are implemented.

3.1.1 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.
- Provide Secretariat support to the EIT Member State Representatives Group (MSRG), including regular information provision and updates about EIT activities and results at national and EU level, facilitation of exchanges between the EIT Community and Representatives regarding KIC – national authorities/programmes collaboration and organisation, delivery and follow-up to the MSRG meetings.

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

3.1.2 Planning, programming, reporting and audits

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

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

3.1.3 Internal Control

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 controls. In 2020, it adopted the EIT Internal Control Framework¹⁰ and implements its principles, applicable to all levels of management and designed to provide reasonable assurance of effectiveness, efficiency, and economy of operations, achieve reliability of reporting, safeguarded assets and information, and prevention, detection, correction, and follow-up on fraud and irregularities.

The risk management of the EIT is related to the legality and regularity of underlying transactions, accounting for the multiannual character of programmes, the transition to Horizon Europe, and the nature of concerned payments.

The EIT aims to close all due open audit recommendations on time and shall follow-up at least once per year on the status of their implementation, in line with the EIT's Internal Control Framework.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
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¹⁰ Governing Board Decision 01/2020 of 29 January 2020 on the adoption of the minimum standards and internal control framework

#1 Effective and efficient conduct of EIT GB meetings, EIT management and EIT decision-making	Effective EIT Governing Board (GB) and Executive Committee meetings, Audit Committee meetings and management meetings Timely approval of GB Decisions by written procedure Effective EIT management	Effective and timely preparation and implementation of at least 4 regular GB meetings, 4 regular Executive Committee (ExCo) Meetings, 2 Audit Committee meetings GB Decisions adopted in line with the strategic, operational and administrative needs and deadlines Effective mobilisation of GB Members in working groups Effective EIT management meetings and internal communications	GB, ExCo, AC and Hearing agendas, minutes and decisions adopted and minutes published on the EIT website Bi-monthly activity reports for the GB Weekly management meetings Internal communication plan and way of working structure
#2 Effectively use EIT KIC Forum to resolve critical operational issues for the EIT KIC results and impact	The Forum tackles effective strategic issues faced by the EIT community	Correct action points identified in Forum meetings and implemented in a timely manner Positive feedback from Forum meetings/ CEOs	4 Forum meetings
#3 Member State Representative Group (MSRG) contributes to EIT decision making	Effective MSRG adding positively to EIT governance, visibility and synergies with national programmes	Two annual meetings Opinions delivered to the GB in line with the EIT Regulation 75% positive feedback received via dedicated survey to MSRG Number of synergies with national programmes identified and developed	Summary Record of Meetings published at EIT website MSRG Opinions Enhanced understanding of EIT's mission and activities by Representatives Synergies with national programmes in place
#4 Cooperation with EU Agency Network and synergies, including outsourcing	Effective participation in EUAN, including the Troika, positively supporting the EUAN strategy implementation and	Effective and Efficient participation in EUAN Troika and preparation for chairing EUAN in 2024 Three cooperation agreements with other EU	Cooperation agreements Action plan and resource allocation in place

	benefit from shared services	agencies in the interest of the EIT, focussed on shared services and reduced administrative resource needs at EIT Regular coordination mechanism in operation	EUAN coordination meetings minutes
#5 Implement MoU with EU Services (DG EAC)	Effective cooperation with Commission services, in particular partner DG (DG EAC)	Submission of information/documents as per the MoU Regular coordination mechanism in operation Replies to requests provided within one week (or as per agreed with DG EAC) Weekly coordination calls minutes	Budgetary-financial reports, documents Information submitted Action points from the coordination calls
#6 Implementation and Coordination of the EIT Internal Control Framework	Efficient and Effective coordination of ICF EIT achieves a high level of implementation of Internal Control Framework EIT risks are identified and addressed	All Agency operational; financial and administrative SOPs are updated. 90% of the baseline Internal Control indicators set for 2023 are met. 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 Maximum 3 re-current exceptions/internal control weaknesses reported in 2023	Updated SOPs published on the EIT Cloud [intranet] Register of exceptions and non-compliance maintained/ updated Implementation of the EIT 2021 -2023 Anti-Fraud strategy and action plan Draft updated EIT 2024-2026 Internal Control Strategy and Action Plan CAAR 2022 ICC Report 2023
#7 Audits Follow-up/coordination with ECA/IAS	Improved EIT internal controls through implementation of	At least 90% of all audit action plans are implemented	90% of the due open audit recommendations are implemented.

	audit recommendations	Timely implementation of the audit open recommendations Timely input on audit requests	Report on implementation of the EIT open audit recommendations 2023
#8 Anti-fraud coordination	Efficient and effective implementation of the EIT's AF Strategy 2021-2023	100% of the EIT's action plan for implementation of the 2022 activities is implemented by Q1 2023 90% of the EIT's action plan for implementation of the 2023 activities is implemented	AF Coordinator report on implementation of the EIT's AFS
#9 EIT to implement EIT Gender Policy	EIT effectively implements EIT Gender Policy	KICs implement gender action plans in line with their GE policies.	Report on Gender Equality Action Plan.

Table 21

3.2 Communications

OBJECTIVE:

- Increase the recognition of the EIT as Europe's largest innovation ecosystem and a quality brand for innovation
- Raise the visibility of the EIT and its activities to stakeholders across the European innovation landscape
- Increase EIT Community visibility, information flow, and stakeholder engagement efforts at the national level

Overarching KPIs:

1. Overall key stakeholders and the wider public have a positive opinion and better understanding of the EIT Community, its mission, and activities
2. Increased number of beneficiaries of EIT activities along the innovation pipeline
3. Key stakeholders increase their support for the EIT mission, its objectives, and its activities

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#1 EIT communication and stakeholder engagement strategy & annual plans	Develop EIT communication & stakeholder engagement strategy Develop implementation plan for communication	Adoption of communication & stakeholder engagement Plan 2023 in Q1	Communication and stakeholder engagement plan 2023 approved

	and stakeholder engagement		
#2 Implementation of the communication and stakeholder engagement plan	Boosting visibility of EIT activities via timely, proactive, creative and targeted communication to target audiences, including priority stakeholders	Integrated Communication FWC under implementation facilitating communication actions & event organisation Engaging communication materials for key stakeholders produced and distributed across relevant channels and the EIT stakeholder database 12 monthly newsletters published and disseminated to stakeholders 10 editions of monthly update for Commissioner Gabriel prepared, shared with EIT GB and KICs EIT factsheets on KICs, per MS/HE country, key topics (DTTI, Education, EIC synergy) Social Media: Increase engagement with followers leading to % increase LinkedIn (15%), Twitter (5%), Facebook (2%) and Instagram (20%) in 2023 compared to followers on 31/12/2022 Website: 5% increase in visitors to the EIT website in 2023 compared to 2022 unique visitor statistics 5% increase in EIT Community press (print, broadcast and online) coverage in 2023 compared to 2020-2021 results	Dedicated contracts supporting external communication, stakeholder engagement and events Videos, factsheets, infographics and other material Email updates to EIT stakeholder database Monthly newsletters issued presenting key EIT Community opportunities, events and results Engaging social media posts Compelling content on EIT website EIT Communications Coverage Overview prepared on monthly basis Increased positive EIT media coverage
	Boost EIT's digital presence by increasing engagement, impressions and followers on EIT social media channels and enhancing the user experience on the EIT website Increase in EIT Community mentions in media outlets and articles		

	Timely response to all citizen and stakeholder enquiries Increased stakeholder engagement through organisation of and participation to high-impact events and meetings with external stakeholders Increased coordination with the European Commission in the area of communication & stakeholder engagement At least 2 communication and stakeholder engagement campaigns	Timely response to all press queries EIT responds to all citizen enquiries in line with adopted SOP EIT GB members, EIT management and staff, represent the organisation in 30 external high-impact events by Q4 2023 Organisation of EC services meeting 10 Monthly EIT Event Overviews shared with the EC Maintenance and development of the EIT Ecosystem map Implementation of at least 2 communication and stakeholder engagement campaigns	Press releases and events Citizens queries responded Supporting material for EIT representatives provided Meeting Summary Consolidated version of Event Overview ready by Q4 Up to date Ecosystem Map Goals and outcomes and outputs of the implemented campaigns achieved
#3 EIT Liaison Office reinforces stakeholder engagement in Brussels	Effective engagement with and awareness raising to stakeholders in Brussels Strengthened coordination and alignment of EIT Community presence towards priority stakeholders	Bilateral meetings and exchanges of the Liaison Officer with R&I stakeholders Liaison Office premises available uninterrupted 4 EU Affairs Group Quarterly meetings organised by Q4	EIT key stakeholders in Brussels have a positive opinion about EIT Summary Reports of EU Affairs Group quarterly meetings

#4 EIT National Contact Point network maintained	Effective and efficient support to the EIT NCP network via the NCP Secretariat Improved performance of the EIT NCP network via capacity building, communication and collaboration	75% positive feedback received via dedicated survey to NCPs Launch and manage Call for a Transnational Network of EIT NCPs	Annual Report of the NCP Secretariat activities Survey results Designation of successful consortium
#5 EIT website redevelopment & enhancement	New enhanced website with increased attractiveness	Successful website development by Q2 Content migration successfully completed Functional Acceptance Testing & User Acceptance Testing successfully completed CMS training & documentation completed Website enhanced and attractive as confirmed by feedback and increased user numbers.	New redeveloped website launched on production server and widely available to external visitors Improved EIT website serving as hub for the entire EIT Community, facilitating access to relevant information

Table 22

3.3 Effective administrative services

Objective: Ensure efficient delivery of high-quality administrative services in line with the applicable regulatory framework.

Overarching KPIs:

1. Number of simplified procedures;
2. New IT tools in place which save time on administrative tasks
3. Outsourced activities leading to real efficiency gains
4. Report on the 2022 Internal Control self-assessment, presented to the EIT Management
5. Mitigating measures for identified weaker areas for 2022 proposed and implemented in 2023
6. At least 90% due open audit recommendations at institute level are implemented

3.3.1 Human Resources

Objective: The objective of human resource management is to ensure efficient support for staff in administrative matters, 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:

1. 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
2. Provide reliable human resources planning and procedures
3. Implement appraisal and reclassification exercise
4. Continue to ensure the availability of highly qualified staff to meet the EIT's objectives
5. Support the professional development of staff and further strengthen their competency and skills base, as well as their efficiency
6. Ensure a high-quality working environment and promote equal opportunities
7. Ensure a sound framework for management and administration of the EIT's staff

3.3.2 Finance, Budget, Procurement and Accounting

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

This will be achieved through the following activities:

1. Ensure accurate budget planning
2. Ensure that budget implementation follows forecasts and results in high absorption of commitment and payment appropriations
3. Provide compliant, effective, and efficient financial framework and procedures
4. Provide compliant, effective, and efficient procurement system and procedures
5. Ensure compliance with the EIT Financial Regulation and the relevant internal procedures
6. Provide reasonably assured a true and fair view of the financial position of EIT in all material aspects

3.3.3 ICT 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.

This will be achieved through the implementation of the IT Steering Committee agenda

Implementation of the IT master plan 2023 according to the ICT Strategy, ICT Policy, General Information Security Policy, IT Service Catalogue.

Continue the implementation of the cybersecurity assessment 2022 by Microsoft and CERT-EU

Assign CISO role, function and tasks in cooperation with CERT-EU and ENISA

Outsourced L1 and L2 support under EIT FWC

Improve adoption of PM2 and ITRM2 methodologies

e

Training and awareness on Cyber Security

Support on external tools: e-Grants, KIC IT Tool, Business Intelligence

Replacement of old equipment to new equipment (Datacenter: Storage, Servers, , Firewall)

3.3.4 Data Protection

Objective: The EIT will ensure that its activities are compliant with the applicable data protection rules.

This will be achieved through the following activities, in particular:

1. Continue implementation of the data protection action plan to ensure compliance with data protection rules
2. Involvement of the DPO in the set-up of new processes
3. Raising awareness among staff through trainings

3.3.5 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.*

The implementation of this objective is focused on several areas, including but not limited to:

- Recurrent update in consultation with the Commission of the relevant office policies regulating document management, archiving of paper-based and electronic documentation, access to documents etc.
- Continuous transition to online document management processes, from creation to archiving, including through adoption of all relevant Commission IT tools (e.g. SYSPER, e-Grants etc) and development of EIT-owned IT tools.
- Regular training of staff in document management and information security
- Maintaining IT staff dedicated to the document management function, as a minimum – Document Management Officer (DMO) and a Deputy DMO
- Other as relevant

3.3.6. Logistics and Building Management

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

Prevention and protection at work: To build up staff awareness on health and safety measures, several trainings, informative brochures, publications, and evacuation 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 health and safety measures and raising staff awareness of them.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#1 Procurement plan implementation	Procurement procedures completed in a timely manner and EIT contract portfolio managed according to sound financial management	Min 85% procurement procedures completed in line with the adopted procurement plan by end of Q4 2023 (subject to the initiation of the operational units) including 100% of the prioritised procurement procedures 2023 Procurement Plan is updated on a quarterly basis. 97% of procurement procedures without	Contracts concluded and registered in ABAC Updated procurement plan Total number of procurement procedures with complaints/court below 3% SOP and Procurement Guides on intranet

		complaints/court cases Publication of contracts awarded in the previous year on the EIT website by end of Q2 2023 Procurement procedures up-to-date and high level of staff awareness	
#2 Expert management and support to all units in the EIT (EMI, Compass)	Effective support across the EIT through the recruitment and deployment of independent experts managed smoothly and in a timely manner	Approx. 60 experts contracted in due time and in line with policy/ SOP Effective support to the relevant projects confirmed by EIT staff	Satisfaction survey of EIT staff on expert provision Timely contracting, deployment and payment of experts
#3 Budget, Finance, Accounting function	High level of absorption of EIT funds and legality and regularity of commitments and payments ensured	> 95% of non-grant commitment and > 90% payment appropriations absorbed by Q4 Effective budget reviews and amendments Up-to-date delegations and regular staff trainings Registration of minimum 95% of invoices and cost claims within 5 calendar days and registration of minimum 95% of commitment request within 2 working days Share of late payments is not more 2%	Quarterly budget implementation vs forecast reports per unit including reports on late payments Budget amendments, transfers Updated delegations Regular budget and finance trainings Salary payments via PMO EIT accounts Quarterly accounting control report

		Timely performance of accounting correspondent tasks Contribute to the validation of local system performed by DGBUDG by the deadline set Audit of accounts for 2022 Ensure that inventory checks carried out before the end of the year and with >98% accuracy, updated ABAC assets and effective functioning of Asset Retirement Committee to remove written off items	Report on annual inventory check Asset Retirement Committee minutes and decision on write off
#4 Document management	Effective implementation of EIT Decision on Document management and Policy on archiving	Effective DMO in place. Train all newly recruited staff in ARES and relevant document management procedures Ensure proper maintenance of documentation, including annual opening and closure of files in ARES and regular meetings of DM focal points in the unit to review issues and policies Timely response to access to documents requests	ARES and physical archives up to date. Access to document request addressed DM focal point network minutes
#5 Data Protection	EIT is fully compliant with Data Protection	Involvement of DPO in operations which involve the	Privacy statements and data protection records are published in

	rules in its operations.	processing of personal data Data Protection Action Plan is fully implemented, privacy statements and data protection records included in the EIT inventory are prepared by the data controller with the support of the DPO. Missing EIT Decisions adopted (e.g. on restriction of personal data, on data breach) Awareness of EIT staff members of the key data protection requirements	the records register on the EIT website Data protection training for newcomers and to all staff ensured
#6 Legal support	High level of compliance with the requirements of the EIT and HE legal framework	Timely handling of all legal requests by EIT management, complaints and proceedings 100% legal review of EIT GB and EIT decisions and formal complaints High level of awareness of EIT staff members of the EIT and HE legal framework	Legal review of GB and EIT decisions and formal complaints Updated legal coordination table Provision of legal information and training to EIT staff members
#7 Building management	EIT premises in Budapest and EIT Liaison Office in Brussels run effectively	Effective overall maintenance of office space at EIT and provision of office supplies Efficient health and safety measures Up to date security and fire safety rules	Effective office maintenance Reports on security incidents EIT fire and security policies Awareness training to all staff

		implemented (e.g. first aid training and annual fire inspection drill) EIT security policy implemented Timely update of the EIT offices in line with the concept paper on the creative and sustainable office Conduct a feasibility study and deliver design proposal concept in line with the concept approved by management Works for the implementation of the selected design for the EIT premises are completed by Q4 2023	Feasibility study/design plan by Q2 2023. EIT offices are refurbished in line with the creative and sustainable office concept
#8 Ensure compliance with Staff Regulations	Effective and efficient adoption of provisions under the Staff Regulations	Adopt implementing rules of the Staff Regulation within the deadlines	Overview table on implementing rules Decisions and implementing rules
#9 Ensure completion of appraisal and reclassification exercises	Effective and efficient completion of appraisal and reclassification exercises	Timely completion of appraisal (by Q2) and reclassification (by Q4)	Finalised appraisal exercise and reclassification exercise
#10 Recruitments/reserve lists/use of resources	EIT is fully staffed in line with its Establishment Plan	Timely and compliant completion of staff selection procedures Publication of the vacancy notice within 6 weeks of a vacant post and completion of reserve lists within 4 months from the deadline for applications	Posts filled according to the adopted recruitment plan

#11 Effective training plan developing key competencies	Identification of in-house training courses according to the learning and development plan	90% of in-house training sessions provided according to plan	In-house training sessions completed according to the approved timeline indicated in the training plan
#12 Maintain relations with Staff Committee	Involve staff committee efficiently and effectively in related policies (decisions, social policies) Social activities that break silos and make the working at the EIT more impactful, less formal, and enjoyable for all EIT Staff	Timely dialogue and consultation with SC in relevant staff-related policies Effective dialogue with staff committee on priority topics raised Effective EIT social committee and policies Timely planning and implementation of activities of the Social Committee	Staff committee opinions Social Policies on staff well-being No and quality of social activities implemented
#13 Social policies implemented incentives	Increased attractiveness and improved work environment for EIT staff	Timely adoption of the ceiling decision on schooling and transport costs. Social policies updated and implemented (e.g. Schooling Policy, sports clubs, team building and reimbursement of public transportation)	Update and implementation of social policies
#14 Efficiency gains through more effective e-services (SYSPER, Recruitment, Staff requests)	All HR services are available efficiently and effectively for	Number of additional SYSPER modules to implemented	SYSPER modules available E-ticketing service tracker

	staff via e-services and related IT tools	Implementation of e-ticketing service for HR All HR processes are fully integrated in SYSPER, ARES and EIT Intranet, workflows and online forms adjusted	e-HR services for all forms and procedures
#15 Payroll and processing of individual rights and working conditions	Timely implementation of the payroll	Zero delays in the payroll process-Less than 2% error rate Timely processing of individual rights and working conditions	Timely implementation of the payroll Timely implementation of individual rights and working conditions
#16 Provide adequate IT systems and tools	Adequate IT and infrastructure tools available to staff made available and backup solutions in place	Make general and individualised IT systems permanently available to all staff as required Services availability > 99% Planned maintenance < 3,65 days (1% services unavailability) Quarterly satisfaction Reports	Available IT systems to all staff and external users ICT systems operational and business continuity ensured. Reports on IT incidents and requests Reports on Staff satisfaction with IT Services Business Continuity Plan in place, Backup Plan and Disaster Recovery plan tested Report on planned maintenance
#17 Ensure high level of IT security	Effective implementation of General Information Security Policy preventing data breach, loss or systems malfunction	100% of IT security threats eliminated or mitigated and threats reported to management SoP on account management and access rights compliance..	Implementation of EC Risk Management Methodology / Risk Register Reports to ITSC and management GovSec reporting

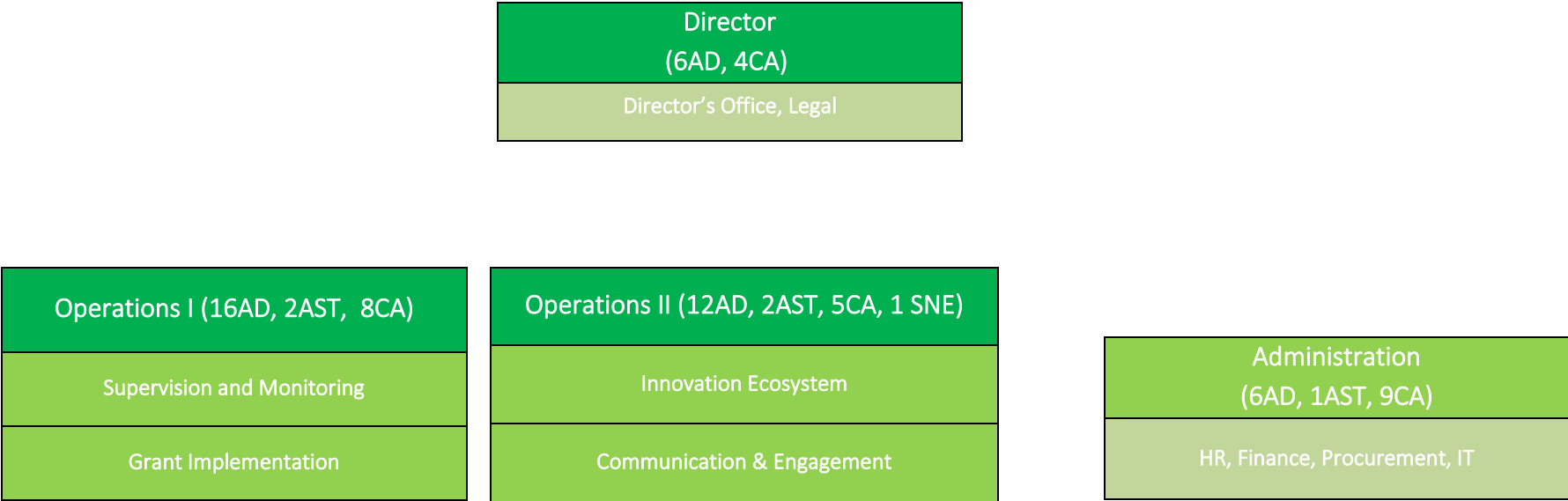
	LAM and LISO functions fully operational Introduction of the CISO function	IT Security projects implemented Local and remote backups every 4 hours Number of IT security incidents during 2023 reported to CERT_EU &EDPS < 4 Internal controls revised and approved Access to ABAC and other IT systems used at EIT have been checked 1 time during the year and verified	Mitigation measures implemented LISO reports CISO assignment and function planning and coordination Reports on access rights and accounts
#18 Implementation of the EIT IT Framework	Timely implementation of the EIT IT Strategy and the 2023 IT Master Plan	Endorsed and implemented IT Master Plan (95% projects implemented as planned) IT SC functions effectively Effective EIT IT governance IT tools needs assessment reported to management. IT projects and tools efficiently and effectively released. ICT facilities and services used in an appropriate, secure and responsible manner All new IT projects have an approved IT project request, Business Case document, Business	EIT 2023 IT Master Plan Quarterly reports on IT master plan Quarterly ITSC meeting minutes

		Owner and a Project Charter in line with PM2 2 trainings completed (incl. Cybersecurity)	
#19 Sustainability	Sustainability: EIT monitors its contribution to EU climate targets and becomes carbon neutral through offsetting of its footprint.	Methodology of contribution of EIT as EU Agency in place and annual reports for SPD and AAR Effective mechanism implemented to offset remaining emissions	Climate goal tracking report for EIT and EIT community Implementation of actions that make EIT carbon neutral, incl. offsetting

Table 23

Annexes

Annex I: Organisation chart of the Agency for year 2023



Annex II Resource allocation per activity 2023 – 2025

Activity	2022			2023			2024			2025		
	TA	CA & SNE	Budget allocated	TA	CA & SNE	Budget allocated	TA	CA & SNE	Budget allocated	TA	CA & SNE	Budget allocated
Increasing the impact of KICs and knowledge triangle integration	16	9	394,225,938	16	9	421,687,046	16	9	415,254,333	16	8	417,616,667
Supporting the innovation capacity of higher education	1	3	16,500	1	3	82,500	1	3	202,274	1	3	366,711
EIT cross-cutting activities	12	4	2,762,500	12	4	1,988,300	12	4	4,712,503	12	4	6,034,703
<i>out of which Impact monitoring and evaluation</i>	6	2	1,823,750	6	2	1,503,650	6	2	3,154,548	6	2	3,343,420
<i>out of which synergies and complementarities</i>	6	2	938,750	6	2	484,650	6	2	1,557,955	6	2	2,691,283

<i>with other programmes</i>												
Strategy: Coordination and implementation	10	1	1,140,000	10	1	821,355	10	1	1,493,185	10	1	1,504,275
Administrative support and coordination	6	10	8,440,453	6	10	9,737,442	6	10	9,700,000	6	10	9,800,000
Total:	45	27	406,585,391	45	27	434,316,643	45	27	426,649,792	45	26	435,322,356

Annex III: Financial resources 2023 – 2025¹¹

Table 1 – Revenue

General Revenues

REVENUES	2022	2023
	Revenues estimated by the Agency	Budget forecast
EU contribution	383,410,723	392,016,307

¹¹ All figures are indicative and subject to amendment of the Multi-Annual Financial Framework.

Other revenues	23,127,343	42,300,336
TOTAL REVENUES	406,585,391	434,316,643

REVENUES	2022	2023	VAR 2023/2022
	Revenues estimated by the agency	Revenues estimated by the agency	
2 CONTRIBUTIONS ¹²	403,801,648	431,945,578	+6.97%
- <i>Of which European Commission</i>	383,410,723	392,016,307	+2.24%
- <i>Of which EFTA/EEA (excl. Switzerland)</i>	9,490,925	11,329,271	+19.37%
- <i>Of which third countries</i>	900,000	24,600,000	+2,633.33%
- <i>Of which other contribution¹³</i>	10,000,000	4,000,000	-60%
3 REVENUE FROM ADMINISTRATIVE OPERATION	6,487	1,618	-75.06%
4 REVENUE FROM OPERATIONAL ACTIVITIES	2,777,256	2,369,447	-14.68%
5 SURPLUS AND BALANCES	-	-	-
TOTAL REVENUES	406,585,391	434,316,643	+6.82%

¹² Figure based on the Proposal for a Regulation of the European Parliament and of the Council on the European Institute of Innovation and Technology (COM(2019)331).

¹³ EIT signed a Contribution Agreement with DG Employment for providing a financial contribution to finance the implementation of the action "European Batteries Alliance Academy". The contribution amounts to EUR 10,000,000 is reflected in the 2022 budget when it was received. In 2023 the EIT will conclude a Contribution Agreement with DG GROW for providing a financial contribution to finance the implementation of the action "Solar Academy". The contribution amounts to EUR 4,000,000 will be reflected in the 2023 budget.

Additional EU Funding: grant, contribution, and service-level agreement

REVENUES	2022	2023
	Revenues estimated by the EIT	Budget forecast
European Batteries Alliance Academy	10,000,000	-
European Solar Academy		4,000,000
TOTAL REVENUES	10,000,000	4,000,000

Table 2 – Expenditure

Expenditure	2022		2023	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 – Staff expenditure	7,416,737	7,416,737	8,319,512	8,319,512
Title 2 – Infrastructure and operating expenditure	1,024,330	1,024,330	1,417,930	1,417,930
Title 3 – Operational expenditure	398,144,324	440,526,908	424,579,201	357,874,170
TOTAL EXPENDITURE	406,585,391	448,967,975	434,316,643	367,611,612

EXPENDITURE	Commitment appropriations					
	Budget 2021	Budget 2022	Budget 2023	VAR 2023/2022	Envisaged in 2024 ¹⁴	Envisaged in 2025 ¹⁵
Title 1	6,306,610	7,416,737	8,319,512	+12.17%	8,366,160	9,202,776
Staff Expenditure						
11 Staff expenditure	5,241,110	6,257,137	6,937,518	+10.87%	6,986,760	7,685,436
12 External personnel	1,065,500	1,159,600	1,381,994	+19.18%	1,379,400	1,517,340
Title 2	950,800	1,024,330	1,417,930	+38.43%	1,060,000	1,101,000
Building, equipment and associated costs						
21 Building, equipment and associated costs	143,400	187,400	411,044	+119.34%	215,000	220,000
22 Information and communication technology	394,100	402,930	596,386	48.01%	425,000	440,000
23 Miscellaneous expenditure	413,300	434,000	410,500	-5.41%	420,000	441,000
Title 3	369,912,565	398,144,324	424,579,201	+6.64%	417,223,632	425,018,580
Operational expenditure						
31 KICs and knowledge triangle integration	369,480,765	394,405,324	422,508,401	+7.13%	412,183,874	420,225,389
32 EIT cross-cutting activities	415,800	3,722,500	1,988,300	-46.59%	4,537,484	4,226,480

¹⁴ Figures based on the Proposal for a Regulation of the European Parliament and of the Council on the European Institute of Innovation and Technology (COM(2019)331). Figures contain the European Commission contribution and the estimated amount of EFTA (2.47%) .

¹⁵ Figures based on the Proposal for a Regulation of the European Parliament and of the Council on the European Institute of Innovation and Technology (COM(2019)331). Figures contain the European Commission contribution and the estimated amount of EFTA (2.47%).

33 Supporting the innovation capacity of higher education	16,000	16,500	82,500	+400%	502,274	566,711
TOTAL EXPENDITURE	377,169,975	406,585,391	434,316,643	+6.82%	426,649,792	435,322,356

EXPENDITURE	Payment appropriations					
	Budget 2021	Budget 2022	Budget 2023	VAR 2023/2022	Envisaged in 2024 ¹⁶	Envisaged in 2025 ¹⁷
Title 1	6,306,611	7,416,737	8,319,512	+12.17%	8,366,160	9,202,776
Staff Expenditure						
11 Staff expenditure	5,241,111	6,257,137	6,937,518	+10.87%	6,986,760	7,685,436
12 External personnel	1,065,500	1,159,600	1,381,994	+19.18%	1,379,400	1,517,340
Title 2	950,800	1,024,330	1,417,930	+38.43%	1,060,000	1,101,000
Building, equipment and associated costs						
21 Building, equipment and associated costs	143,400	187,400	411,044	+119.34%	215,000	220,000
22 Information and communication technology	394,100	402,930	596,386	48.01%	425,000	440,000
23 Miscellaneous expenditure	413,300	434,000	410,500	-5.41%	420,000	441,000

¹⁶ Figures based on the Proposal for a Regulation of the European Parliament and of the Council on the European Institute of Innovation and Technology (COM(2019)331). Figures contain the European Commission contribution and the estimated amount of EFTA (2.47%) .

¹⁷ Figures based on the Proposal for a Regulation of the European Parliament and of the Council on the European Institute of Innovation and Technology (COM(2019)331). Figures contain the European Commission contribution and the estimated amount of EFTA (2.47%).

Title 3	399,020,069	440,526,908	357,874,170	-18.76%	415,905,291	600,845,000
Operational expenditure						
31 KICs and knowledge triangle integration	396,590,519	438,959,918	354,733,389	-19.19%	411,384,615	595,912,809
32 EIT cross-cutting activities	2,429,550	1,528,740	3,041,781	+98.97%	4,030,404	4,326,480
33 Supporting the innovation capacity of higher education	0.00	38,250	99,000	+158.82%	490,272	605,711
TOTAL EXPENDITURE	406,277,480	448,967,975	367,611,612	-18.12%	425,331,451	611,148,776

Table 3 – Budget outturn and cancellation of appropriations*EUR '000*

Budget outturn	2019	2020	2021
Revenue actually received (+)	416,030	550,031	401,233
Payments made (-)	405,987	541,891	399,203
Carry-over of appropriations (-)	519	3991	5189
Cancellation of appropriations carried over (+)	136	886	-1585
Adjustment for carry over of assigned revenue appropriations from previous year (+)	971	2	3,386
Exchange rate differences (+/-)	4	24	-15
Adjustment for negative balance from previous year (-)[1]			1,660
Total	9,761	5,061	287

Note: The above calculation includes the reactivation of EUR 1.66 million in 2021, which adjusts the budget result from -1,373 million into positive amounting to EUR 0.287 million.

Annex IV: Human resources – quantitative information for 2023 – 2025

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

A. Statutory staff and SNE

Staff	Year 2021			Year 2022	Year 2023	Year 2024	Year 2025
ESTABLISHMENT PLAN POSTS	Authorised budget	Actually filled in as of 31/12/2021	Occupancy rate %	Authorised staff	Authorised staff	Envisaged staff	Envisaged staff
Administrators (AD)	40	38	95%	40	40	40	40
Assistants (AST)	5	4	80%	5	5	5	5
Assistants/Secretaries (AST/SC)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL ESTABLISHMENT PLAN POSTS	45	42	93%	45	45	45	45
EXTERNAL STAFF	FTE corresponding to the authorised budget	Executed FTE as of 31/12/2021	Execution Rate %	Authorised FTE 2022	Authorised FTE 2023	Envisaged FTE 2024	Envisaged FTE 2025
Contract Agents (CA)	23	21	91%	26 ¹⁸	26	26	25

¹⁸ In 2022 the CA posts were increase from 23 to 26, due to conversion of one of the two SNE posts to FGIV post, and opening of 2 new FGIV posts charged against “other resources – 1 FGIV charged against EBA funding and 1 FGIV charged against TCC “3rd country contributions

Seconded National Experts (SNE)	2	1	50%	1	1	1	1
TOTAL EXTERNAL STAFF	25	22	92%	27	27	27	26
TOTAL STAFF	70	64	91%	72	72	72	71

B. Additional external staff expected to be financed from grants, contributions, or service-level agreements:

Human Resources	Year 2022	Year 2023	Year 2024	Year 2025
	Authorised FTE	Authorised FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA) - EBA	1	1	1	0
Seconded national Experts (SNE)	0	0	0	0
TOTAL	1	1	1	0

C. Other Human Resources

- Structural service providers¹⁹

Intra-muros	Actually in place as of 31/12/2021
IT	1

- Interim Workers

Interims	Actually in place as of 31/12/2021
Programme Management	5

¹⁹ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature.

Governance	1
Communications	2
Administration	4
Total interims	12

Table 2 - Multi-annual staff policy plan year 2023 - 2025

Category and grade	Establishment plan 2021		Establishment plan 2022		Establishment plan 2023		Requested Establishment plan 2024		Requested Establishment plan 2025	
	officials	TA	Officials	TA	officials	TA	Officials	TA	officials	TA
AD 16										
AD 15								1		1
AD 14		1		1		1				
AD 13								1		1
AD 12		1		1		1				
AD 11		2		2		2		4		4

AD 10		9		9		9		9		9
AD 9		9		10		10		13		13
AD 8		10		10		10		12		12
AD 7		7		6		6		4		4
AD 6		1		1		1		3		3
AD 5										
Total AD		40		40		40		47		47
AST 11										
AST 10										
AST 9										
AST 8										
AST 7										
AST 6										
AST 5		3		3		3		3		3
AST 4		1		1		1		2		2
AST 3		1		1		1				
AST 2										
AST 1										

Total AST		5		5		5		5		5
AST/SC 6										
AST/SC5										
AST/SC4										
AST/SC3										
AST/SC2										
AST/SC1										
Total AST/SC										
TOTAL		45		45		45		52		52

- External personnel

Contract Agents

Contract Agents	FTE corresponding to the authorised budget 2021	Executed FTE as of 31/12/2021	Headcount as of 31/12/2021	FTE corresponding to the authorised budget 2022	FTE corresponding to the authorised budget 2023	FTE corresponding to the envisaged budget 2024	FTE corresponding to the envisaged budget 2025
Function Group IV	10	9	9	13	13	16	15

Function Group III	13	11	11	13	13	13	13
Function Group II	N/A	1	1	N/A	N/A	N/A	N/A
Function Group I	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL	23	21	21	26	26	29	28

Seconded National Experts

Seconded National Experts	FTE corresponding to the authorised budget 2021	Executed FTE as of 31/12/2021	Headcount as of 31/12/2021	FTE corresponding to the authorised budget 2022	FTE corresponding to the authorised budget 2023	FTE corresponding to the envisaged budget 2024	FTE corresponding to the envisaged budget 2025
TOTAL	2	1	1	1	1	1	1

Table 3 - Recruitment forecasts for 2023 following retirement/mobility or new requested posts (information on the entry level for each type of post: indicative table)

Job title at EIT	Type of contract (Official, TA or CA)		TA/Official		CA
			Function group / grade of recruitment internal (brackets) and external (single grade) foreseen for publication		Recruitment Function Group (I, II, III and IV)
	Due to foreseen retirement/mobility	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
Internal Control Coordinator	X			X (AD6)	
Legal assistant	X				X (FGIII)
Monitoring and Evaluation Officer	X		X (AD6-AD9)	X (AD6-AD9)	
Head of Operations II	X	X		X(AD11)	
HoU Communications and Engagement	X		X (AD9-AD11)	X (AD9-AD11)	
Innovation Officer	X		X (AD6)	X (AD6)	
Education Officer	X		X (AD6)	X (AD6)	
Administrative Assistant	X				X (FGIII)
Procurement Officer	X				X (FGIV)
Accounting /Budget Officer	X			X (AD6)	

Number of inter-agency mobility year 2022 from and to the EIT: 2 TAs

Number of inter-agency mobility year 2021 from and to the EIT: 2 TAs

Annex V: Human resources – qualitative information for 2023-2025

A – Recruitment policy

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016	X		
Engagement of TA	Model Decision C(2015)1509	X		
Middle management	Model Decision C(2019)2542	X		
Type of posts	Model Decision C(2019)8800	X		

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, also with a view to ensuring gender balance and geographical diversity. The new recruitment guide adopted in 2018 was updated in 2020 to incorporate the lessons learnt and align to HR best practices adapted to an EU institutional context.

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

Equal Treatment and non-discrimination

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

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 achieve gender balance at all levels of the organisation, always with due regard to ensuring that the most qualified candidates are pre-selected for inclusion on a reserve list. Following establishment of the reserve list, amongst other factors, such as motivation, fit to the role and team as well as behavioural skills, the EIT takes into account of the gender balance factor. In addition, the EIT

has set-up challenging internal control indicators, namely, to aim for 50/50 ratio of its management staff in the current programming period.

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 (75,70.1%) 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.

The EIT has also adopted the implementing rules on the engagement and use of temporary staff as well as contract staff, following the adoption of the new EIT Regulation in 2021, allowing for the first time the possibility for the EIT to offer indefinite contracts on the second renewal. This will also contribute to the attractiveness of the EIT, aligning its contract conditions to other EU agencies.

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

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

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

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

Confidentiality and Protection of Personal Data

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

Recruitment of temporary agents and contract agents

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

- a) Publication of a vacancy notice managed via the EU CV online tool which is disseminated in various EU sources and social media channels.
- b) After the deadline for submission of applications, the Selection Board checks the applications against the eligibility criteria and then screens all eligible applications against the selection criteria specified in the vacancy notice, based on the qualifications and training, professional experience and motivation of the candidate in relation to the profile concerned. As per the EU Staff Regulations, the Staff Committee is always represented in the Selection Boards.
- c) The most suitable candidates for the position are then invited to a written test and an interview with the Selection Board, who will then carry out the assessment of the candidates

covering the specific competencies in the area of expertise, general aptitudes and language skills, where applicable.

- d) The Selection Board will propose the most suitable eligible candidates to be placed on a reserve list, which is submitted to the Appointing Authority of the EIT for approval. Reserve lists may be extended by the decision of the EIT.
- e) Prior to being offered a post, candidates on a reserve list may be required to undergo further evaluation by the EIT (e.g. including a further interview).

Recruitment of Seconded National Experts

Regarding the recruitment of **SNEs**, the selection is carried out according to an open and transparent procedure, following the stages as described above for TA and CA. An additional element is that applications can be forwarded by the Permanent Representations and were 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: In 2021 the provision of services for external staff with IT expertise was 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 were concluded by the EIT. This contract will phase out in 2022, when EIT is planning to join a similar framework contract of the Commission.

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 that require specific competencies that are not available within the EIT.

Recruitment grades

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

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

B – Appraisal of performance and reclassification/promotions

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Reclassification of CA	Model Decision C(2015)9560	X		
Reclassification of TA	Model Decision C(2015)9561	X		

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 had been slower and the average durations in grade are typically longer than indicated by the multiplication rates set out in Annex I B of the Staff Regulations. In order to align the average career progression in the EIT with the multiplication rates of the Staff Regulation and the average seniority in grade of temporary staff reclassified on the basis of the last five reclassification exercises the EIT has been working towards this target in line with Annex I B of the Staff Regulations.

Table 1 - Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2018	How many staff members were promoted / reclassified in 2019		How many staff members were promoted / reclassified in 2020		How many staff members were promoted / reclassified in 2021		Average seniority in grade of staff reclassified (over the last 5 reclassification exercises)
		officials	TA	Officials	TA	Officials	TA	
AD 16								
AD 15								
AD 14								
AD 13								
AD 12								
AD 11	1							
AD 10								
AD 9	9				5		1	2.61
AD 8	9		2		1		2	2.18
AD 7	8		2				2	2.19
AD 6	11		3		3		3	2.52
AD 5								
Total AD	38		7		9		8	
AST 11								
AST 10								
AST 9								
AST 8								
AST 7								
AST 6								

AST 5	1							
AST 4	2		1		1			
AST 3	2				1		1	2.69
AST 2								
AST 1								
Total AST	5		1		2		1	
AST/SC6								
AST/SC5								
AST/SC4								
AST/SC3								
AST/SC2								
AST/SC1								
Total AST/SC	0		0					
Total	43		8		11		9	

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2018	How many staff members were reclassified in 2019	How many staff members were reclassified in 2020	How many staff members were reclassified in 2021	Average number of years in grade of reclassified staff members
CA IV	18					
	17					
	16	1				
	15					
	14	5		2		
	13					
CA III	12					
	11					
	10	2	2			
	9	7		3		
CA II	8				2	2
	7					
	6	1	1			
	5	3	1		1	6
CA I	4	1				
	3					
	2					
	1					
Total		20	4	5		

C– Mobility policy

Mobility is encouraged for all staff, not limited to reassignment in the interest of the service. The mobility from horizontal units to operational units and vice versa is strongly recommended. Similar

moves from horizontal to operational functions (and vice versa) within a given unit are also encouraged.

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

Regarding internal career progression, from 2018 to 2021, five (5) staff members changed function group from FGIII to FGIV, and three (3) staff members changed function group from FG II to FG III, after applying successfully for open calls for filling vacant positions and being selected and included on reserve lists established by the EIT. In addition, two (2) staff members changed contract type from FG IV to AD and AST respectively.

D – Gender representation and geographical balance

Table 1- Gender representation - breakdown by contract type and category (as of 31/12/2021):

Gender	Category				TOTAL
	TA		CA	SNE	
	AST	AD	FG		
Male	0	19	9	1	29
Female	4	19	12		35
TOTAL	4	38	21	1	64

Table 2 Gender representation - Data regarding gender evolution over 5 years of the Middle and Senior management

		2017	2018	2019	2020	2021	2022
Senior Management							
	Man	1	1	1	1	1	1
	Woman	0	0	0	0	0	0
Middle Management							6
	Man	3	3	3	3	4	
	Woman	1	1	1	1	1	1
Total Management		5	5	5	5	6	7

The EIT is committed to further improve its gender distribution, in particular at the management level. Two ongoing recruitments at management level (status December 2022) as well as future intra- and inter-Agency mobility at management level will provide for an opportunity to achieve this, i.e. EIT aims to achieve 40% female representation at middle management by the end of 2024.

E - Geographical balance - breakdown by contract type and category (as of 05/12/2022):

Nationality	Category						TOTAL
	TA		CA			SNE	
	AST	AD	FG II	FG III	FG IV		
BG		2					2
CZ		2					2
DE		3					3
EL		2					2
ES		2					2
FR		1		1			2
HR				1			1
HU	3	10	1	6	6		26
IT	1	1		1			3
LT		1					1
LV		1					1
MT		1					1
NL		1		1			2
PL		3			1	1	5
PT		2					2
RO		1			2		3
SK		2		1			3
SV		1					1
IE		2					2
TOTAL	4	38	1	11	9	1	64

Table 2 Geographical balance - Evolution over 5 years of the most represented nationality in the EIT

Hungarian	2017	2018	2019	2020	2021
TA	12	14	14	14	13
CA	13	12	12	14	13
Total	25	26	26	28	26

F – Schooling

Agreement in place with the European School(s) - N/A				
Contribution agreements signed with the EC on type I European Schools	Yes		No	X

Contribution agreements signed with the EC on type II European Schools	Yes		No	X
Number of service contracts in place with international schools and kindergartens:	17 MoUs			
Description of any other solutions or actions in place:				
As part of its social policy for staff, the EIT has signed a total of 7 MoU's with Budapest International schools and 10 MoU's with Budapest International kindergartens/nurseries. The international schools include American International School of Budapest, British International School North Anglia, International School of Budapest, Deutsche Schule, Lycée Français, Britannica International School and SEK International School. The kindergartens include English Garden, Kid's Kiosk, Sasadi, Gyerekgarazs Naturvarazs, Fondation du Lycée Français de Budapest, American International School of Budapest, American International School of Budapest, Deutsche kindergarten, A to Z and Happy Kids. The schooling and kindergarten social policy of the EIT has been fine-tuned in 2021, in order to make the process simpler, whilst still meeting the needs to increase EIT competitiveness, fair treatment of staff by increasing the access of EIT staff dependent children to a larger choice of higher quality education, and at the same time taking into consideration the respective EIT budget limitations according to the formula for estimation of annual financial threshold laid down in the kindergarten and school social policy. According to the EIT kindergarten and schooling social policy, the annual ceiling for the contribution of the EIT to the costs of the kindergartens and schooling fees and transportation costs is revised on annual basis. The annual ceiling for the school year 2021/2022 for EIT's contribution to the costs of kindergartens/pre-education establishments, schooling fees and transport costs is as follows: 1. EIT ceiling for the school year 2021-2022: 19,895 EUR. 2. Ceiling for the EIT contribution to the international kindergarten fees for the school year 2021/2022: 12,305 EUR.				

Annex VI: Environment management

The EIT is taking a series of steps towards impactful environment management, with a promoted sustainability action which foresees to disseminate such measures in the EIT Community. Within the EU, environment management is led by the EIT's Climate-KIC, which is a Knowledge and Innovation Community (KIC), working to accelerate the transition to a zero-carbon economy. Supported by the European Institute of Innovation and Technology, EIT Climate-KIC identifies and supports innovation that helps society mitigate and adapt to climate change. Through innovation project scaling, start-ups as vehicles for replacing dirtier technologies for cleaner, and through wider diffusion of boosted KTI innovation model, by 2027 the KIC aims to have:

1. Helped Europe avoid over 500 million tonnes (CO₂eq) of emissions, and

2.Strengthened the resilience of 10 million people to the impacts of climate change.²⁰

In its turn the EIT actively contributes to impactful environment management, by taking environmentally conscious measures in regard to its HQ premises and staff:

- ❖ The EIT office building has a LEED SILVER certificate issued by US Green Building Council.
- ❖ In 2021 year the EIT reduced travel by 90% in comparison to 2019 due to COVID-19. By 2025 it is planned to reduce the travels by at least 40% compared to 2019. This target is to be achieved through increase of online meetings and events, interviews of prospective candidates etc.
- ❖ The EIT has phased out the use plastic water bottles or paper cups installing water filtering machines, thus reducing their use by 100% - due to installation of water filters in lieu of plastic water bottles. For future EIT aims to further reduce the paper use in the office through introduction of electronic paperless systems (i.e. Sysper, ARES, Bluebell already in use).
- ❖ In same context the EIT targets to reduce the use of electricity by 30%, through the utilisation of energy saving office equipment. The EIT purchases Energy Star labelled computers, copiers, printers, kitchen equipment. The continuous increase in the number of virtual meetings also contributes to the achievement of the set target.
- ❖ The EIT incentivises its staff members to also contribute to the reduction of the CO2 emissions, via targeted social policies, such as the use of public transport rather than by car (subsidizing public transport tickets).

In 2023, the EIT will continue to put its best effort into estimating the various sources contributing to the EIT's greenhouse gas (GHG) emissions based on logistics and financial data and well-chosen methodology comparable with EP and other international organizations' carbon footprint, in order to be able to apply offsetting to the inevitable EIT carbon footprint, as a way to get closer to become climate neutral.

Examples of offsetting: planting trees, using smart offsetting devices e.g. supported by specific KICs, participating in offset programmes when traveling www.carbonfootprint.com/carbonoffset.html .

For the years 2018 and 2019, before the start of the COVID-19 pandemic, the EIT estimations are listed below. They are based on EIT HQ premises, with an area of 2807sqm in Budapest and 150 sqm in Brussels, applying the methodology by the European Parliament (The European Parliament's carbon footprint, 2020), Airaksinen and Pellervo Matilainen (2011) as well as the www.carbonfootprint.com website. It's expected that with the new way of working and some previously applied changes, the values will be partially lower, to be provided by end of 2022.

The EIT has committed to become carbon neutral and introduced in the Annual Work Programme the provisions to have an adequate tracking mechanism for its carbon footprint and allocated financial resources to offset accordingly. This provides the tools for the EITs' shift towards carbon neutrality. Support has been requested from other EU Agencies with adequate expertise, such as the European Environment Agency (EEA).

²⁰ Draft Climate KIC Strategic Agenda 2021 - 2027

Type	Activity	Estimated offset in kg	Comment
Energy in house	renewable energy for the EIT building	300,300	
Transport of persons	reducing flying	350,000	
Transport of persons	offsetting when flying	included above	Setting a maximum kg CO2 benchmark available for airplane tickets
Transport of persons	increase public transport and bike use, decrease car travel	included above	
Direct Waste	putting bins for paper in more places	n/a	
Energy in house	setting printers to black/white by default	3000	
Direct Waste	Composting	3000	
Direct Waste	Precious Plastic - collecting and recycling plastic	6000	Circular plastic ppt
Energy in house	switching off computers during lunchbreak	3000	
Energy in house	using smart offsetting devices	1500	NativeEnergy, SolarPaper, Drivetag, RocketBook, SwitchBot, SproutPencil
Energy in house	stationary bikes generating electricity	5000	WeWatt charging stations (bikes)
Energy in house	Carbon sink: planting trees through agency	25000	Treemighty, 10 Million Trees, myforest.hu
Energy in house	Choosing sustainable web hosting	10000	

Annex VII: Building Policy

	Name, location and type of building	Name, location and type of building
	EIT Headquarter	EIT Liaison office
	Infopark "E" office building, Budapest, Neumann Janos u. 1/E	Brussels, Rue Guimard 7
		Belgium

	Hungary	
Surface area (in square meters):	2,955.67 sqm	70 sqm
- of which office space	- 2,423.55 sqm	- 59 sqm
- of which non-office space	- 532.12 sqm	- 11 sqm
Annual rent (in EUR)	Approximately: 580,560 EUR (2,806 sqm) + 32,375.80 EUR (149.67 sqm)	Approximately: 25,340.13 EUR
Host country support	The Hungarian Government covers the rental costs of 2,806 sqm for 20 years starting from 2009.	
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 VIII: Privileges and immunities²¹

Privileges and immunities of the EIT office based in Budapest

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

²¹ As per Host Agreement signed between the EIT and the Government of the Republic of Hungary on 23.03.2010

- 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,

Privileges and immunities of the EIT Director and statutory staff

1. Privileges in regard to fiscal and customs treatment

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

2. Other privileges

- a. Entry and stay – the Government shall take all necessary measures to provide the entry to stay in, and exit from the country, as needed, to all categories of persons as indicated above.
- b. Employment – members of the household of EIT staff are entitled to work on the local labour market without a work permit.

Annex IX: Monitoring and Evaluation

Impact Framework

In 2023, the EIT will mainstream its Impact Framework (<https://eit.europa.eu/library/eit-simplified-impact-framework>) as part of the monitoring and evaluation system of the EIT and its communities. Apart from **societal and economic impacts and respective impact indicators**, the Impact Framework integrates all the other levels in the impact pathway: **inputs, short-term and medium-term results and respective KPIs**. The Impact Framework implementation will strengthen the EIT impact focused approach to delivering world-class solutions to targeted societal challenges The EIT Impact Framework. It will allow measuring, through an accurate and credible process, the EIT contribution to innovation, knowledge triangle integration, economic development and societal challenges, and thus demonstrating impact of the EIT investment. Subsequently, the outcomes of this process will feed into EIT decisions on future investment in KICs and strategic steering.

Thus, the EIT Impact Framework continues to use in 2023 as a major tool for the following important functions:

- Strategic impact-led planning: The KICs will design activities as part of their Business Plans for achieving the strategic objectives and KPI impact and annual targets defined in their Strategic Agendas (2021 – 2027).
- Performance monitoring and evaluation: Data will be collected, analysed and monitored for each level in the impact pathway to be able to assess and demonstrate the contribution of KIC activities/projects to the systemic changes later, i.e. data for outputs, then for short-term and medium-term results and, finally, impact data. This data will be used to assess whether the activity, EIT or KIC performance is on track or changes/interventions in the activity plan will be needed so that to ensure the envisaged systemic impact is achieved at a later stage. Collecting data at each of the lower levels of the impact pathway (i.e. outputs, short/medium-term results) will provide credible evidence on performance and, crucially, on whether a particular intervention has achieved or is achieving its desired outcomes. Data collected against short to medium-term KPIs will form the basis of the performance monitoring whereas data collected against medium to long-term (impact) KPIs will be the basis of KIC evaluations.
- **Performance-based investment:** A set of core KPIs (core KPIs) related to results, an integral part of the Impact Framework, will inform the EIT Governing Board's decisions on future KIC financing allocations. This will ensure alignment of the funding mechanism with achieved results and, respectively, KICs' progress towards the long-term strategic targets (impact indicators).

Monitoring

In line with its legislation and the EIT Monitoring and Evaluation Strategy, the EIT will perform continuous monitoring and periodic evaluations of the output, results and impact of the KIC, including their progress towards financial sustainability, as well as horizontal requirements such as cost-effectiveness of operations and openness to new members. These will then feed into important EIT Governing Board (GB) decisions on corrective measures in respect of the KICs when appropriate and on continuation of the EIT support and future collaboration with the KICs in line with the EIT GB – Supervision Framework of KICs. In addition, the data collected through monitoring and evaluations will help adapt activity implementation, day-to-day management including management of risk and EIT and

KICs' decisions related to effective implementation processes and governance, and resolving challenges associated with these processes.

In 2023, monitoring and evaluation of the KICs will be a critical source of information about KIC performance measured through the KPIs in the Horizon Europe key impact pathways and the EIT Impact Framework. As such they will serve the following critical functions:

- constitute the key means of **supervision** and serve as a basis for the **intervention measures** by the EIT and its GB
- feed into the **strategic guidance and decision-making** related to improving KIC governance and performance and impact focus
- identify **risks** related to KIC's effectiveness incl. impact, efficiency and added value, and inform risk mitigation
- serve the basis for **performance-based funding allocations**
- facilitate the EIT timely access to information additionally to the KICs Business Plans at portfolio level, complementing the EIT capacity to supervise and provide strategic and operational guidance to the KICs

help the EIT and KICs **learn** how to improve their activities and approaches, exchange good practices and lessons learned. In 2023, periodic, continuous and reinforced monitoring will be implemented as per the *Principles for KIC financing, monitoring and evaluation, adopted in 2021* and the *EIT Monitoring and Evaluation Strategy adopted in 2022*.

Evaluations

On the basis of continuous monitoring of the KICs, the EIT will, under the supervision of the GB, conduct in 2023 three-year interim reviews of the performance and activities of the 4th wave of KICs (EIT Manufacturing and EIT Urban Mobility) covering the first three years of their partnership agreements. In addition, in 2023 the EIT will initiate a 7-year comprehensive assessment of EIT Food and will continue the execution of the final reviews and the in-depth independent study of the 1st wave of KICs (EIT Digital, EIT Climate KIC and EIT InnoEnergy), launched in 2022. The 3-year interim reviews will assess the KIC performance against short to medium-term outputs and results defined in the EIT Impact Framework, the 7-year comprehensive assessment will evaluate the progress made against impact KPIs and targets, and the final KIC reviews will focus on the economic/technological and societal impact created by the mature KICs and achieved financial sustainability. All the reviews and assessments will also assess whether and to what extent the KICs are achieving their targets as set in their initial proposals, Partnership Agreements, Strategic Agendas, and Business Plans.

In case of positive outcomes of the comprehensive assessment the KIC partnership agreement can be extended for a further period of up to seven years. Subject to the positive outcome of the KIC final review before the expiry of the partnership agreement, the EIT and the KIC may conclude a memorandum of cooperation with the aim of maintaining active cooperation. The respective in-depth independent study will be used as a basis for the overall framework that the EIT will establish, in close cooperation with the Commission, for its relations with the KICs whose partnership agreement is terminated or expired in the course of the 2021-2027 programming period.

On the other hand, in the event that the interim reviews or the comprehensive assessment show **inadequate progress** in areas referred to in Article 10 of the EIT Regulation or a lack of Union added value, this will be taken into account for future grant allocations and, when needed, the GB will take appropriate corrective measures in accordance with the EIT GB – Supervision Framework of KICs.

Annex X: Strategy for the organisational management and internal control

The EIT, as an entrusted body implementing EU Budget ensures proper management and control mechanism (in accordance with Article 36 of the EU Financial Regulation) and provides a level of assurance from their systems at least equivalent to the Commission one.

The European Commission has adopted on 19/04/2017 (C(2017) 2373 Final) a revised Internal Control Framework (ICF) to better reflect today's ever-changing environment and to allow its services the necessary flexibility to adapt to their specific characteristics and circumstances while ensuring a robust internal control with a consistent assessment. Since 2020, the EIT implements its new Internal Control Framework²² by adopting, *mutatis mutandis*, the Commission framework, which consists of **five internal control components** (Control environment, Risk assessment, Control activities, Information and communication and Monitoring activities) and **17 principles** based on the COSO 2013 Internal Control-Integrated Framework.²³ They are the building blocks that underpin the structure of the Internal Control Framework and allow the management to stay focused on the EIT pursuit of its operational and financial objectives. The five components are interrelated and must be present and effective at all levels of the organisation for internal control over operations to be considered effective.

In 2023 the EIT will perform the EIT internal control assessment of the year 2022, with the aim to identify any gaps and further improve its organisational management. The EIT management aims to complete in 2023 the monitoring of the three years assessment cycle for its internal control parameters, with a consequent analysis of strong internal controls in place and possible weaknesses in the systems that are to be addressed for the medium to long term run.

²² GB Decision 01/2020 from 31/01/2020, ARES(2020)616311

²³ The full text of the Internal Control-Integrated Framework is available at www.coso.org.

EIT Risk Register Year 2023										
No	Key risk (title and description, including cause and potential consequence)	Risk type (refer to risk typology)	SPD activity and objective affected	Likelihood (Low 1-2 Medium 3 High 4-5)	Impact (1 minimal; 2 significant; 3 serious; 4 severe; 5 extreme)	Residual risk level (Low 1-2 Medium 3 High 4-5)	Risk response	Action plan summary		
								Description	Owner	Deadline
1	Non-implementation of core elements of EIT Annual Work Programme 2023 due to insufficient human resources (critical).	People and Organisation	Effective EIT Governance and Management	4	4	4	Mitigate	1. Planning and tracking by EIT management, allocation of sufficient resources for key priorities under the AWP 2023. 2. Optimisation of human resources to better match the needs and priorities of EIT. 3. Recruitment plan timely endorsed to filling gaps and foreseen EIT needs for the next 12 months (which can be updated throughout the year), including the establishment of reserve lists.	Governance	31/12/2023
2	Improper implementation of EIT-KICs agreements given the complexity of the KIC concept in combination with the transition to the EC IT tools and multiannual grant cycle	Legality and Regularity	Complete the EIT's transition to Horizon Europe	4	5	4	Mitigate	1. Identification of key pain points, continuous consultation in-house and with KICs. 2. Continuous monitoring and strengthened supervision and consultation with the EC. 3. Once model developed and adopted, no changes to ensure predictability and stability. 4. Continuous coordination with EC services - DG BUDG, E-Grants	OPS-KICs (Operations 1)	31/12/2022
5	KIC's do not progress towards the achievement of their strategic objectives, and as such delivering on EIT's strategic objectives is threatened (critical)	Legality and Regularity	Financial support, strategic supervision and guidance	3	5	4	Mitigate	Adoption of the monitoring plan 2023 and implementation of monitoring activities as well as reviews and evaluation set out in the legal framework	OPS-IES (Operations 2)	12/31/2023
8	EIT's IT security not ensured due to hardware or software failure (malware/virus/ransomware/phishing infection).	Legality and Regularity	Efficient and effective IT services supporting EIT operations and administrations	3	4	3	Reduce	1. Periodic security review. 2. Implementation of end-point anti-virus protection on all EIT equipment. 3. Patch management is implemented. 4. Periodic penetration testing of critical information systems (vulnerability tests). 5. Capturing of logs from servers and desktops with endpoint anti-virus protection to carry out data analytics on infections by previously unknown malware. 6. Strengthening of the EIT password policy.	Administration	31/12/2023

Annex XI A: Plan for grant, contribution and service-level agreements

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N 2022	N+1 2023	N+2 2024	N+3 2025
Grant agreements²⁴										
1. EIT Digital Business Plan 2023-2024	Feb-23	Not known yet	2 years	EIT Digital	Implementation of the KIC's Business Plan	Amount	N/A	N/A	N/A	N/A
						Number of CA	0	0.5	0.75	0.75
						Number of SNEs	N/A	N/A	N/A	N/A
2. EIT Climate-KIC Business Plan 2023-2024	Feb-23	Not known yet	2 years	EIT Climate-KIC	Implementation of the KIC's Business Plan	Amount	N/A	N/A	N/A	N/A
						Number of CA	0	0.5	0.75	0.75
						Number of SNEs	N/A	N/A	N/A	N/A
3. EIT InnoEnergy Business Plan 2023-2024	Feb-23	Not known yet	2 years	EIT InnoEnergy	Implementation of the KIC's Business Plan	Amount	N/A	N/A	N/A	N/A
						Number of CA	0	0.5	0.75	0.75
						Number of SNEs	N/A	N/A	N/A	N/A
4. EIT Health Business Plan 2023-2025	Feb-23	Not known yet	3 years	EIT Health	Implementation of the KIC's Business Plan	Amount	N/A	N/A	N/A	N/A
						Number of CA	0	0.5	0.75	0.75
						Number of SNEs	N/A	N/A	N/A	N/A
5. EIT RawMaterials	Feb-23	Not known yet	3 years	EIT RawMaterials	Implementation of the KIC's Business Plan	Amount	N/A	N/A	N/A	N/A

²⁴ The funding allocation process for years 2023-2025 is on-going

Business Plan 2023-2025										
						Number of CA	0	0.5	0.75	0.75
						Number of SNEs	N/A	N/A	N/A	N/A
6. EIT Food Business Plan 2023-2025	Feb-23	Not known yet	3 years	EIT Food	Implementation of the KIC's Business Plan	Amount	N/A	N/A	N/A	N/A
						Number of CA	0	0.5	0.75	0.75
						Number of SNEs	N/A	N/A	N/A	N/A
7. EIT Urban Mobility Business Plan 2023-2025	Feb-23	Not known yet	3 years	EIT Urban Mobility	Implementation of the KIC's Business Plan	Amount	N/A	N/A	N/A	N/A
						Number of CA	0	0.5	0.75	0.75
						Number of SNEs	N/A	N/A	N/A	N/A
8. EIT Manufacturing Business Plan 2023-2025	Feb-23	Not known yet	3 years	EIT Manufacturing	Implementation of the KIC's Business Plan	Amount	N/A	N/A	N/A	N/A
						Number of CA	0	0.5	0.75	0.75
						Number of SNEs	N/A	N/A	N/A	N/A
9. EIT CC SUGA plan	Dec- 22	6000000	6 months	KIC CC	Start-up agreement for the new KIC	Amount	N/A	6 MEUR	N/A	N/A
						Number of CA	0	0.5	0.75	0.75
						Number of SNEs	N/A	N/A	N/A	N/A
10. Cross-KIC Shared Services 2023-2025	Feb-23	Not known yet	3 years	EIT Digital	joint services of KICs (audit services, joint communication and dissemination,	Amount	N/A	N/A	N/A	N/A

					joint offices of KICs)					
						Number of CA	0	0.5	0.75	0.75
						Number of SNEs	N/A	N/A	N/A	N/A
11. Cross-KIC Strategic Outreach 2023-2025	Feb-23	Not known yet	3 years	EIT Health	joint KICs activities in their hubs outside EU	Amount	N/A	N/A	N/A	N/A
						Number of CA	0	0.5	0.5	0.5
						Number of SNEs	N/A	N/A	N/A	N/A
12. Cross-KIC Strategic Regional Innovations 2023-2025	Feb-23	Not known yet	3 years	EIT Health	joint implementation of the EIT RIS agenda	Amount	N/A	N/A	N/A	N/A
						Number of CA	0	0.5	0.75	0.75
						Number of SNEs	N/A	N/A	N/A	N/A
13. Cross-KIC Strategic Synergies 2023-2025	Feb-23	Not known yet	3 years	EIT Food	joint implementation of the cross-cutting synergies	Amount	N/A	N/A	N/A	N/A
						Number of CA	0	0.5	0.5	0.5
						Number of SNEs	N/A	N/A	N/A	N/A
14. Cross-KIC Strategic Education 2023-2025	Feb-23	Not known yet	3 years	EIT RawMaterials	joint implementation of the EIT Education agenda	Amount	N/A	N/A	N/A	N/A
						Number of CA	0	0.5	0.75	0.75
						Number of SNEs	N/A	N/A	N/A	N/A
15. Cross-KIC Strategic Access to Finance 2023-2025	Feb-23	Not known yet	3 years	EIT Manufacturing	joint collaboration with EIB, EIC and EIF	Amount	N/A	N/A	N/A	N/A

						Number of CA	0	0.5	0.5	0.5
						Number of SNEs	N/A	N/A	N/A	N/A
16. Cross-KIC Thematic Innovations 2023-2025	Feb-23	Not known yet	3 years	Not know	Not know	Amount	N/A	N/A	N/A	N/A
						Number of CA	0	0.5	0.5	0.5
						Number of SNEs	N/A	N/A	N/A	N/A
Total grant agreements						Amount	N/A	N/A	N/A	N/A
						Number of CA	0	8	11	11
						Number of SNEs	0			
Contribution agreements										
1. EBA Contribution Grant	20 December 2021	10000000	3 years	EIT InnoEnergy	Support of European Battery Alliance Academy	Amount	7 MEUR	N/A	3 MEUR	N/A
						Number of CA	N/A	N/A	N/A	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
Total contribution agreements						Amount	7 MUR	N/A	3 MEUR	N/A
						Number of CA	0	0	0	N/A
						Number of SNEs	0	0	0	N/A
Service-level agreements²⁵										
1. 01. SLA with DG Budget	20.09.2018	EUR 127,000.00/ year + consumption	Tacit renewal automatically on a yearly basis	European Commission DG Budget	Setup and maintenance of ABAC, the associated supporting services and the Accounting Officer's services.	Amount				
						Number of CA				

²⁵ The list of the most important SLAs

						Number of SNEs				
02. SLA with TRC	08.03.2012.	As per consumption based on applicable annual price lists.	Tacit renewal automatically on a yearly basis.	The Translation Centre for the Bodies of the European Union (TRC)	Translation of documents, revision of translations, editing of source texts.	Amount				
						Number of CA				
						Number of SNEs				
03. SLA with DG HR	22.01.2018	As per consumption based on applicable annual price lists.	Tacit renewal automatically on a yearly basis.	European Commission DG HR	The provision of services, goods or works in the field of HR in form of human or financial resources.	Amount				
						Number of CA				
						Number of SNEs				
04. SLA with Publications Office	20.12.2011.	As per consumption based on applicable annual price lists.	Valid until termination.	Publications Office of the European Union	Provision of publications-, Official Journal-, EUR-Lex, TE-Dd and SIMAP-related services.	Amount				
						Number of CA				
						Number of SNEs				
05. SLA with PMO	09.11.2018.	As per consumption based on applicable annual price lists.	Tacit renewal automatically on a yearly basis.	The Office for the Administration and Payment of Individual Entitlements of the European	Services related to administering sickness, accidents, occupational disease, unemployment, pension, salaries,	Amount				

				Commission (PMO)	individual entitlements, mission expenses, visa services, etc					
						Number of CA				
						Number of SNEs				
06. MOU with ERCEA	07.11.2016	EUR 15,000.00 (subject of annual revision)	Tacit renewal automatically on a yearly basis.	European Research Council Executive Agency (ERCEA)	The cost of services by using Speedwell and BlueBell IT Tools.	Amount				
						Number of CA				
						Number of SNEs				
07. MoU - DIGIT 00673-00	15.12.2015	EUR 11,750.00	Tacit renewal automatically on a yearly basis.	European Commission Directorate General for Informatics (DIGIT)	ICT procurement services	Amount				
						Number of CA				
						Number of SNEs				
08. SLA with DG SG	21.12.2019	As per consumption based on applicable annual price lists.	Tacit renewal automatically on a yearly basis.	European Commission Secretariat General	Provision of "HAN" services.	Amount				
						Number of CA				
						Number of SNEs				

Annex XI B: Grants 2023

Grants to be awarded following 2009, 2014, 2016 and 2018 Call for KIC proposals

Basic act:

Regulation on the European Institute of Innovation and Technology²⁶ ("EIT Regulation (recast)")

Legal basis:

- Article 1 of Decision 21/2019 of the Governing Board of the EIT of 25 September 2019 on the Financial Regulation of the European Institute of Innovation and Technology ("EIT Financial Regulation");
- Article 91 of Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and the Council ("Framework Financial Regulation");
- Title VIII Grants 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"). In particular Article 195(c) of the EU Financial Regulation authorises the award of grants without a call for proposals to a body with a de jure or de facto monopoly, which is the case for the KICs, and Article 193(2) concerning the eligibility start of the action.

Budget line: 3110 KIC grants

Objectives to be fulfilled, expected results and description of the activities:

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

- innovation activities and investments with European added value, including facilitating the creation of innovative start-ups and the development of innovative businesses in complementarity with the EIC and InvestEU, fully integrating the higher education and research dimensions to attain a critical mass and stimulating the dissemination and exploitation of results;
- innovation-driven research, experimentation, prototyping, and demonstration in areas of key economic, environmental, and societal interest and drawing on the results stemming from Union and national research, with the potential to strengthen the Union's competitiveness at the international level and find solutions for the major challenges faced by European society, including those relating to health and the digital market;
- education and training activities in particular at masters and doctoral level, as well as professional training courses, in areas with the potential to meet future European socio-economic and socio-ecological needs and which expand the Union's talent base, promote the

²⁶ Regulation (EU) 2021/819 of the European Parliament and of the Council of 20 May 2021 on the European Institute of Innovation and Technology, OJ L 189, 28.5.2021, p. 61–90

development of innovation-related skills, the improvement of managerial and entrepreneurial skills and the mobility of researchers and students, and foster knowledge-sharing, mentoring and networking among the recipients of EIT education and training activities, including those that are EIT-labelled;

- actions as part of the pilot on supporting HEIs to better integrate into innovation value chains and ecosystems and bringing them together with other key innovation players from the knowledge triangle and thereby improve their innovation and entrepreneurial capacity;
- outreach activities and the dissemination of best practices in the field of innovation with a focus on development of cooperation between higher education, research and business, including the service and financial sectors, and, where relevant, public and third sector organizations;
- RIS activities, fully integrated into the KICs multiannual strategy and linked to the relevant Smart Specialisation Strategies in order to strengthen the innovation capacity and to develop sustainable innovation ecosystems with a view to decreasing the disparities and divide in innovation performance across the Union;
- seeking synergies and complementarities between KIC activities and existing European, national and regional programmes, in particular the EIC, other European Partnerships and Missions under Horizon Europe, where appropriate;
- mobilising funds from public and private sources. KICs shall in particular seek to raise an increasing proportion of their budget from private sources and from income generated by their own activities;
- providing on request information on research and innovation outputs and results, and related intellectual property rights, developed under the KICs activities and on the relevant inventors.

In line with the *Invitation to submit proposals for KIC Business Plans 2023-2025 (2023-2024 in case of first wave KICs), for the Cross-KIC activities 2023-2025, and for the Higher Education Institutions (HEI) initiative 2023-2025*²⁷, the following types of activities (i.e. topics) may receive funding:

- 1) **Business Plan 2023-2025 activities (2023-2024 for the first wave KICs)**
- 2) **Cross-KIC activities 2023-2025** (shared services, strategic activities and thematic innovations)
- 3) **Higher Education Institutions (HEI) initiative 2023-2025**

Entities eligible for funding

In accordance with the Horizon Europe Work Programme 2021-2022²⁸, in order to be eligible for funding, **the applicants must be established in one of the eligible countries**, i.e.:

- the Member States (MS) of the European Union (EU) including their outermost regions
- the Overseas Countries and Territories (OCTs) linked to the Member States²⁹
- eligible non-EU countries:

²⁷ Ares(2022)6548792

²⁸ <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents>. The HE Work programme for 2023 is not yet available.

²⁹ Entities from Overseas Countries and Territories (OCT) are eligible for funding under the same conditions as entities from the Member States to which the OCT in question is linked. See the Horizon Europe Programme Guide on the portal for a complete list of OCTs.

Countries associated to Horizon Europe³⁰

Certain low- and middle-income countries³¹

Legal entities, which are established in countries not listed above will be eligible for funding when their participation is considered essential for implementing the action by the EIT.

Specific eligibility criteria apply for the different topics (Business Plans, Cross-KIC activities, HEI initiative activities), as indicated in the Invitation.

Indicative award criteria:

- 1) **Business Plan 2023-2025 activities (2023-2024 for the first wave KICs):** Excellence, Impact, Implementation based on the following specific award criteria:
 - Progress in implementing the multiannual strategy (financial sustainability, impact, good governance, openness)
 - Level of financial sustainability achieved (2021)
 - Impact achieved measured by EIT core KPIs (2021)
 - Business Plan proposal (2023-2025 / 2023-2024)
- 2) **Cross-KIC activities 2023-2025** (shared services, strategic activities and thematic innovations): Excellence, Impact, Implementation
- 3) **Higher Education Institutions (HEI) initiative 2023-2025:** Excellence, Impact, Implementation

Following the hearings in November 2022, the EIT Governing Board took a decision on the **initial maximum EIT financial contribution** for the Business Plans 2023-2025 / 2023-2024, Cross-KIC activities 2023-2025 and HEI Initiative 2023-2025, subject to the adoption of the 2023 EIT budget following the adoption of the 2023 EU budget. The Director will take the 2023-2025 / 2023-2024 award decisions concerning the grants.

Indicative amount of award:

The EIT may award up to EUR 1062 million to the KICs for 2023-2025. The budgetary commitment for the initial amount will be subject to the amount of available commitment appropriations in the EIT Budget 2023.

Maximum possible rate of co-financing:

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

Additionally, as indicated in the EIT Strategic Agenda 2021-2027, some KICs' activities, due to their specific nature, might need extra incentives to be performed. To this aim, the EIT Governing Board

³⁰Please see the Horizon Europe Programme Guide on the Funding and Tenders Portal for up-to-date information on the current list of and the position for Associated Countries:
https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/guidance/programme-guide_horizon_en.pdf

³¹ See the Horizon Europe Programme Guide on the Funding and Tenders Portal for a complete list of these countries.

might decide to apply more favourable funding conditions for Cross-KIC activities, RIS activities and new action supporting the entrepreneurial and innovation capacity of the higher education sector.

Eligibility date:

In accordance with Article 193(2) of the EU Financial Regulation, a grant may be awarded for an action which has already begun, provided that the applicant can demonstrate the need for starting the action prior to the signature of the grant agreement. In such cases, costs incurred prior to the date of submission of the grant application shall not be eligible.

The eligibility start date for the 2023-2025 / 2023-2024 grants shall be 1 January 2023.

KIC Partnership Agreements and grant agreements:

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

The following eight KIC Partnership Agreements provide the basis for 2023-2025 / 2023-2024 Grant Agreements:

1. KIC Partnership Agreement with EIT Climate-KIC Knowledge and Innovation Community Legal Entity (Climate-KIC Holding B.V.), signed on 1 July 2021.
2. KIC Partnership Agreement with EIT Digital Knowledge and Innovation Community Legal Entity (EIT Digital IVZW), signed on 19 May 2021.
3. KIC Partnership Agreement with EIT InnoEnergy Knowledge and Innovation Community Legal Entity (KIC InnoEnergy SE), signed on 12 May 2021.
4. KIC Partnership Agreement with EIT Health Knowledge and Innovation Community Legal Entity (EIT Health e.V.), signed on 20 May 2021³².
5. KIC Partnership Agreement with EIT Raw Materials Knowledge and Innovation Community Legal Entity (EIT Raw Materials GmbH), signed on 19 May 2021³³.
6. KIC Partnership Agreement with EIT Food Knowledge and Innovation Community Legal Entity (EIT Food IVZW), signed on 19 May 2021.
7. KIC Partnership Agreement with EIT Urban Mobility Knowledge and Innovation Community Legal Entity (EIT KIC Urban Mobility SL), signed on 19 May 2021.
8. KIC Partnership Agreement with EIT Manufacturing the Knowledge and Innovation Community Legal Entity (EIT Manufacturing ASBL), signed on 19 May 2021.

Grant agreements:

The following model grant agreement (MGA) will be used: [general-mga_horizon-euratom_en.pdf \(europa.eu\)](#)

³² Decision 21/2022 on the extension of the Partnership Agreement with EIT Health and EIT RawMaterials (ref. Ares(2022)4797252)

³³ Decision 21/2022 on the extension of the Partnership Agreement with EIT Health and EIT RawMaterials (ref. Ares(2022)4797252)

Indicative timetable:

Activity	Indicative deadline
GB decision on the determination of the EIT financial allocation criteria for 2023-2025	March 2022
Invitation to submit the Business Plans, Cross-KIC proposals and the HEI Initiative proposal	April 2022
Submission of the Business Plan proposals / Cross-KIC proposals / HEI proposal	September 2022
GB decision on the allocation of the maximum initial financial contribution	November 2022
2023-2025 /2023-2024 award decisions and signature of Grant Agreements 2023-2025 / 2023-2024	February/March 2023

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

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

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

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

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

Purchases of **equipment, infrastructure or other assets** used for the action must be declared as depreciation costs, calculated on the basis of the costs actually incurred and written off in accordance with international accounting standards and the beneficiary's usual accounting practices.

Only the portion of the costs that corresponds to the rate of actual use for the action during the action duration can be taken into account.

Costs for **renting or leasing** equipment, infrastructure or other assets are also eligible, if they do not exceed the depreciation costs of similar equipment, infrastructure or assets and do not include any financing fees.

Moreover, for the following equipment, infrastructure or other assets purchased specifically for the action (or developed as part of the action tasks) costs may exceptionally be declared as full capitalised costs:

- a) direct costs for construction of a prototype or pilot plant, if they fulfil the cost eligibility conditions applicable to their respective cost categories and if all of the following apply:
 - building the prototype or pilot plant is (one of) the main action task(s) as described in the KIC Business Plan (Annex 1),
 - the costs are foreseen in the estimated budget (Annex 2),
 - the eligibility conditions of Articles 6.1 and 6.2 are met.

If the beneficiary records the construction costs directly under a fixed assets account in the balance sheet rather than as expenses of the year, those costs will normally be considered as compliant with Article 6.1(a)(v) provided that:

- it is in accordance with the national accounting standards and with the beneficiary's usual cost accounting practices,
- there is no double charging of costs (in particular, no charging of depreciation costs for the prototype or pilot plant to another EU or Euratom grant).

- b) direct costs relevant to the set-up and development of the coordinator and Co-location Centres (CLCs), if the following conditions are met:

purchase costs are claimed by the coordinator or CLCs for the "Management area", for KIC added value activities⁹ identified in the KIC Business Plan (Annex 1),

the relevant costs are claimed up to EUR 750 000 per KIC Business Plan (Annex 1) per year.

'Capitalised costs' means:

costs incurred in the purchase or for the development of the equipment, infrastructure or other assets and

which are recorded under a fixed asset account of the beneficiary in compliance with international accounting standards and the beneficiary's usual cost accounting practices.

If such equipment, infrastructure or other assets are rented or leased, full costs for **renting or leasing** are eligible, if they do not exceed the depreciation costs of similar equipment, infrastructure or assets and do not include any financing fees.

B – Financial support to third parties

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

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

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

In the case of sub-grants, the maximum amount of financial support may exceed EUR 60 000, where achieving the objectives of the action would otherwise be impossible or overly difficult. As a general rule, financial support to third parties should not exceed EUR 4,000,000 per recipient for a GA with a duration of two-years, and EUR 6,000,000 per recipient for a GA with a duration of three-years.

D – Targets for EIT core Key Performance Indicators

KIC strategic objectives and targets for EIT core KPIs are included in [Annex XIV](#).

Grant to be awarded for the activities of a Transnational Network of EIT National Contact Points (EIT NCP)

Basic act:

Regulation on the European Institute of Innovation and Technology³⁴ ("EIT Regulation (recast)")

Legal basis³⁵:

- Article 1 of Decision 21/2019 of the Governing Board of the EIT of 25 September 2019 on the Financial Regulation of the European Institute of Innovation and Technology ("EIT Financial Regulation");
- Article 91 of Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and the Council ("Framework Financial Regulation");
- Title VIII Grants 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"). In particular Article 195(f) of the EU Financial Regulation authorises the award of grants without a call for proposals to bodies on account of technical competence, high degree of specialisation or administrative powers, and Article 193(2) concerning the eligibility start of the action.

Budget line: 3110 KIC grants

Objectives pursued and expected results:

The Coordination and Support Action (CSA) is intended to provide additional support to the EIT NCP network and ensure its efficient operation. The successful CSA will eventually contribute to delivering the EIT's strategic objectives and increase its impact by supporting EIT NCPs to deliver in a more impactful way on their role as information multipliers about the EIT activities and opportunities.

The goal of the CSA will be to facilitate transnational cooperation between EIT NCPs with a view to identifying and sharing good practices and raising the general standard of support to potential applicants, by also addressing the diversity of the EIT stakeholders (students, researchers, innovators, SMEs, start-ups, investors, higher education institutions, etc.) and support schemes. The CSA should also allow for a better flow of information from the EU level to the national level and vice-versa, fostering the participation of national players in EU research and innovation fora.

Description of the activities to be funded:

The expected activities under the CSA will reflect the identified areas of improvement and needs by EIT on the basis of feedback received by stakeholders and the EIT NCPs). The activities will include among other capacity building, communication and information actions, identification of needs and proposal

³⁴ Regulation (EU) 2021/819 of the European Parliament and of the Council of 20 May 2021 on the European Institute of Innovation and Technology, OJ L 189, 28.5.2021, p. 61–90

³⁵ The clarification of specific legal basis is ongoing, which is the precondition for the launch of the NCP call for proposal.

of ways to simplify access to EIT and KICs calls, lowering the entry barriers for newcomers, and raising the average quality of proposals submitted. Further to this, the CSA will provide periodic and timely evidence-based feedback in support to EIT activities and programming supported by a better integration of the national, regional and local dimensions of innovation and training into the EU policy and its innovation landscape

Examples of indicative activities could be the organisation of NCP Information Days, NCP trainings, brokerage events for potential applicants, matchmaking activities, where to increase the visibility at EU level of the results and impact achieved by national players following their participation in EIT projects, as well as to increase the participation to EIT Calls, notably by EIT RIS eligible countries and women innovators.

Entities eligible for funding:

Article 195(f) of the EU Financial Regulation allows that a grant may be awarded without a call for proposals for activities with specific characteristics that require a particular type of body on account of its technical competence, its high degree of specialisation or its administrative powers (on condition that the activities concerned do not fall within the scope of a call for proposals).

The invitation will be addressed to the members of the **EIT National Contact Points (EIT NCP) Network**, appointed by the respective national authorities in EU Member States, Associated Countries and Third Countries with the concrete objective to raise awareness and promote the Calls of the EIT and its Knowledge and Innovation Communities within their national innovation ecosystems, with the aim to support potential beneficiaries from their countries to participate and benefit from the EIT activities. Information about the Network of EIT NCPs is available [here](#).

Indicative award criteria:

The proposal and the estimated budget will be assessed on the basis of the following main Horizon Europe criteria:

Criteria	Maximum points:
1. Excellence	35
2. Impact	35
3. Implementation	30
Total scores	100

Indicative amount of award:

The EIT may award up to EUR 3.5 million for the duration of maximum 5 years (EUR 700,000.00 per year). The budgetary commitment will be subject to the amount of available commitment appropriations in the EIT Budget 2023.

Maximum funding rate: 100%

Eligibility date:

In accordance with Article 193(2) of the EU Financial Regulation, a grant may be awarded for an action which has already begun, provided that the applicant can demonstrate the need for starting the action prior to the signature of the grant agreement. In such cases, costs incurred prior to the date of submission of the grant application shall not be eligible.

The eligibility start date for the action will be the date of submission of the proposal.

Grant agreement:

The action will be implemented through a grant awarded, in accordance with Article 91 of the Framework Financial Regulation.

The following model grant agreement (MGA) will be used: [general-mga_horizon-euratom_en.pdf \(europa.eu\)](#)

Indicative timetable:

Activity	Indicative deadline
Invitation to submit a proposal	December 2022
Submission of the proposal	February 2023
Evaluation	March 2023
Award decision and signature of the grant agreement	April/May 2023

Annex XII: Strategy for cooperation with third countries and/or international organisations

According to the amended EIT Regulation and to the Statutes in order to contribute to the competitiveness and to reinforce the international attractiveness of the European economy and its innovation capacity, the EIT and the EIT KICs should be able to attract partner organisations, researchers and students from all over the world, including by encouraging their mobility, as well as to cooperate with third-country organisations. With this purpose the EIT adopted a Strategic Framework for EIT Community Global Outreach Activities in 2019, which foresees the following EIT Outreach activities:

- i. position EIT's innovation model among other successful innovation initiatives at an international level, enabling European innovation to reach major markets worldwide;
- ii. showcase EIT supported innovation and activities and attract support for EIT innovators;
- iii. strengthen the EIT's innovation ecosystems by attracting partners, organisations and students from all over the world to contribute to the EU's competitiveness and reinforce its attractiveness;
- iv. contribute to enhancing Europe's leadership in addressing the world's major challenges by building bridges to and forging synergies with global innovation leaders;
- v. provide a high brand profile leading to investment in European and EU-outreach country collaborative innovation.

By implementing the EIT Community Global Outreach Strategy, the EIT and the EIT KICs should ensure that the cooperation and synergies with third countries will contribute to achieving the objectives of the Horizon Europe framework programmes for research and innovation. The EIT Community should ensure that their Outreach activities contribute to the achievement of the Sustainable Development Goals and are aligned with the 2030 Agenda and that the EU interests are preserved and EU values are promoted through their *Outreach activities*.

EIT Community outreach activities should contribute to fostering international cooperation in research and innovation, by being open to the world and maintaining the EU's presence at the highest level of international scientific endeavour, in line with the overall research and innovation strategy and priorities set within the Horizon Europe Association Agreements and the Science and Technology agreements between the EU and third countries. Through international cooperation and synergies with third countries the EIT aims to facilitate collaboration of European companies and innovators with leading players aiming to provide access to global value chains. Internationalisation opportunities provided through the KICs' network could support European companies prospering in fast-growing international markets, a success that will deliver more and better jobs for the EU citizens.

Annex XIII: Implementation of the 2023 EIT Awards

Basic act: The European Institute of Innovation and Technology Regulation ("EIT Regulation").

Legal basis:

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

Budget line: 3204

Indicative amounts: EUR 50.000 for the EIT Venture Award, EIT Innovators Award and EIT CHANGE. Financial prizes of EUR 30.000 EUR and EUR 20.000 respectively for second and third places for the EIT Venture, EIT Innovators and EIT CHANGE. No financial prize is foreseen to be awarded for the EIT Public (Citizen) Award. Moreover, EUR 100.000 for the financial contribution to the EU Prize for Women Innovators in collaboration with the EIC.

Categories and criteria: will be published in the respective call as well as rules of the competition.

B) EIT EVALUATION COMMITTEE

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

C) APPOINTMENT AND COMPOSITION OF THE JURIES

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

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

nominations given the scope of the different awards. Jury members will be appointed by the responsible Authorising Officer of the EIT.

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

D) INDICATIVE TIMETABLE

Activity	Deadline
Publication of the call for nominations on EIT website (or Funding and Tender Portal?)	Q4 2022
Deadline for submitting applications to the EIT	Q1 2023
Evaluation by EIT (check on completeness documentation and whether the candidates meet the admissibility, eligibility, exclusion and selection criteria)	1 month following deadline for submission of applications
Formal publication of eligible nominees on EIT website	Q2 2023
Communication campaign	With the formal publication of nominees – 31 December 2023
Evaluation by the Jury	Prior to and during the EIT Awards event
Award decision	Following evaluation of the jury
EIT Awards 2023 ceremony	Q4 2023
Provision of prize	Within one month after the EIT Awards 2023 ceremony

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

The EIT KICs adopted the 2021 -2027 Strategic Agendas (SAs) in alignment with the provisions and priorities of Horizon Europe and the EIT SIA 2021 -2027³⁶. The SAs are aligned with the EIT's impact framework high level objectives to:

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

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

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

(1) EIT Climate – KIC:

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

Strategic Objectives: **Sustainable Innovation Ecosystems:** The KIC will strengthen sustainable innovation and entrepreneurial ecosystems across Europe, particularly in those countries and their regions in the RIS programme and supported by the EIT Higher Education Initiative.

Next-Generation Climate Entrepreneurship: Capitalizing on a growing number of mature technology start-ups and the progression of the climate innovation challenge from one of technology *development* to one of technology *diffusion*, **we will move into a more systemic approach.**

Funding: Attract other sources of funding beyond EIT with the aim to achieve full financial sustainability by 2024. This will include diversifying streams of revenue to build resilience but also focusing on attracting funders who share our ambition and who can help us maintain at least €100m per year for climate innovation, education, and entrepreneurship activities.

Governance, capability, and inclusion: Enhance the governance, legal entities, and capabilities at the core of our innovation community to act as an orchestrator and catalyst. We also commit to openness and transparency, including publishing full open calls, having an open-access community, being pan-European and nurturing inclusion from diverse innovation actors.

³⁶ Dependent on adoption of Horizon Europe and EIT Legislative package

Knowledge sharing and diffusion: Share knowledge and experience with other organisations looking to test and learn from systemic innovation models and gathering more insights into its relative impact potential, including through conducting an external evaluation of EIT Climate-KIC's work.

Synergies and alignment: Climate-KIC will continue to contribute to the Union's climate objectives as laid down in law and seek to bolster Europe's INDC and National Energy and Climate Plans (NECPs) through innovation, seeking cooperation and synergy with other EU instruments and partnership, including with the European Innovation Council, the European Investment Bank and naturally with the other EIT KICs.

By 2027 EIT Climate-KIC will have:

1. Helped Europe avoid over **500 million tons** (CO₂eq) of emissions;
2. Strengthened the resilience of **10 million people** to the impacts of climate change;
3. Generate 50.000 green jobs;
4. Leveraged over **€100bn** to support the scale-up of innovations to tackle climate change;
5. Become the strategic partner of choice for over **50 cities, regions, countries and large-scale businesses across Europe**, orchestrating change through innovation to achieve net-zero emissions and climate resilience aligned to the 2015 Paris Climate Change Agreement;
6. Enhanced the innovation and entrepreneurial skills of over **200,000 people across Europe**, equipping them to be leaders of change.

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Designed/Tested Innovations	14	13	12	12	12	12	12	87
EITHE02.1	#Marketed Innovations	20	20	18	20	20	20	20	141
EITHE03.1	#Supported Start-ups/Scale-ups	152	150	150	130	120	120	120	960
EITHE04.1	#Start-ups created of/for innovation	0	3	3	3	3	3	3	21
EITHE04.2 EITRIS	#EIT RIS Start-ups created of/for innovation								60%
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	1	4	4	5	5	5	5	29
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups	17M	30M	30M	25M	20M	20M	20M	170M

EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	200	240	230	230	230	230	230	1640
EITHE08.1	#Participants in (non-degree) education and training	1105	1500	1500	1500	1500	1200	1200	9505
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	3	10	10	10	10	10	10	70
EITHE10.1	# Active KIC Partners	180	170	160	160	150	150	150	Average 160 partners
EITHE11.1	FS revenues	€6.2 M	€8.5 M	€11.6 M	€15.8 M	€18.5 M	€23.2 M	€27 M	€110.7 M
EITHE12.1	% Co-funding rate	60%	77%	105%	163%	229%	252%	272%	145% average
EITHE13.1	# KIC success stories	20	20	20	20	10	10	10	110

(2) EIT Digital:

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

Strategic Objectives:

- **Building world-class European industry players in digital:** strongly increase deep tech innovation investments so as to take mature research results out of the labs and into the market, especially by means of entrepreneurship.
- **Increased EU Member States digital competitiveness:** further address fragmentation to support digital enterprises and entrepreneurs, with special focus on countries with a DESI of below 50.
- **Increased societal and economic impact from European Digital R&D investments in areas strategic for Europe:** raise R&D investments in digital technologies, with an emphasis on software, Digital Wellbeing, Digital Finance, and Digital Cities.
- **A European higher education system delivering entrepreneurial digital skills:** Adapt the European education system to the digital reality to equip people with the right digital skills and to

deploy digital technology and support education, and therefore increase digital talent development in Europe with a stronger focus on societal needs and societal entrepreneurship, while also increasing gender equality in digital education in Europe.

- **Bring European values to the digital world:** Europe needs to focus on scaling up disruptive digital ventures that have the ambition to conquer the world.

By 2027 EIT Digital will have:

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

Increased EU Member States digital competitiveness by +130% increase in participation (100% MS participation);

Increased the KIC's Master School intake with over **2.000** eligible applicants for each Master School cohort and will have recruited more than **500** new students every year, while, at the same time, reducing the cost per student by making a more efficient use of the scholarships and by optimizing tuition fee waivers; keeping the quality standards and services provided to the students.

Enrolled **1.5 million** online learners; ensured **50% women participation** in the Digital programmes, reached an average DESI for Human Capital development in Europe >75

Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	# Designed/Tested Innovations	63	65	67	70	70	70	70	475
EITHE02.1	# Marketed Innovations	63	65	67	70	70	70	70	475
EITHE03.1	# Supported Start-ups/Scale-ups	97	100	110	120	120	120	120	787
EITHE04.1	# Start-ups created of/for innovation	38	40	50	60	60	60	60	368
EITHE05.1	# Start-ups created of EIT labelled MSc/PhD programmes	15	20	25	30	30	30	30	180
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (Million EUR)	45	55	60	70	70	70	70	440
EITHE07.1	# Graduates from EIT labelled MSc/PhD programmes	350	400	450	500	500	500	500	3200
EITHE08.1	# Participants in (non-degree) education and training	450	600	800	1000	1000	1000	1000	5850
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	20	20	20	20	20	20	20	140
EITHE10.1	# Active KIC Partners	330	360	400	450	505	570	650	650
EITHE11.1	FS revenues (Million EUR)	8	10.25	13.25	16	19.5	22.5	24.6	114.1
EITHE12.1	% Co-funding rate	40%	50%	50%	50%	50%	50%	50%	
EITHE13.1	# KIC success stories	17	19	20	25	25	25	25	156

(3) EIT InnoEnergy:

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

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

- Develop innovative products and services that will **decrease the cost of energy**, increase the **operability of the energy system** or **decrease the emission of GHG** & have them implemented by market players;
- Produce the “**game changers**” in sustainable energy;
- **Create** high growth high potential **start-ups** and support the growth of high potential SEs;
- **Secure** the operational and **financial sustainability** of the company in the long term.

- Demonstrate that the knowledge triangle integration brings better efficiencies to innovation ecosystems.
- Develop and **implement synergies** and complementarities with other EU instruments.

The goal of EIT InnoEnergy by 2027 is to:

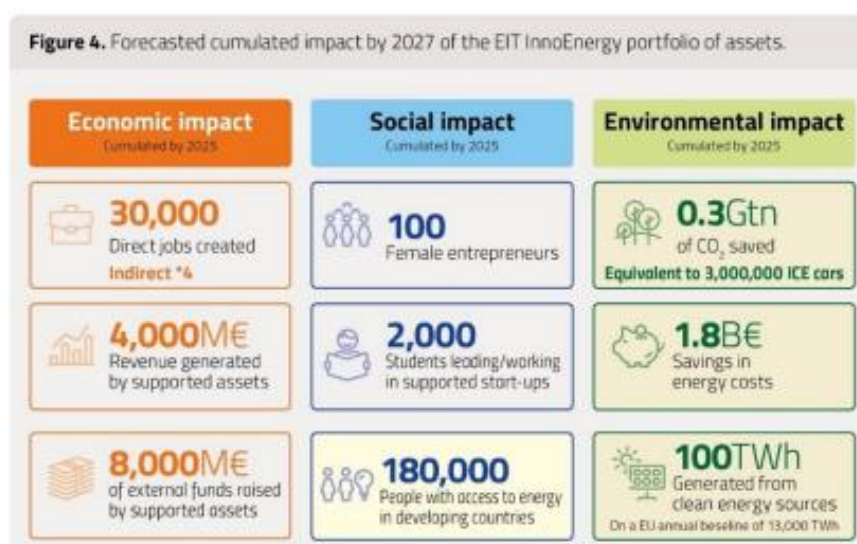
Become the preferred “go to” trusted ecosystem for impact minded innovators in the EU and the US;
 Become financially independent and reach a **financial model, all product lines blended** [those money making (e.g. Highway, Innovation Projects, ...) and those breaking even (e.g. Master School since all the surpluses will go to the Universities)] of **1€ cost incurred, 2€ value created AND monetized**. The target **investment** capacity managed by 2027 is **an annual run rate of 300M€** coming from 100M€ from the net proceeds of our previous investments, 100M€ from managing **revolving** third-party facilities (impact Fund, green bonds, convertibles, ...) and 100M€ (grants and/or financial instruments) coming from the EU since we will remain a key enabler of the Energy transition and Green Deal;

Expanded **geographically the KIC's ecosystem** to the US, and support over 100 ventures landings;

Secure long-term strategic sustainability by enabling 3 strategic value chains, including a Replication of EBA (European Battery Alliance) in **2 other strategic industrial value chains** (i.e. Green H2, PV reborn in EU, Hyperloop, Building refurbishment.)

Implementation of EBA Academy activities, in accordance with the separate grant agreement to be concluded in 2022.

Forecast of the accumulated KIC impact is represented in the diagram below:



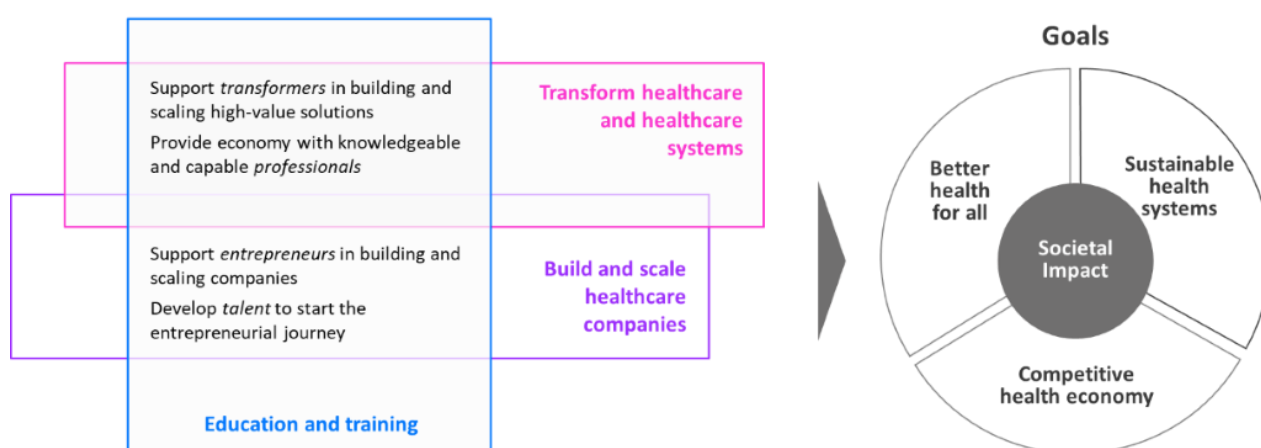
Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	# Designed/Tested Innovations	32	32	40	40	40	40	40	264
EITHE02.1	# Marketed Innovations	55	60	60	60	60	60	60	415
EITHE03.1	# Supported Start-ups/Scale-ups	77	77	90	90	90	90	90	604
EITHE04.1	# Start-ups created of/for innovation	3	3	3	3	3	3	3	21
EITHE05.1	# Start-ups created of EIT labelled MSc/PhD programmes	7	6	6	6	6	6	6	43
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (Million EUR)	400	600	800	1000	1000	1000	1000	5800
EITHE07.1	# Graduates from EIT labelled MSc/PhD programmes	182	250	275	300	325	350	350	2032
EITHE08.1	# Participants in (non-degree) education and training	51.410	50.000	50.000	50.000	50.000	50.000	50.000	351,410
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	40	40	40	40	40	40	40	280
EITHE10.1	# Active KIC Partners	400	400	450	450	450	450	450	average 435
EITHE11.1	FS revenues (Million EUR)	30	46.2	61.2	92.2	120.2	151.2	182.2	683.2
EITHE12.1	% Co-funding rate (EIT co-funding)	50	40	30	20	10	10	10	
EITHE13.1	# KIC success stories	20	20	20	20	20	20	20	140

(4) EIT Health:

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

Strategic objectives:

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



By 2027, the KIC will have:

Established an “EIT Health Impact Facility” that absorbs return from investments in start-ups or other revenues from projects. It will be leveraged by grants and potentially by further

contributions from partners, connected to projects that it will finance from 2028 onwards. By 2027 **funds accumulated** should amount to ~ **€31.1 million**.

Established synergies with other EC bodies and programmes: ERA Health, Health and care systems transformation, Personalised Medicine, Rare Diseases, One Health/AMR, High Performance Computing, Key Digital Technologies, Smart Networks and Services, AI, data and robotics, IHI; HE Missions; Connecting Europe Facility (CEF); Structural Funds (ERDF/Cohesion); InvestEU; Venture Centre of Excellence (VCoE) instrument; Erasmus Plus: EIT health strongly supports knowledge;

Created **3023 new jobs** and **30730 professional/graduates** completed Health related training/education programmes.

Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	# Designed/Tested Innovations	18	23	19	18	19	16	16	129
EITHE02.1	# Marketed Innovations	17	13	20	11	11	9	6	87
EITHE03.1	# Supported Start-ups/Scale-ups	103	154	154	139	126	109	109	894
EITHE04.1	# Start-ups created of/for innovation	3	3	3	3	3	3	3	21
EITHE05.1	# Start-ups created of EIT labelled MSc/PhD programmes	4	4	8	10	12	14	16	68
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (Million EUR)	151	166	199	211	191	206	186	1307
EITHE07.1	# Graduates from EIT labelled MSc/PhD programmes	60	90	50	160	190	220	240	1010
EITHE08.1	# Participants in (non-degree) education and training	2890	3240	3640	4240	4840	5540	6340	30730
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	6	8	12	14	18	20	24	102
EITHE10.1	# Active KIC Partners	555	565	575	585	595	605	615-	
EITHE11.1	FS revenues (Million EUR)	11.9	13.1	16.3	18.6	22.6	33.4	30.4	146.3
EITHE12.1	% Co-funding rate	27.6	27.6	36.7	38.3	38.5	40.8	58.1-	
EITHE13.1	# KIC success stories	20	20	20	20	20	20	20	140

(5) EIT Raw Materials:

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

Strategic Objectives:

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

By 2027, EIT RawMaterials will have:

1. Attracted **investments** in primary resources and advanced materials development worth **1.3 billion euro**;
2. Improved industrial competitiveness of the raw materials sector and advanced material sector in Europe, by **increasing savings and sales resulting** from improved material and energy units, estimated at **100 million euro**;
3. **Carbon savings** in the RM sector – **by 20%**;
4. **Improve** gender balance in RM sector – **by 50%**;
5. **Reached 50%** of new processing plants of the raw materials in sector, **with Zero Liquid Discharge** implemented.

Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	# Designed/Tested Innovations	2	4	14	15	15	15	15	80
EITHE02.1	# Marketed Innovations	71	44	29	30	30	30	30	264
EITHE03.1	# Supported Start-ups/Scale-ups	75	50	50	50	50	50	50	375
EITHE04.1	# Start-ups created of/for innovation	6	2	2	10	10	10	10	50
EITHE05.1	# Start-ups created of EIT labelled MSc/PhD programmes	3	4	7	8	10	12	13	57
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (Million EUR)	10	10	10	10	10	10	10	70
EITHE07.1	# Graduates from EIT labelled MSc/PhD programmes	183	140	160	180	200	200	200	1264
EITHE08.1	# Participants in (non-degree) education and training	5.835	4.327	3.903	3.370	3.370	3.370	3.370	27.545
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	4	6	9	11	14	17	18	79
EITHE10.1	# Active KIC Partners	300	300	300	300	300	300	300	2100
EITHE11.1	FS revenues (Million EUR)	8.6	10.2	12.5	16.4	21.3	27.9	44	140.9
EITHE12.1	% Co-funding rate (EIT co-funding)	35%	28%	30%	31%	34%	39%	50%	
EITHE13.1	# KIC success stories	20	20	20	20	20	20	20	140

(6) EIT Food:

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

Strategic Objectives:

Overcome low consumer trust: by engaging citizens to promote an appreciation of food 'value' and sustainable 'cost'.

Create consumer-valued food for healthier nutrition: enable individuals to make informed and affordable personalised nutrition choices

Build a consumer-centric connected food system: engage consumers in an integrated food system, making personalised nutrition and more sustainable food choices a reality.

Enhance sustainability through resource stewardship: to transform the traditional linear 'produce-use-dispose' model into a circular bioeconomy. **Educate to engage, innovate and advance:** 'food system' skills for students, entrepreneurs and (SME) professionals addressing specific skill gaps through advanced training programmes.

Catalyse food entrepreneurship and innovation: the creation of start-ups and support of SMEs to unleash their innovation potential

By 2027, EIT Health envisages:

1. That **212,000 people** will actively engage with us to develop healthier, sustainable behaviour;
2. To support the **design** and testing of almost **one thousand innovations**;
3. To support over **1300 graduates** from EIT labelled MSc/ PhD programmes, and engage over **345,000 online learners**;

To support **180 entrepreneurs** into the food system and help scale up over **800 companies** to secure over **350 million euro** investment funding.

Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	# Designed/Tested Innovations	86	90	100	110	120	120	120	746
EITHE02.1	# Marketed Innovations	12	51	65	70	75	75	75	423
EITHE03.1	# Supported Start-ups/Scale-ups	208	120	120	120	120	120	120	840
EITHE04.1	# Start-ups created of/for innovation	5	10	15	20	20	20	20	110
EITHE05.1	# Start-ups created of EIT labelled MSc/PhD programmes	0	8	15	18	20	20	20	101
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (Million EUR)	50.25	50	50	54	62	62	60	388
EITHE07.1	# Graduates from EIT labelled MSc/PhD programmes	27	100	165	180	220	120	320	1132
EITHE08.1	# Participants in (non-degree) education and training	3244	5000	6900	8200	9600	10000	10000	52944
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	5	14	20	20	25	35	40	159
EITHE10.1	# Active KIC Partners	225	240	255	270	285	285	285	1845
EITHE11.1	FS revenues (Million EUR)	5.35	6.95	8.625	10.475	10.85	11.5	12.5	66.05
EITHE12.1	% Co-funding rate	78.7%	77.6%	76.4%	72.4%	70.2%	69.5%	68.4%	72.9%
EITHE13.1	# KIC success stories	20	20	20	20	20	20	20	140

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Designed/ Tested Innovations	86	90	100	110	120	120	120	746
EITHE02.1	#Marketed Innovations	12	51	65	70	75	75	75	423
EITHE03.1	#Supported Start- ups/Scale- ups	208	120	120	120	120	120	120	840
EITHE04.1	#Start-ups created of/for innovation	6	13	18	20	20	20	20	119
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	0	8	15	18	20	20	20	101

EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups	50.25 M	50M	50M	54M	62M	62M	60M	388M
	#Graduates from EIT labelled MSc/PhD programmes	27	100	165	180	220	120	320	1132
EITHE08.1	#Participants in (non-degree) education and training	3244	5000	6900	8200	9600	10000	10000	52944
	# EIT labelled MSc/PhD students and graduates who joined Start-ups	5	14	20	20	25	35	40	159
EITHE10.1	# Active KIC Partners	225	240	255	270	285	285	285	1845
EITHE11.1	FS revenues	€5.35 M	€6.75 M	€8.625 M	€10.475 M	€10.85 M	€11.5 M	€12.5 M	€66.05M
EITHE12.1	% Co-funding rate	78.7%	77.6 %	76.4%	72.4%	70.2%	69.5%	68.4%	72.90 %
EITHE13.1	# KIC success stories	20	20	20	20	20	20	20	140

(7) EIT Urban Mobility

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

Strategic Objectives:

Create liveable urban spaces: Encouraging the development of more efficient and integrated transport systems across various modes.

Close the knowledge gap: The mobility sector is in transformation driven by the demand for safer, cleaner, and more efficient solutions in combination with new enabling technologies and a changed vision regarding the role of the car.

Deploy user-centric, integrated mobility solutions: Ensure the fundamental right of mobility for all and boosting the use of alternative modes of transport, and at the same time addressing air quality and public health concerns.

Accelerate market opportunities: Build an enabling environment in Europe to become the world leader in innovative urban mobility solutions.

Promote effective policies and behavioural change: Act as the change agent for urban mobility policies and behaviour's change by effectively engaging with the citizens in co-creation activities.

By 2027, the KICs envisages to:

1. Become the leading and by far the largest provider of urban mobility specific and targeted education and training in Europe. It will have enhanced entrepreneurial and innovation capacity of education for the transport sector: By 2027 EIT Urban Mobility has educated over **50.000 people in innovation and entrepreneurship, technology implementation**, system transformation and change;
2. Make Europe the leader in sustainable urban mobility transformation and support the **creation of 500.000 new "green" jobs** linked to cycling, public transport and shared Mobility in Europe by 2027;
3. Co-create with citizens and citizen associations in **40 European cities to foster user-centric design** and fast uptake of sustainable urban mobility solutions;
4. Support the increase in the average number of public transport stations per square km (underground/metro stations, bus stops, trams) by 90% of City Club cities from levels of 2021;
5. **Decrease by 100%** in City Club cities the greenhouse **gas emissions derived from the transport sector**;
6. Support the **decrease the car ownership per capita** (registered private cars per capita) **by 80%** of City Club cities from levels of 2024.

Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	# Designed/Tested Innovations	17	30	30	30	35	35	35	212
EITHE02.1	# Marketed Innovations	15	17	20	22	27	30	33	164
EITHE03.1	# Supported Start-ups/Scale-ups	118	100	100	100	100	110	120	748
EITHE04.1	# Start-ups created of/for innovation	19	10	10	10	10	10	10	79
EITHE05.1	# Start-ups created of EIT labelled MSc/PhD programmes	2	4	7	11	14	18	23	79
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (Million EUR)	3	5	8	9	10	11	12	58
EITHE07.1	# Graduates from EIT labelled MSc/PhD programmes	0	50	130	300	450	500	550	1980
EITHE08.1	# Participants in (non-degree) education and training	2700	2700	4100	6000	7500	9000	10500	42500
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	0	2	10	20	30	35	40	137
EITHE10.1	# Active KIC Partners	182	202	223	233	233	243	253	1350
EITHE11.1	FS revenues (Million EUR)	5	6.6	8.4	8.4	9.9	11.2	12.7	62.4
EITHE12.1	% Co-funding rate	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd
EITHE13.1	# KIC success stories	20	20	20	20	20	20	20	140

(8) EIT Manufacturing

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

Strategic objectives:

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

By 2027, EIT Manufacturing aim to:

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

5. Decarbonise manufacturing, by reducing with at least 25% the green-house gas emissions (compared to 2005).

Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	# Designed/Tested Innovations	21	22	28	30	30	30	30	191
EITHE02.1	# Marketed Innovations	11	20	22	23	25	26	27	154
EITHE03.1	# Supported Start-ups/Scale-ups	90	130	171	208	229	252	277	1.357
EITHE04.1	# Start-ups created of/for innovation	2 (0%)	7 (25%)	8 (30%)	10 (30%)	11 (35%)	12 (35%)	12 (40%)	62 (N/A)
EITHE05.1	# Start-ups created of EIT labelled MSc/PhD programmes	0	0	0	4	9	15	18	46
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (Million EUR)	4	9	22	38	41	45	47	206
EITHE07.1	# Graduates from EIT labelled MSc/PhD programmes (thereof women)	0	0	116 (35%)	251 (36%)	388 (38%)	590 (39%)	758 (39%)	2.103
EITHE08.1	# Participants in (non-degree) education and training	642	1.496	2.566	3.902	5.561	7.611	10.136	31.914
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	0	0	16	34	53	83	108	294
EITHE10.1	# Active KIC Partners	132	200	280	300	310	315	320	320
EITHE11.1	FS revenues (Million EUR)	6.594	8.975	12.523	14.262	19.6	21.762	23.733	107.452
EITHE12.1	% Co-funding rate	19%	18%	19%	20%	21%	21%	21%	N/A
EITHE13.1	# KIC success stories	15	20	25	30	30	30	30	180

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Designed/T ested Innovations	21	22	28	30	30	30	30	191
EITHE02.1	#Marketed Innovations	11	20	22	23	25	26	27	154
EITHE03.1	#Supported Start- ups/Scale- ups	90	130	171	208	229	252	277	1357
EITHE04.1	#Start-ups created of/for innovation (thereof by female leaders)	2 (0%)	7 (25%)	8 (30%)	10 (30%)	11 (35%)	12 (35%)	12 (40%)	62 N.A.
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	0	0	0	4	9	15	18	46
EITHE06.1	Investment attracted by KIC supported Start- ups/Scale-ups	4M	9M	22M	38M	41M	45M	47M	206M
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes (thereof women)	0	0	116 (35%)	251 (36%)	388 (38%)	590 (39%)	758 (39%)	2,103

EITHE08.1	#Participants in (non-degree) education and training		642	1496	2566	3902	5561	7611	10136	31,914
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups		0	0	16	34	53	83	108	294
EITHE10.1	# Active KIC Partners		132	200	280	300	310	315	320	1,857
EITHE11.1	FS revenues		€6.594 M	€8.975M	€12.523M	€14.262M	€19.603M	€21.762M	€23.733M	€107,452M
EITHE12.1	% Co-funding rate		19%	18%	19%	20%	21%	21%	21%	N.A.
EITHE13.1	# KIC success stories		15	20	25	30	30	30	30	180

Annex XV: Procurement Plan 2023

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

The overall budgetary allocation reserved for procurements (including budgetary commitments other ongoing contracts) in 2023 amounts to EUR 4 700 000. (For IT services EIT is planning to conclude a new framework contract amounting for EUR 1 000 000)

Administrative appropriations

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

The planned procurement procedures will cover the following main areas/subjects within the administrative budget in 2023, for an indicative amount of **EUR 2 640 000**.

Areas / subjects	Indicative type of contract(s) ³⁷	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
Professional travels	OF	2	Q1-Q4
Medical services (annual check-up, pre-recruitment medical checks)	AMD FWC/OF	3	Q1-Q4
Trainings for EIT staff	SER/OF	10	Q1-Q4
Language courses	OF	2	Q1-Q4
Schooling/kindergarten	SLA	4	Q1-Q4
Interim staff	NEW FWC - NEW NP	12	Q1-Q4
Organization of social events	SER	6	Q2-Q3
Studies and surveys	OF	1	Q2
Organisation of meetings, events (catering, travel, and technical services), e.g. EIT Governing Board and Executive Committee meetings, other meetings	SC/OF/NEW FWC	15	Q1-Q4
Provision of IT services (1st and 2nd level support; software development)	SC/NEW FWC	3	Q1-Q4
Acquisition and renting of IT equipment and software	SC/OF/SUP	13	Q1-Q4
Acquisition of mobiles and landline	SC	3	Q1-Q2
Reception, logistics and building management	OF/SER/SUP/NEW FWC	14	Q1-Q4
External legal advice	NEW SER	3	Q1-Q4

³⁷ 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 2023 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 2 060 000.

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

Subject matter of the contract envisaged (Legal basis: EIT Regulation, H2020 Regulation)	Budget line	Estimated amount (EUR)	Indicative type of contract ³⁸	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
1. Increasing the impact of KICs and knowledge triangle integration					
1.1. Support to existing KICs					
1.1.1. Financial support, strategic supervision and guidance					
Ex-post financial audits / Grant management platform / TFS	3111	314,000	SC/SER/SUP	3	Q1-Q4
1.2. Increasing the regional impact of KICs					
Mid-term evaluation RIS	3115	100,000	SER	2	Q1-Q4
Supporting the entrepreneurial innovation capacity of higher education					
Supporting the innovation capacity of higher education	3300	60,000	SC	1	Q2-Q3
3. EIT cross-cutting activities					
3.1. Communication					
3.1.1. Stronger branding strategy and communication					
Communications Campaign website hosting, migration, technical support enhancement of a web-based tool, brand support	3202	1,545,000	SC	15 SCs	Q1-Q4

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

3.1.4. EIT Alumni					
Alumni Board Meeting Logistics Alumni website hosting and maintenance Alumni projects Alumni FS expert Alumni case studies Alumni President (honoraria and travel) EIT Board Members (honoraria and travel)	3203	80,700	SC/SER	7	Q1-Q4
3.2. Good Practises					
Dissemination of results	3207	30,000	SC	1	Q1-Q4

Annex XVI: External Experts/Awards Plan 2023

EIT concludes expert contracts with external experts to implement operational appropriations (from Title 3).

The overall budgetary allocation reserved for external expert contracts and award in 2023 amounts to EUR 1 700 000.

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

Subject matter of the contract envisaged (Legal basis: EIT Regulation, H2020 Regulation)	Budget line	Estimated amount (EUR)	Indicative type of contract ³⁹	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
1. Increasing the impact of KICs and knowledge triangle integration					
1.2. Support to existing KICs					
1.1.1. Financial support, strategic supervision and guidance					
External experts	3111	1,009,900	EXP	35	Q1-Q4
1.1.2. Enhancing education in the EIT model					
External experts	3112	121,500	EXP	6	Q1-Q4
1.2. Increasing the regional impact of KICs					

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

External experts	3115	38,250	EXP	1	Q1-Q4
1.5. Impact monitoring and evaluation					
Monitoring and evaluation activities	3206	145,800	EXP	12	Q1-Q4
3. EIT cross-cutting activities					
3.1.3. EIT Awards					
EIT Awards 2024	3204	320,000	Awards	1	Q3
3.3. International cooperation					
External experts	3205	9,000	EXP	1	Q3