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eit | European Institute of
Innovation & Technology

A body of the European Union

EIT Programming Document

2022 – 2024

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Contents

Executive Summary

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

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

Building on its strong results, the EIT's plans and activities for 2022 are presented as follows:

EIT Climate-KIC
Accelerate the transition to a zero-carbon economy

EIT Digital
Drive Europe's digital tranformation

EIT Food
Lead a global revolution in food innovation and production

EIT Health
Give EU citizens greater opportunities for a healthy life

EIT Urban Mobility
Smart, green and integrated transport

EIT RawMaterials
Develop raw materials into a major strength for Europe

EIT Manufacturing
Strengthen and increase the competitiveness of Europe's manufacturing industry

EIT InnoEnergy
Achieve a sustainable energy future for Europe

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 supervision and monitoring of the KICs and increasingly focusing attention to their financial sustainability and their gradual transition to financial independence from the EIT. The EIT will facilitate shared services towards the KICs and exchanges of experiences and good practices between KICs and foster collaboration between them (cross-KIC activities) on both thematic and horizontal topics, such as the reinforcement of the EIT Label.

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

In order to contribute to addressing new and emerging global challenges, the EIT has launched the Call for Proposals for the new KIC in the field of Cultural and Creative Industries in 2021. The new KIC will be selected and designated in June 2022.

2. Supporting the innovation and entrepreneurship capacity of higher education

The EIT will implement activities through the KICs in an open and targeted way which will aim at increasing the innovation and entrepreneurship capacity of higher education in order to integrate a wider number of Higher Education Institutions (HEIs) in innovation value chains and ecosystems. These activities will complement the intervention of the EIT on education as a core part of the Knowledge Triangle Integration activities of KICs, in particular through making them more open and accessible to non-partners of the KICs. The specific details of the implementation and delivery mechanism process were developed in 2021, will be fine-tuned in 2022-2023, and will be subject to monitoring and evaluation during this pilot phase before further upscaling.

3. EIT cross-cutting activities

Building on its broad scope of action and distinctive role, the EIT will create synergies and provide complementarities with other EU programmes and instruments, such as the European Innovation Council, by reinforcing its support to KICs in their planning and implementing activities. The EIT, as integral part of HE, will complement the programme by promoting innovation, education and scaling up new businesses across the European Union.

To further increase its visibility, the EIT will continue to focus its communications activities in 2022 on increasing the level of awareness of the EIT Community's activities and achievements among external stakeholders by implementing the EIT's Communications Strategy, increasing transparency and openness of the EIT. The 2022 Stakeholder Forum and EIT Awards will be organised to increase opportunities for targeted communication opportunities and interaction and exchange of ideas with the broader innovation ecosystems in Europe and other stakeholders, showcasing EIT success.

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

In 2022, the EIT will continue to focus its overall strategy and processes to analyse and assess results and impacts of all EIT Community activities pursuing the EIT's culture of lessons learnt and evaluation, which leads to constant improvements. At the same time, the EIT will implement its Impact Framework (2021 – 2027) through data collection and impact assessment methodology. In addition, EIT will pursue to improve gender balance in diverse EIT governance bodies and among beneficiaries. This work will be performed in close collaboration with the KICs and key EIT stakeholders.

List of acronyms

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

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

Mission statement

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

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

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

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

The EIT will contribute to Horizon Europe 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 is foreseen to launch two additional EIT KICs between 2021 and 2027. The estimated financial needs of the EIT in 2022-2024 are approximately EUR 1.2 billion.

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

Section I – General context

Europe's largest innovation community

- 2 000+ PARTNERS across Europe
- 1 284 companies including SMEs
- 269 higher education institutions
- 193 cities, regions and NGOs
- 310 research centres

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

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

EUROPE'S TRIED, TESTED AND PROVEN INNOVATION ENGINE

- 64 Innovation Hubs across Europe
- 2 900+ Partners across Europe
- 3 800+ Ventures supported
- 1 400+ New products and services
- 3 800+ Graduates completing EIT programmes
- 13 000+ Jobs created
- 3.9B€ Investment raised by EIT ventures

*figures August 2
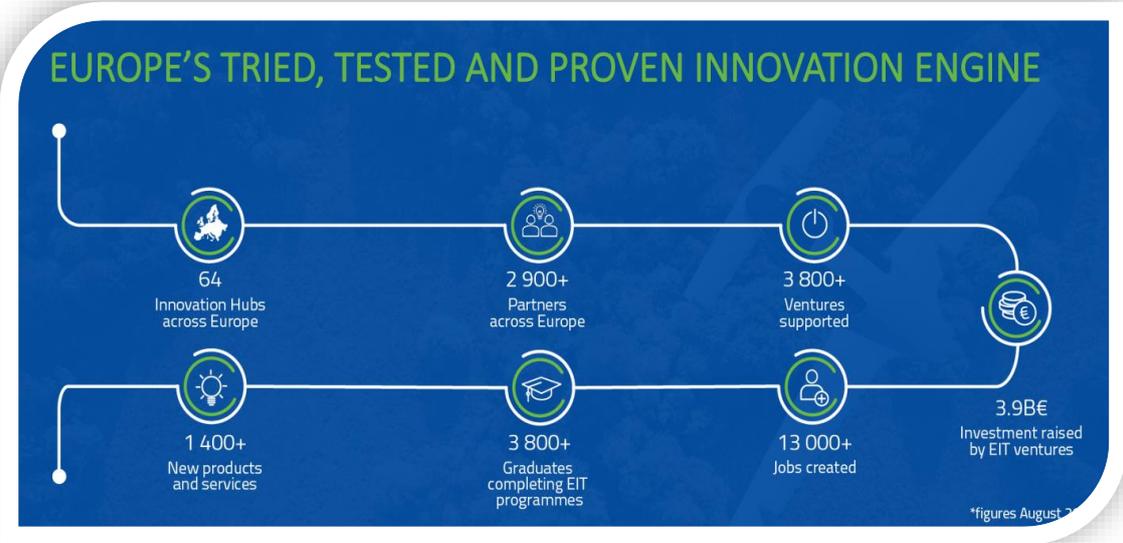
With the adoption of Horizon Europe, the EU institutions made a firm commitment to raising further Europe's innovation potential to be able to respond to the challenges of the future. The EIT's distinctive role in fostering innovation by bringing together business, education, research, public authorities, civil society, and other stakeholders is reinforced by its positioning in the Innovative Europe Pillar of Horizon Europe. Horizon Europe reflects the growing ambition of the EU on innovation and the necessity to deliver on it.

During the programming period 2022-2024, the EIT will contribute to the overall achievement of Horizon Europe's scientific, economic/technological and societal impacts. It will continue to strengthen innovation ecosystems that help to tackle global challenges, by fostering the integration of the knowledge triangle in the areas of activity of the EIT KICs. This integration takes place primarily via excellence-driven autonomous partnerships, the EIT KICs, which foster innovation and entrepreneurship by bringing together excellent organisations on a long-term basis around societal challenges. Based on existing European excellence, the EIT KICs will continue to build upon and create new ecosystems tackling fragmentation and duplication of efforts across borders to generate critical mass, enhance and strengthen collaboration, optimise the use of human, financial and physical resources, and attract top talent from all over the world. The Horizon Europe Strategic Planning process will ensure closer alignment between the EIT activities and the rest of Horizon Europe. EIT will support the KICs in their endeavours to take into account the Horizon Europe Strategic Plan 2021-2024 when developing their Business Plans. Furthermore, EIT will monitor the KICs' commitments and progress towards the United Nations 2030 agenda for Sustainable Development Goals (UN SDGs).

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

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

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

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

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

The EIT will continue contributing to the political priority 'Digital Single Market' by fostering European innovation and entrepreneurship in the field of information and communication technologies. The EIT Community also prominently delivers in the Digital Education Action Plan and looks forward to continue and scale up its contributions to it. EIT Digital is designed to support the development of breakthrough ideas and facilitate their placing on the market by providing a place for students, entrepreneurs, SMEs, start-ups and business actors to meet, exchange ideas and turn them into marketable innovations. The EIT also strongly contributes to the European Commission's priorities on Energy Union and Climate Action. Through EIT Climate-KIC, the EIT integrates research efforts focusing on climate change adaptation and mitigation. Thus, the EIT stimulates climate change entrepreneurship among students and professionals through educational activities that seek to foster the development of innovation conducive to sustainable development. The EIT also participates in the effort to develop sustainable energy through EIT InnoEnergy. EIT InnoEnergy's strategy to achieve sustainability entails reducing the cost of energy in the value chain, increasing energy security and reducing CO_2 and other greenhouse gas emissions. This benefits citizens directly by encouraging the supply of cheap, secure and sustainable energy.

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

EIT Food aims to develop a highly skilled food sector, which collaborates with consumers to provide products, services and new technologies, which deliver a healthier lifestyle for all European citizens, thereby contributing to the EU's Food 2030 strategy as well. In December 2019, the EIT launched EIT Manufacturing, which boosts the global competitiveness and attractiveness of Europe's manufacturing sector by championing radical innovation and entrepreneurial talent, and EIT Urban Mobility, which reimagines collective and individual mobility, shaping it according to local needs, supporting communities and stimulating the economy.

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

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

Section II – Multi-annual programming 2022-2024

1. Multi-annual objectives

The EIT's **overall objective** is to contribute to the development of the European Union's and the Member States' innovation capacity. As of 2022, the EIT will continue to support its KICs to strengthen the innovation ecosystems that tackle global challenges. It will do so by fostering the integration of education, research and business, thereby creating environments conducive to innovation, and by promoting and supporting a new generation of entrepreneurs and stimulating the creation of innovative companies in close synergy and complementarity with the EIC. In particular, the EIT will:

  (1)   Strengthen sustainable innovation ecosystems across Europe;

  (2)   Foster innovation and entrepreneurship through better education;

  (3)   Bring new solutions to global challenges to the market.

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

  ✓   Increase the impact of the EIT KICs and knowledge triangle integration;

  ✓   Increase the innovation capacity of the higher education sector by promoting institutional change in Higher Education Institutions (HEIs);

  ✓   Increase the regional and local outreach of the EIT and its KICs in particular by including a wider range of stakeholders in order to address disparities in innovation capacity and to enhance knowledge and innovation diffusion across the Union.

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

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

Table 1

By delivering on these objectives, the EIT will contribute to the overall achievement of Horizon Europe's scientific, economic/technological and societal impacts. It will continue to strengthen innovation ecosystems that help to tackle global challenges, by fostering the integration of the knowledge triangle in the areas of activity of the KICs. They shall establish and implement strategies for achieving financial sustainability to be able to ultimately finance their knowledge triangle activities independently of contributions from the EIT, aligned to the EIT's SIA 2021 – 2027.

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

(1) economic/innovation impact by influencing the creation and growth of companies, as well as the creation of new innovative solutions to address global challenges, creating direct and indirect jobs and mobilising other public and private investments;

(2) scientific and educational impact by strengthening human capital in research and innovation, enhancing innovative and entrepreneurial skills both at individual and organisational levels and fostering the diffusion of knowledge and innovation openly within society;

(3) societal impact by addressing EU policy priorities in the fields of climate change, energy, raw materials, health or food through innovative solutions, engagement with citizens and end-users and by strengthening the uptake of innovative solutions in these areas in society.

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

In order to contribute to addressing new and emerging global challenges, the EIT will launch a new KIC in the field of Cultural and Creative Industries (CCIs) in 2022. The EIT will encourage the new KIC to exploit synergies with the New European Bauhaus initiative which will act as an incubator for innovation and creativity to drive sustainable design across Europe and beyond. Based on the EIT SIA, 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 and simplifying and streamlining the process. Together with its KICs, the EIT will also extend the EIT Label concept and philosophy to lifelong learning activities involving and reaching out to a wider target group of students, adult learners and institutions beyond the existing KIC partners. The application of the EIT Label beyond the EIT Community will have a more structuring effect at all levels. In addition, the EIT will also aim for having a more structured effect at the institutional level. In line with the EIT SIA 2021-2027 and the Regulation establishing HE, the EIT will launch a new initiative to support the innovation and entrepreneurship capacity building of European Higher Education Institutions (HEIs).

According to the provisions in the recast EIT Regulation and the EIT SIA, in 2021 the EIT initiated the seven-year review (2015-2021) of second wave KICs (EIT Health and EIT RawMaterials) with a view to conclude it in 2022. The seven-year review (2017-2023) of third wave KIC (EIT Food) will be initiated in 2023 and finalised in 2024. The objective of the seven-year reviews is to assess the EIT KICs' delivery of the strategy, main results and impacts from their designation until the end of year seven of their designation. Based on a positive outcome of the reviews, the EIT may extend the KIC Partnership Agreement (applicable under the Horizon Europe framework, called Framework Partnership Agreement under the H2020 framework) for an additional seven years and therefore

continue its financial support to these KICs. In 2022 the EIT will implement the three-year review of the fourth wave KICs (EIT Urban Mobility and EIT Manufacturing).

In addition, a concept must be in place for the first 3-year review according to the new Horizon Europe provisions, i.e., for EIT Manufacturing and EIT Urban Mobility to be covered for conclusion in 2022.

Meanwhile, the first wave KICs (EIT Climate-KIC, EIT Digital and EIT InnoEnergy) will reach their 15-year period by 2024. Hence, in 2023, the EIT will start the 15-year review of these EIT KICs with the objective of assessing their performance over their 15-year lifecycle and possibly signing memoranda of cooperation for the post-year 15 period.

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

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

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

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

2. Multi-annual programme

2.1. Increasing the impact of KICs and knowledge triangle integration

A reinforced role of the EIT, through a focus on actions where it will add value at the EU level and contribute to achieving the objectives of Horizon Europe, will guide the EIT activities from 2022 to 2024. First, the EIT will continue to support Europe's innovation capacity and ecosystems through the EIT KICs, their further development and expansion, and the launch of new EIT KICs. Secondly, building on its experience with knowledge triangle integration, the EIT will directly support the development of the higher education sector's entrepreneurial and innovation capacity. Through more effective cross-cutting measures, the EIT will also ensure that its impact at the EU level increases. Finally, the EIT will improve its operations in several areas to increase its effectiveness, efficiency and impact, in line with the EIT recast Regulation and the HE Regulation.

As of 2021, the EIT introduced its Impact Framework, which will further strengthen in 2022 its impact-focused approach. This framework includes improved Key Performance Indicators (KPIs) that encompass the entire impact pathways of the EIT and its KICs in line with Horizon Europe Framework Programme indicators.

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

The EIT will ensure that in accordance with the EIT RIS Implementation Framework (2022-2027) the transparent establishment of RIS Hubs will be used to attract and facilitate the integration of potential new partners that add value to the KICs, thus extending 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 also support its KICs in the development and effective implementation of intellectual property frameworks aimed at facilitation of income generation, which will contribute to the EIT KICs' financial sustainability, besides all other income-generating activities in Education and Business Creation, as well as focused and targeted efforts from EIT KICs to secure co-funding for their portfolio of activities. The EIT will work closely and actively with the EIT KICs so they improve their long term financial sustainability prospects, in line with the revised EIT financial sustainability principles and the legal framework and requirements set for EIT and the EIT KICs within Horizon Europe.

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

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

Complementing our effort in education so far, the SIA 2021-2027 has introduced the new specific ambition for the EIT - to support the development of innovation capacity in higher education, which will continue to be implemented through the KICs in 2022. Through the knowledge triangle integration model, the EIT is bridging the persistent gap between higher education, research and innovation. In particular, the EIT is a key tool for the development of human capital through its distinctive focus on entrepreneurial education. However, the impact of the EIT must be further extended beyond the KICs' partners. Higher education institutions across Europe need to

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

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

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

The EIT will also continue supporting women entrepreneurship and leadership (WEL) activities at all age levels. In this regard the EIT will, through its KICs, continue its contribution to Action 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 and in particular in European countries defined as modest and moderate innovators (according to the European Innovation Scoreboard).

2.1.1   Support to existing KICs

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

This will be implemented on the basis of individual KIC Strategic Agendas (SAs) which are the overarching documents of a strategic character and cover all KIC activities regardless of EIT funding while also outlining the KICs' strategic objectives and targets, designed according to the SMART methodology and closely reflecting the EIT's 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 support its KICs. It will monitor and analyse their performance and ensure that they deliver towards the objectives of the EIT and the Horizon Europe Programme. Beyond financial support, based on lessons learned, the EIT will provide strategic supervision to KICs as well as guidance on horizontal and specific issues, including the establishment of synergies within Horizon Europe and other EU initiatives. In particular, the EIT will support KICs in establishing interfaces and fostering joint activities with relevant European Partnerships and other EU initiatives and programmes.

The EIT will ensure that its KICs apply all relevant principles, such as openness and transparency, financial sustainability, good governance, balance between the different sides of the knowledge triangle, etc. KICs will be encouraged to consistently provide complete and transparent information about the affiliation of their KIC

Supervisory Board Members and to publish their declarations of conflict of interest. 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 with a view to facilitating their adaptation to the changes made to the funding model as of 2021. Furthermore, the EIT will intensify monitoring of the KIC's financial sustainability strategies and will introduce appropriate indicators to assess the KICs' progress towards their financial sustainability.

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

Furthermore, the EIT will continue to monitor that at last 35% of the EIT budget are invested in climate-related objectives and will also put in place mechanisms to support the KICs in tracking the expenditure in the areas of biodiversity, clean air, digital transition (including artificial intelligence), health, and contribution to sustainable development goals.

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

2.1.1.2. Enhancing education programmes

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

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

2.1.1.3. Enhancing collaboration among KICs

The EIT will encourage the KICs to join forces and to design and implement added value joint (cross-KIC) activities on both thematic and horizontal topics. Through these activities, the KICs will explore potential synergies, valorise

their joint innovation potential, develop new innovation delivery mechanisms, promote the EIT KIC model, increase the EIT's visibility, ensure efficiency gains and support other strategic priorities. The activities will provide long-term valorisation and will be beneficial across the EIT KICs. The EIT will boost such activities and take an active part in defining the content and structure of cross-KIC activities. It will monitor the implementation of cross-KIC activities as well as the results achieved, with the aim of making those activities an integral part of the EIT KICs' strategies.

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

Action lines	Targets	Implementation year		
		2022	2023	2024
Financial support, strategic supervision and guidance *(for 2022, see Section III.2, Operational activities II: EIT Impact, priority 2.5 Enhancing impact of the EIT Ecosystem)*	✓ Strengthen innovation ecosystems by providing strategic supervision and financial support to KICs, based on lessons learned	X	X	X
	✓ Ensure that KICs develop and implement an impactful strategy, progress towards financial sustainability and create interfaces, collaboration and synergies with European Partnerships, and programmes	X	X	X
Enhancing education in the EIT model *(for 2022, see Section III.2, Operational activities II: EIT Impact, priority 2.1 Deliver impactful education objectives)*	✓ Implementation of the improved EIT Label Framework, including a more effective quality assurance mechanism, including external recognition and accreditation of the EIT Label	X	X	
	✓ Extend the EIT Label to lifelong learning activities involving and reaching out to a wider target group of students, adult learners and institutions	X	X	X
Enhancing collaboration *(for 2022, see:* *Section III.1 Operational activities I: KICs Impact Operational;* *Section III.2, Operational activities II: EIT Impact)*	✓ Incentivise strategic and thematic collaboration and support continuous exchanges of knowledge among all KICs through the implementation of cross-KIC Knowledge Triangle integration activities	X	X	X
	✓ Development and increased use of shared services	X	X	X

Table 2

2.1.2 Increasing the regional impact of KICs

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

Strategies. As of 2021, the EIT RIS was fully integrated into the EIT KICs' multi-annual strategies, thereby, facilitating stronger participation in the EIT KICs' activities and networks across the whole of Europe. In 2022 - 2024, 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).

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

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

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

Action lines	Targets	Implementation year		
		2022	2023	2024
Increasing the regional impact of KICs *(for 2022, see Section III.2, Operational activities II: EIT Impact, 2.2 Increasing the regional impact of the EIT Community)*	✓ Ensure that KICs have an inclusive approach aiming at strengthening their relationship with national, regional, and local innovation actors	X	X	X
	✓ Ensure EIT RIS activities deliver on increased regional impact and are fully integrated into KIC's multi-annual strategies	X	X	X

Table 3

2.1.3 Impact monitoring and evaluation

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

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

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

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

Subject to an in-depth independent study in close cooperation with the Commission and by the end of 2023, the EIT will define its relations with the KICs that will stop receiving an EIT grant in the course of the 2021-2027 programming period, i.e. EIT Climate-KIC, EIT Digital and EIT InnoEnergy. As mentioned above, subject to a positive outcome of the final review, the EIT may conclude a "Memorandum of Cooperation" with each of these KICs. These Memoranda should include, inter alia, rights and obligations in relation to future involvement in activities linked to the EIT.

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

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

In addition, the EIT launched and rolled out, as of 2021, its Impact Framework, which is aligned with the Horizon Europe relevant impact pathways. This framework sets out a solid basis for performing impact evaluations in a systematic manner supported by robust evidence and for the EIT's result-based investment approach. The Framework 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 additional indicators will aim at monitoring the progress and impact over time.

In 2022-2024, 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, including trust, culture and norms. The Good Governance Principles ensure diversity in the composition of the partnership, governance and management teams in particular regarding the gender balance, geographical spread and representation of organisations and individuals from different backgrounds and disciplines (including a proper representation of all sides of the knowledge triangle). The principles aimed at ensuring transparent, independent and effective operation of the Knowledge and Innovation Communities through a clear separation of ownership from operational management, separation of the supervisory functions from operations and integration of checks and balances systems will be further analysed.

Action lines	Targets	Implementation year		
		2022	2023	2024
Monitoring and evaluation of impact (for 2022, see *Section III.1, Operational activities I: KICs Impact Operational, 1.3 Effective monitoring and evaluation strategy and plan to maximise EIT KIC impact, ensuring that KICs become financially sustainable*)	✓ The EIT Impact Framework rolled out	X	X	X
	✓ EIT Monitoring Strategy revised and implemented, adjusted to new multiannual grant agreements	X	X	
	✓ Interim review of EIT Manufacturing and EIT UM	X	X	X
	✓ 7-year assessments final reviews	X	X	X
	✓ Simplification measures implemented	X	X	X
	✓ Good Governance Assessments	X	X	
	✓ The annual assessment of the KIC's adherence to the Principles for Innovation Projects financed by the EIT	X	X	X
	✓ The annual assessment of the EIT KICs adherence to the revised Financial Principles, including EIT KICs Investment Funds, and progress towards Financial Sustainability	X	X	X

Table 4

2.1.4   Launch of new KICs

In order to contribute to addressing new and emerging global challenges, the EIT will launch new KICs in priority fields selected based on criteria assessing, among other aspects, their relevance to Horizon Europe policy priorities, and their potential and added value to be addressed through the EIT model. The launch of the new KICs will take into account the Strategic Planning of Horizon Europe and the budget allocated to the EIT between 2021 and 2027.

Based on the EIT SIA 2021-2027, the first KIC in the field of Cultural and Creative Industries (CCSI) – EIT Culture and Creativity - will be launched in 2022, following the publication of the EIT Call for Proposals on 26 October 2021. Further to the four information seminars in November and December 2021, the EIT will continue to take the efforts to mobilise players and stakeholders in the sectors; this awareness raising, and promotion are essential to ensure the broad stakeholder community is aware of the Call and the opportunities that EIT Culture and Creativity will offer. The relevant selection criteria for European Partnerships defined in Annex III of the Horizon Europe Regulation were included in the KIC Call for Proposals and will be assessed during the evaluation. The designation of EIT Culture and Creativity is foreseen for June 2022.

Action lines	Targets	Implementation year		
		2022	2023	2024
Launching new KICs *(for 2022, see Section III.1, Operational activities I: KICs Impact Operational, 1.4 Successfully launch of EIT Culture & Creativity with high expected impact and state of the art for the EIT model)*	✓ The new EIT KIC in Culture and Creativity designated	X		
	✓ Call for a new KIC prepared for publication in 2024	X	X	

Table 5

2.2.   Increasing the impact of the EIT Community and Ecosystem

2.2.1 Supporting the entrepreneurial innovation capacity of higher education

In 2022, the EIT will implement the new action to support entrepreneurship and innovation in higher education, as introduced in the EIT SIA 2021-2027. In the Pilot phase, the EIT will support higher education institutions with funding, expertise, and coaching, enabling them to develop innovation and entrepreneurship activities. Together with the KICs and the European Commission, the EIT will design and launch activities, in particular, in countries with a lower innovation capacity. In doing so, the EIT will build on successful policy initiatives such as HEInnovate and the Regional Innovation Impact Assessment Framework.

The specific details of the implementation and delivery mechanism process will be further developed and fine-tuned in the years from 2022 to 2024 and will be subject to monitoring and evaluation during this pilot phase before further upscaling. The EIT will play a steering and coordination role in the implementation and monitoring of the activities that will be run by the EIT KICs. Particular attention will be paid to attract HEIs beyond existing KIC partners, ensure an inter-disciplinary and inter-sectoral approach, and establish links with the European Commission Smart Specialisation Strategy, relevant thematic platforms and the EIT RIS, as well as contribute to the **European Education Area**. The EIT will pay special attention to higher education institutions in countries that are moderate and modest innovators in order to reinforce their innovation capacity. The EIT will also link its support to developing innovation and entrepreneurship capacity in higher education to the EIT Label by involving participating HEIs in the use of the relevant elements of the EIT Label.

Action lines	Targets	Implementation year		
		2022	2023	2024
Supporting the innovation capacity of higher education institutions *(for 2022, see Section III.2, Operational activities II: EIT Impact, priority 2.1 Deliver impactful education objectives)*	✓ Launch activities to support the development of innovation capacity in higher education, inter alia through the provision of specific guidance, expertise and coaching to participating HEIs	X	X	X
	✓ Promotion of the new initiative for HEIs from moderate and modest innovator countries to develop their innovation capacities	X	X	X
	✓ Strengthen and widen the scope of the EIT Label beyond the KICs to include the HEIs participating in the action	X	X	X

Table 6

2.2.2 EIT cross-cutting activities

2.2.2.1 Communications

2022 will be a continuation of the transition year 2021 – move to Horizon Europe, the EU Framework Programme for Research and Innovation 2021-2027, and launched enhanced mandate for the EIT, as set in the new EIT Strategic Innovation Agenda (SIA) 2021-2027 and Regulation. This enhanced mandate has significantly impacted communications and stakeholder relations as the EIT maintains relations with existing stakeholders and extends its outreach towards new audiences and stakeholders across the broader EU innovation landscape. Against this backdrop, the implementation of the new EIT Communications and Stakeholder Engagement Strategy in 2022 to 2024 will be essential to drive all relevant activities and to strengthen the EIT's openness and transparency towards stakeholders and citizens across Europe.

Enhanced focus on branding and communication

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

To this end, between 2022 and 2024, the EIT will continue to reinforce its external communications activities. The Institute will promote EIT Community activities and results, helping to increase openness and transparency and increase participation in EIT Community opportunities across Europe. Communication activities will also target audiences not yet aware of, but who could benefit from EIT Community support and help increase Europe's ability to innovate.

The EIT will continue to strengthen its digital communications presence with the development and launch of a new website and additional interactive features in 2022 and 2023, and by maximizing its presence across social media channels. This will support the EIT in its outreach to citizens across Europe, demonstrating the impact of EU investment in research and innovation and the EIT specifically. During this period, the EIT will also continue to

engage with journalists with media relations enabling the Institute to reach a wider range of stakeholders and citizens across Europe.

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

Stakeholder Engagement

Internal EIT stakeholders for the EIT are its Governing Board, management and staff and key external stakeholders are the EIT KICs (Legal Entities and partners from the Knowledge Triangle, as well as students and start ups benefitting from the activities), the European Commission, European Parliament and Member States. Enhanced engagement with key EIT stakeholders will be continued in 2022 in order to achieve a reinforced awareness and visibility of EIT's activities, both within the EU and beyond. In alignment with the new strategy and annual stakeholder engagement plans, the EIT will continue its efforts for a coherent, targeted and timely engagement with its stakeholders. Openness and transparency around EIT's activities will remain the cornerstone of its efforts during 2022-2024, with the aim to fortify trust with and ensure the support of priority stakeholders. This will be achieved through structured dialogue, partnership and interaction.

The EIT Liaison Office in Brussels will continue playing 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. The strengthened approach towards 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 EIT's main platform to promote interaction between the EIT Community and the community of knowledge triangle stakeholders, to increase the visibility of its activities towards business, social partners, civil society and EU citizens, and to recognise the most promising entrepreneurs and innovators in Europe. The Forum will be embedded in the planned EIT summit and the EIT's flagship conference, INNOVEIT.

EIT Awards

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

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

EIT Alumni

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

As such, the EIT Alumni Community helps catalyse the potential of the talent pool of young entrepreneurs, innovators, and change agents that the EIT KICs are educating and training through its different Education and Business Creation activities. The EIT Alumni Community will add its contribution in 2022-2024 to achieving

strategic EIT objectives, such as promoting an entrepreneurial mind-set and enhancing opportunities for innovation and business creation in Europe.

In 2022, the EIT Alumni Community will continue building on its portfolio of services and benefits to its members, ensuring that it brings a clear added-value beyond the individual KICs' alumni communities. It will provide opportunities for sharing knowledge, training, networking, mentoring and implementing joint projects and ventures, especially in cross-thematic areas. Growing its community by including participants from KIC entrepreneurship and innovation activities, and on-boarding members from the younger EIT KICs will remain one of the priorities. The EIT Alumni Community will take an ambassador role in promoting an entrepreneurial mind-set in Europe and beyond and it will also explore opportunities for collaboration with partners around the world that share a common vision.

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

Action lines	Targets	Implementation year		
		2022	2023	2024
Brand management and communications *(for 2022, see Section III.3, EIT Governance and Corporate Communications, priority 3.2 Communications)*	✓ Implementation of the new EIT Communications and Stakeholder Engagement Strategy as part of the overarching communications framework	X	X	X
	✓ Enhanced EIT Community visibility through promotion across corporate communications channels and an emphasis on digital communications tools	X	X	X
	✓ Development of additional new functions on the EIT website	X	X	X
Stakeholder engagement *(for 2022, see Section III.3, EIT Governance and Corporate Communications, priority 3.2 Communications)*	✓ Implementation of the new EIT Communications and Stakeholder Engagement Strategy as per the Annual Stakeholder Engagement Plan	X	X	X
	✓ Organisation of EIT Stakeholder Forum	X		X
	✓ Increased Engagement with Member States via the EIT Member State Representatives Group (MSRG) and EIT National Contact Points (NCPs)	X	X	X

		2022	2023	2024
EIT Awards *(for 2022, see Section III.3, EIT Governance and Corporate Communications, 3.2. Communications and Annex XIII: Implementation of the 2022 EIT Awards)*	✓ EIT Awards	X	X	X
EIT Alumni *(for 2022, see Section III.2, Operational activities II: EIT Impact, 2.5 Enhancing impact of the EIT Ecosystem)*	✓ Impactful EIT Alumni Community's work plan developed and implemented	X	X	X
	✓ Assessment of the activities of the EIT Alumni Community	X	X	X
	✓ EIT Alumni Community's governance enhanced	X		
	✓ Development of sustainability strategy	X		

Table 7

2.2.2.2 Identify and share of good practices with stakeholders

The EIT has a key role in facilitating the dissemination of results and good practices. To this end, the EIT will further develop its role as an institute able 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 and facilitate a cross-KIC exchange.

Action lines	Targets	Implementation year		
		2022	2023	2024
Dissemination of results: Identification and sharing of good practices *(for 2022, see Section III.2, Operational activities II: EIT Impact, priority 2.3 Effectively disseminate results produced by EIT Community)*	✓ Provide guidance and assistance on dissemination related aspects to the EIT Innovation Communities	X	X	X
	✓ Maintain and further develop together with the KICs a structured and coherent approach for disseminating results, lessons learnt and good practices across the EU	X	X	X

Table 8

2.2.2.3 International cooperation

The EIT will seek greater impact of its activities through international cooperation and particularly by coordinating and monitoring closely the EIT Global Outreach Programme. To ensure compliance with the Horizon Europe approach to international cooperation, alignment with the EU Global Approach and coordination with the European Commission, the EIT will update the Strategic Framework on EIT Global Outreach Activities as its main framework for EIT Community activities on international cooperation. The EIT will fully align its international

cooperation objectives to the recent Commission Communication on international cooperation in research and innovation It will also, under the supervision of the EIT Governing Board, set out actions, targets and outputs for the international cooperation plans of the EIT and the KICs, demonstrating clearly their European added value. Through its endeavours, the EIT will aim to foster international cooperation in research and innovation, contributing thereby to the Horizon Europe objectives and the Sustainable Development Goals. Opportunities to engage with and build strategic partnerships at the international level will be explored in a reactive approach, due to capacity restrictions.

Action lines	Targets	Implementation year		
		2022	2023	2024
International cooperation *(for 2022, see Section III.2, Operational activities II: EIT Impact, priority 2.5 Enhancing impact of the EIT Ecosystem)*	✓ EIT Global Outreach Hubs contribute to EIT's objectives	X	X	X
	✓ Engagement with international organisations and non-EU countries via different formats	X	X	X

Table 9

2.2.2.4 Synergies and complementarities with other programmes

In the period 2022-2024, the EIT will ensure strong synergies with other initiatives under the Horizon Europe programme and other EU programmes. In particular, the EIT will promote and facilitate synergies with EC Policy DGs and other EU programmes and bodies (notably but not exclusively: DG RTD, DG EAC, DG GROW, the Joint Research Centre, EIC, EASME, the European Structural and Investment Funds, the European Social Fund Plus, Erasmus, Digital Europe Programme, InvestEU, Creative Europe, COSME, Horizon Europe missions, EUIPO and the Copernicus Programme) for the integration of Knowledge Triangle.

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

- **Erasmus** and the EIT will work together to establish synergies between their respective communities. Cooperation will be geared towards ensuring access for Erasmus students participating in KIC partner higher education institutions to the EIT KICs' summer schools or other relevant training activities (for instance, on entrepreneurship and innovation management) and establishing contacts with the EIT Alumni network. Cooperation activities in 2022-2024 may also include delivery of training by EIT KICs to academic staff for curricula integrating entrepreneurship and innovation, as well as testing, adoption and scaling up of innovative practices developed within Erasmus networks (like the Knowledge Alliances between higher education institutions and businesses) by the EIT KICs and vice-versa. Synergies will also be sought, where possible, with the European Universities initiative that could help mainstream EIT's educational activities, in particular the development of digital skills and STEM studies, to reach a systemic impact.
- In the period 2022-2024, the EIT KICs' CLCs will continue collaboration with the **European Digital Innovation Hubs** to support the digital transformation of the industry and public sector organisations. Feasibilities will be explored to use infrastructures and capacities developed within the Digital Europe Programme (DEP) by the EIT KICs in education and training, as well as for testing and demonstration purposes in innovation projects.
- In the same period, the EIT KICs, through their CLCs and RIS Hubs, will also promote **regional and cross-regional cooperation** between the knowledge triangle actors and managing authorities, in synergy with interregional cooperation and investments along value chains in related smart specialisation priorities areas, and the work of the thematic smart specialisation platforms.
- The EIT will also explore contributing to the skills development initiatives under the **Cohesion Policy Funds** through an exchange of good practices. EIT KICs will promote the collaboration with the Smart Specialisation Platforms, particularly the projects having experience in working with the Managing Authorities of Cohesion Policy Funds to facilitate synergies between EIT resources, Cohesion Policy Funds and other European, national and/or regional programmes. Synergies should ensure the coherence of EIT's actions with the actions supported in particular through the Cohesion Policy Funds, the Union's Blueprints for Sectoral Co-operation, and the Centres of Vocational Excellence in order to contribute to a common vision and shared objectives, to create critical mass and increase the effectiveness and impact of EIT's activities.
- EIT will encourage KICs to develop synergies with the Clean Hydrogen Alliance and the upcoming Renewable and Low Carbon Fuels Alliance. Additionally, following the conclusion of a Contribution Agreement with the European Commission (DG EMPL) in 2021, the EIT will award an **European Social Fund Plus** grant (as part of the REACT-EU programme) to support the development of the European Batteries Alliance Academy in order to assist Member States in ensuring the quality of skills development in the area of batteries, in particular by extending the learning repository, updating and improving learning resources, building a certification of learning and training programmes and by building the capacities of ESF Managing Authorities.
- The EIT KICs will also seek the collaboration of the **InvestEU** Advisory Hub to provide technical support and assistance to ventures supported by the EIT KICs for the preparation, development, and implementation of projects. The EIT KICs will contribute to feeding the InvestEU Portal to bring investors closer to ventures supported by the KICs, in close collaboration with Commission services. Further, the EIT will seek to strengthen synergies and complementarities, and where appropriate to formalise protocols of collaboration, with the EIB and EIF, with a view to facilitate investments into KICs' ventures to scale them up at European and global levels.
- The EIT will also encourage KICs, in particular EIT Food and EIT Urban Mobility, to seize synergies and ensure complementarities with the **European Innovation Partnership for Agricultural Productivity and Sustainability (EIP-AGRI)** and the **European Urban Initiative (EUI).**
- Following the launch of the EIT KIC on CCIs in 2022, the new EIT KIC will aim to develop synergies and complementarities with the **Creative Europe Programme**.
- Finally, through the **Member States' Representatives Group**, which will meet at least twice a year, the EIT will ensure appropriate communication and flow of information with Member States and Horizon Europe associated countries, inter alia, with the aim of ensuring the alignment of activities with national and

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

- Since 2021, the EIT also contributes to the New European Bauhaus via a dedicated cross-KIC project, which is already supported by several KICs and expected to continue to expand its results and impact. As part of it the **EIT Community Booster** started to support European start-ups and scale-ups driving sustainable change for cities, industries, climate, food, well-being, and overall quality of life fostering the **New European Bauhaus** transformation to accelerate their growth. This initiative is coordinated by EIT Digital and includes EIT Climate-KIC, EIT Food, EIT Manufacturing, and EIT Urban Mobility. Launched by the European Commission, the New European Bauhaus translates the **European Green Deal** into a tangible, positive experience in which all Europeans can participate and progress together. With this in mind, the EIT Community Booster is set to identify and support the start-ups and scale-ups integrating the three core dimensions of the New European Bauhaus:

1. **sustainability**, from climate goals, to circularity, zero pollution, and biodiversity;

2. **aesthetics**, quality of experience and style, beyond functionality;

3. **inclusion**, from valorising diversity, to securing accessibility and affordability.

Action lines	Targets	Implementation year		
		2022	2023	2024
Synergies and complementarities with other programmes *(for 2022, see Section III.2, Operational activities II: EIT Impact, 2.2 Increasing regional impact of the EIT Community and 2.5 Enhancing impact of the EIT Ecosystem)*	✓ Initiate most impactful priority synergies with other EU programmes	X	X	X

Table 10

3. Human and financial resources outlook for the years 2022 – 2024

3.1 Overview of the past and current situation

1. Staff population overview for 2021[2]

The EIT has essentially achieved full staffing through a series of measures that were implemented in the last two years and substantially improved the staff management, recruitment process, 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 the positive trend, concerns still remain with the generally low correction coefficient for Hungary (76.10% in 2021) and its continuous annual fluctuations, which contributes to the difficulties in attracting the best possible candidates, thus offering a less competitive salary package.

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[2] EIT Staff population overview at 31 December 2020

Information on the 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 management, communication and administrative assistance). Further information on the planned resource allocation for operational activities for 2021-2023 is provided in Annex II.

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

2. *Expenditure for 2021*

The evolution of expenditure for the action areas in 2021 is provided in Table 2 of Annex III.

3.2 Resource programming for the years 2022 - 2024

3.2.1 Financial resources 2022 - 2024

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 2022 - 2024

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

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

The EIT's tasks have been growing significantly over the past years. While the EIT managed three Knowledge and Innovation Communities (KICs) from 2010 to 2014, two new KICs started their operations in 2014, a further one has been designated in 2016 and two new ones in 2018. The amount of grant managed by the EIT has increased from 26 million euros (2010) to 600 million euros (2020), while the number of beneficiaries (KIC Partners) has increased from 73 (2010) to more than 2000 (2020). This has naturally led to additional work to ensure legality and regularity of transactions and compliance with the principles of sound financial management. In addition, the EIT has taken onboard new activities to develop its strong innovation potential, to support KICs' financial sustainability and attract funding for the EIT and its KICs under the European Fund for Strategic Investments (EFSI) and invest further into innovative companies, the EIT Regional Innovation Scheme for areas in Europe with lower innovation capacity and outreach and synergies with other programmes and bodies such as the EIT's cooperation with the Joint Research Centre and Copernicus programme. Following its education review, the EIT also has identified further potential for it to lead the transformation of human capital in Europe and contribute to the skills agenda in the areas of entrepreneurship and innovation.

The EIT Strategic Agenda 2021-2027 has reinforced and enhanced the EIT's mandate. However, creating new KICs, launching new activities to increase the innovative capacities of Higher Education Institutions or a reinforced role in EIT RIS should also see an increase in the current staffing capacity. The EIT will not be able to take further new tasks, which were not foreseen in the initial establishment plan of the EIT, without additional resources. This means that the potential for innovation and the contribution to growth and competitiveness that could be provided by the EIT across the EU will not be fully exploited.

This identified issue was analysed by the European Commission's Internal Audit Service ('IAS'), when performing an audit on human resources management at 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[3]. All selected organisations have grant management (direct management) and related activities (e.g. policy feedback) as their main operational process. Each of these entities have different characteristics such as organisation and governance, size, budget, complexity and diversity of the programme portfolio managed, etc. As a result, the exercise enabled IAS to gain understanding of the context and provide meaningful insight into the situation of the EIT in terms of staffing level. The auditors conducted an examination of two aspects (ratios) that were also used by the agencies the Commission 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), and
   b) budget per head (funds managed per person).

The result of this analysis for the period 2017-2019 is shown in graph below taking the average numbers of the three years. As an outcome of this examination, it was identified by IAS that:
   - the **EIT is more cost-efficient and manages more funds per staff than the other 5 EU entities**, with the exception of INEA;
   - **without reinforcing the 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);
   - the **EIT should consider options to increase the proportion of staff allocated to operational functions**;
   - the **EIT should continue its efforts and work together with the partner DG of the Commission, DG EAC, aiming at achieving an improved working environment promoting a better and healthier work-life balance**.

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[3] 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.

Legend:
- Ratio between the administrative and operational budget (%)
- Budget per head (million, EUR)
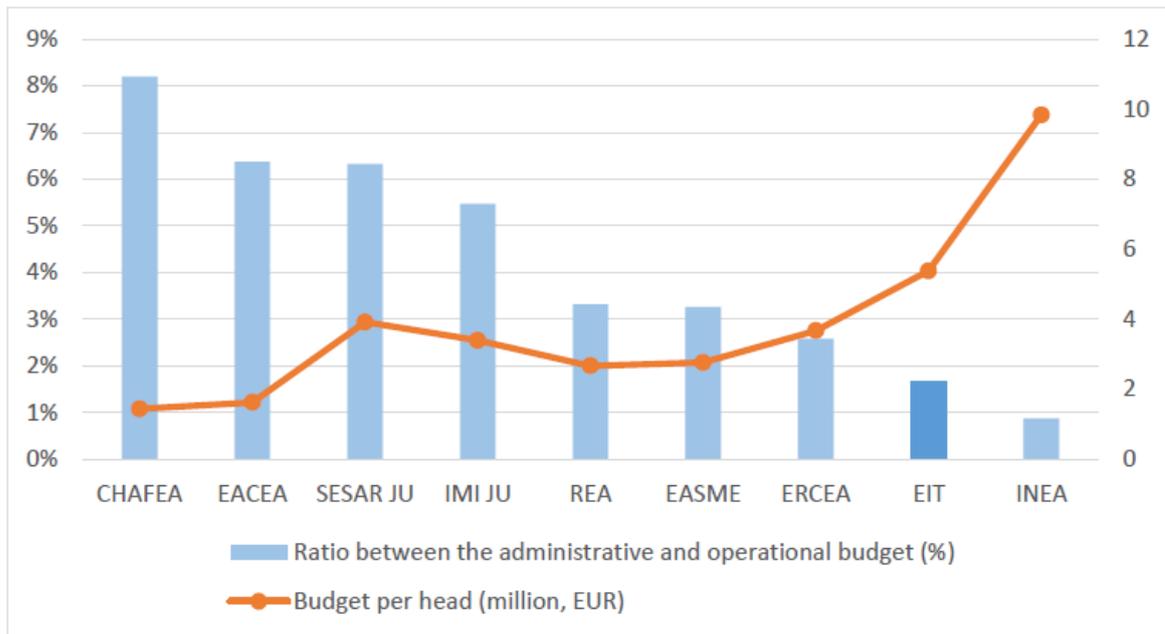
In order to address the structural problems identified above, and to be able to effectively carry out the new tasks described above and to manage the growth of existing tasks, the EIT shall request the approval of 8 additional posts from 2023. Moreover, already in 2022, to be institutionally fit for purpose, the EIT will adjust its organisation within the current establishment plan to reflect its objectives and strategic priorities under the new Strategic Innovation Agenda 2021-2027, which was adopted in May 2021.

C) Efficiency gains

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

In the area of grant management, the EIT set up a Task Force for Simplification in 2015, with the involvement of KICs, in order to reengineer the grant-related business processes to reduce unnecessary administrative burden while maintaining a high level of assurance. As a first result, the EIT introduced a revised, "first time right" system for the assessment of KIC reports as from 2016. This revised process is estimated to have led to an efficiency gain of 0.5 FTE on an annual basis, which was absolutely necessary in 2016 to be able to ensure an appropriate assessment of KC reports and a high level of assurance despite the EIT's limited human resources. During 2020, the EIT will continue to implement its simplification strategy aimed to align and optimise EIT/KIC business processes to reduce unnecessary administrative burden and controls, improve predictability and timeliness of

decisions, coherence, clarity while increasing the focus on results; and to improve the internal processes through a thorough review, clarification and simplification of financial circuits, actors and procedures underlying transactions and improved use of IT tools. This has been accompanied by a streamlining of the EIT's organisational structure in 2017. Furthermore, the EIT initiated structured cooperation with the Common Support Centre in November 2017 with the aim to rely more on the accumulated knowledge and experience of the European Commission in implementing Horizon 2020.

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

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

As the EIT's request for additional posts for 2022 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 the available resources more efficiently and effectively. The new organisational structure of the EIT, as presented in Annex I, will enable the EIT to focus better on delivering on the new ambition and strategic objectives set out in the EIT Strategic Innovation Agenda 2021-2027. The EIT will transition to a more effective organisational structure in two steps: the first phase will be implemented in 2022 within the existing establishment plan and once the EU has approved reinforcements for the EIT, it will implement the second phase that allows it to reach the necessary capacity to deliver on the enhanced ambition, budget and mandate under its Strategic Innovation Agenda 2021-2027.

Furthermore, the EIT will implement the following actions to achieve further efficiency gains and to successfully implement its 2022 work programme:

- Focused recruitments and retraining to address capacity gaps at EIT (e.g. investment, entrepreneurship education competence), incl. strengthened management capacity, mobility, diversity;
- Further outsourcing of some activities (via experts, consultants, shared services, cross-KIC, interim staff);
- Sharing services with other agencies or outsource some services (e.g. archiving, IT security etc.);
- Targeted use of interim staff and trainees, an additional request for national experts and Commission secondments. In particular, the EIT will use a limited number of interim staff for an extended period, in line with the applicable legislation, in order to be able to deliver on its ambition;
- Simplify internal processes and review procedures in view of the new EIT Regulation and Strategic Innovation Agenda;
- Achieving efficiency gains, especially in grant management (e.g. portfolio monitoring, sample-based verification of KIC activities, new IT tools);

- Transition of the EIT's Internal Audit Capability into KIC monitoring and supervision resource.

D) Negative priorities/Decrease of existing tasks

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

The EIT will also rationalise further the KICs supervision, that is monitoring of the KIC activities will be focused on targeted activities and implementation process rather than checking 100% of KIC activities (KAVAs).

In 2022, in order to achieve the set strategic objectives, further deliver impactful results and successfully finalise the transition to Horizon Europe, the EIT has set the following list of negative priorities:

- Limit number of specific KIC monitoring reports (rationalisation of the KIC supervision to priority monitoring activities);
- Launch 7-year review for EIT Food only in 2023;
- Launch EIT Community impact study in 2023;
- Result dissemination cooperation with OECD;
- Focus on priority synergies only, leave others, for 2023
- Focus stakeholder and communication activities to priorities in line with the new strategy to be finalised;
- Launch EUAN Presidency preparations by EIT only in 2023.

E) Redeployment of resources in view of budgetary constraints

The EIT, via internal redeployment of staff, has already concentrated as much as possible the available resources to operational tasks rather than support activities. As outlined in Annex I, the organisational structure has been modified to reflect the efforts to make the organisation leaner, clarify reporting lines and strengthen the focus on the core activities, including closer monitoring and supervision of the EIT KICs. The EIT has been applying short-term internal redeployment of staff in order to address temporary high workload in certain areas and will continue to use and expand this concept by applying a modern staff management tool to increase efficiency and balance out temporary workload differences among different parts of the EIT. This process will continue in two stages in 2022: first to align with the new organisational structure and redeploy resources accordingly in the first half of 2022, second, to further recruit and redeploy resources once the request for additional resources for 2023 has been responded to by the EU institutions.

F) 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	46	40	46	40	46	40	46	40	46
	AST	5	5	5	5	5	5	5	5	5	5	5	5	5	5
TOTAL establishment plan posts		45	45	45	45	45	51	45	51	45	51	45	51	45	51
Other staff (in FTE)															
Contract staff (CA)		23	23	23	24[4]	23	26	23	26	23	26	23	26	23	26
Seconded National Experts (SNE)		2	2	2	2	2	2	2	2	2	2	2	2	2	2
Total other staff		25	25	25	25	25	28	25	28	25	28	25	28	25	28
TOTAL EIT STAFF		70	70	70	71	70	79	70	79	70	79	70	79	70	79

Table 11

[4] 1 CA post under the EBA Academy implementation from 2022 to 2025.

Section III – Work programme 2022

1. 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 the fragmentation in the innovation field and accelerating market uptake. A KIC is designed to generate a critical mass of excellent innovators and entrepreneurs, strengthens collaboration across sectors, optimises the use of human, financial and physical resources, and attracts top talent. In essence, a KIC carries out a whole range of activities covering the entire innovation value chain including, amongst others, education and training programmes, research and innovation projects, incubation and scaling up of start-ups; all of these activities integrated and focused on addressing a societal challenge.

1.1 Complete the EIT's transition to Horizon Europe

Objective: Setting up a new grant implementation model from the 2023 grant cycle in order to efficiently deliver on the EIT's strategic objectives whilst maintaining high degree of compliance and full alignment with Horizon Europe.

Overarching KPIs:
1. Adoption of new grant implementation model (incl. multiannual cycle, cascade grants, portfolio approach, internal methodology);
2. Revision and finalisation of EIT-KIC legal agreements (MGA);
3. Putting in place a common data model and a common IT system that meets all reporting needs by EIT from KICs;
4. Timely and effective launch of call for grants and financial allocation 2023-2025 under the new implementation model;
5. Positive feedback on the new simplified and fit for purpose multiannual cycle by key stakeholders, in particular EC and KICs.

Actions	Indicator [KPI]	Target	Main outputs
#1 Launch of call for multiannual grants (2023-2025) in eGrants, based on new model	Grant allocation methodology approved, and call invitation launched in e-Grants, including BPs, Cross-KIC and HEI which will be identified as separate topics under the same call	EIT GB approval of the grant allocation methodology One call package 2023-2025 grants with several topics (KIC Business Plans, cross-KIC clusters, HEI scheme) formally launched on 28 April 2022	GB Decision on the 2023-2025 Funding Allocation Criteria Call documents, guidelines and templates in e-grants
#2 Adoption of revised framework for the operational and funding model (multiannual grant allocation process, grant agreement templates cascading, partner management, internal methodologies, etc.)	Funding and operational model finalised compliant with EU FR and HE rules (portfolio management, cascading)	Revised MGA Annex 5 consulted with and adopted by EAC, RTD and HE MS Expert Group Deadline: Q1 2022 AGA (EIT part) is drafted and approved by EAC, RTD Deadline: Q1 2022 Positive outcome of consultation of key elements of the call for grants at TFS and Forum with KICs in Q1 2022	MGA Annex 5 ready for publication for the call for BP 2023-25 AGA (EIT part) is adopted and issued to KICs Information session provided to EIT community
#3 Grant allocation and BP assessment 2023-2025	Grant allocation process completed in line with the GB Supervision	EIT internal FA 2023-2025 methodology adopted by Q2 2022	Approved FA 2023-2025 methodology and SOP, including assessment in e-grants

	Framework of KICs, including GB rapporteur review, Dashboard, Challenges and BPs 2023-2025 assessment decided	Rapporteur reports, dashboard and challenges document completed by Q3 All BP proposals assessed in Q4 GB decisions approved and published, preventive or corrective actions taken as necessary in Q4	Multiannual assessment and Grant allocation decision by EIT GB Rapporteur reports approved
#4 Common data model and related IT system for data collection in place serving the basis of a comprehensive business intelligence system integrated into Corda	KIC IT tools to provide all relevant information from based on the data model supporting grant management (eGrants), monitoring and BI (CORDA)	Data model approved by EIT management. Deadline: Q1 2022 Feasibility study for common KIC IT tool and detailed roadmap for development and roll-out. Deadline: Q1 Subject to outcome of feasibility study, going live with common KIC IT tool compliant with EIT and eGrants/CORDA Deadline: Q4 2022 Historical grant data integrated in CORDA by Q4 2022	Data model tested and implemented by each KIC via the adapted EIT KIC IT tool All EIT staff can directly access KIC data on EIT KIC IT tool and data is automatically transmitted to CORDA Data Warehouse (DW) F&T portal contains and displays KIC data under agreed EIT header, and SAP BO reports accessible to select staff for period 2014-20.
#5 Adoption of revised control strategy	KIC supervision and control strategy aligned with new legal framework and new KIC operational and funding model	Revised Grant Assurance strategy adopted by EIT Director in Q3 2022	Revised Grant Assurance Strategy

Table 12

1.2 Ensure an effective and compliant finalisation of the 2021 – 2022 grant cycle implementing the HE, EIT Regulation and SIA provisions (Call, BP assessment, Grant Allocation, Reporting, Payments and Audits)

Objective: Running efficiently 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

Overarching KPIs:

1. Finalisation of 2020, 2021-2022 Grant Contracts reporting, audits and payments, incl. amendments in 2022;
2. Complete assessment and payments of the2021-2022 grant implementation;
3. Control and audit of grants (ex-ante & ex-post) completed in respect to compliance with eligibility rules, cost rejections and/or recoveries in case of ineligible costs;
4. Complete IT systems supporting Grant Cycle and Business Intelligence for grants up to 2022.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#1 Finalisation of 2022 grant allocation and BP 2021-2022 assessment	2021-22 Grant Agreement amendments signed for 8 KICs, including clarification on third country eligibility	All GA amendments signed in Q1 2022	Approved EIT BP/amendment, evaluation reports, award decisions and signed GA contracts / amendments
#2 Ex-post audit 2020	Timeliness and quality of the EIT review of the draft ex-post audit reports SOP on Ex-post audit and CFS audit updated in line with the new horizontal model	Final ex-post audit reports delivered by the audit company in Q1 2022 SOP on Ex-post audit and CFS audit updated by Q4 2022	Final ex-post audit reports 2020 error rate determined by the ECA Updated SOP
#3 Verification of additional pre-financing report and ex-ante verification of interim reports covering 2021 implementation	Efficient and timely issuing of second pre-financing and of the interim payment based on reports	2nd prefinancing paid to 8 KICs in Q1 2022 Interim payment is paid to 8 KICs by Q3 HE compliant CFS reports are delivered by KIC Partners with 2021-22 Interim report.	Approved additional prefinancing report for 8 KICs. 2nd prefinancing is released to the 8 KICs Approved Interim Report for 8 KICs. Interim payment is released to the 8 KICs CFS reports provided by contractors.
#4 BP 2021-22 amendment / decommitment	Flexibility and adjustment of KIC Business Plans 2021-2022 for optimal results and budget absorption	All GA amendments signed and decommitments made by 31 December 2022	Approved amendment report for 8 KICs Decommitments
#5 Partner entry/exits	Timely processing of all Partnership change requests	100% of partners' assessment carried out in PIO and ABAC within agreed deadlines Min 95% of questions relevant for partnership	Annex 6 of Grant Agreement per KIC Updated PIO partner data

Actions [main activity]	Indicator [KPI]	Target	Main outputs
		management received from KICs are answered within 30 days	
		SOP on partnership entry/exit updated within the timeline (Q3-Q4 2022)	Updated/registered ABAC partner data and SOP on partnership
#6 Implement 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.

Internal grant management methodology approved in Q1 including guidelines, templates, internal methodology, including potential IT system support

Assessment report, award and Grant Agreement signature

Reports by the KIC are analysed and approved | Contribution Agreement concluded

Grant Agreement concluded

Internal Methodology approved

Call launched, proposal selected, budgetary and legal commitment made

Monitoring reports from the implementation |
| #7 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

50% female experts target reached

Effective support to the relevant projects confirmed by EIT staff

Expert policy is updated | Satisfaction survey of EIT staff on expert provision

Revised expert policy approved by EIT

Timely contracting, deployment and payment of experts |
| #8 Effective use of 2021-2022 Grant management IT tool | 2021-2022 Grant management IT system effectively running

Efficient IT support to the KICs and the EIT | BP, GR and PIO modules up and running in 100% of time

All queries are timely addressed.

Integration of 2014-2020 data from DUNA into CORDA | Duna grant modules (BP, GR, PIO) are adjusted and functioning |

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#9 Simplification support, 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	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 Minutes and action points and coordinated work of different EIT-KIC Working Groups/Panels. Queries received from KICs are answered in a timely manner Updated FAQ document continuously available to KICs	Forum/TFS meeting minutes and presentations. TFS/ Forum action points implemented as agreed, including simplification measures EIT Register of Working Groups continuously maintained and monitoring of agreed actions Predominantly positive simplification survey results by TFS and Forum Updated FAQ document

Table 13

1.3 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 with a supervision framework to enable the EIT Governing Board to monitor and steer the 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. Monitoring and evaluation strategy in place;
2. Dashboard capturing key management information for decision-making purposes is in place and regularly updated;
3. Monitoring IT systems and tools in place and operational;
4. Monitoring plan in place and monitoring reports submitted to EIT management on a timely basis;
5. Timely completion of reviews and comprehensive assessments pursuant to the EIT legal basis and the adopted methodology.

In 2022, the EIT monitoring will be affected by the transition to a more efficient operational model which shifts the EIT's control strategy towards the KICs internal processes. Therefore, the following will be monitored:
- KICs processes regarding the selection of KAVAs
- KICs portfolio management with go/no go decisions for underperforming KAVAs.

- KICs progress in addressing topics of strategic importance and recommendations issued by EIT Governing Board
- KICs' adherence to the Good Governance Principles

Monitoring is carried out based on the Monitoring plans and can be complemented by internal checks on topics identified as critical during the year. Furthermore, in 2022, KIC financing, monitoring and reporting principles as well as the new EIT monitoring and control strategy will be adopted which may result in additional monitoring needs. Frequent exchanges between the EIT and the KICs contributes to the continuous monitoring.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#1 Complete new Monitoring and Evaluation Strategy for improved strategic supervision and monitoring	EIT Monitoring and Evaluation Strategy in place, aligned with the EIT SIA/Regulation, HE monitoring and evaluation approach, EIT Impact Framework, and the new KIC operational model	The strategy is adopted by EIT GB in Q1 2022	EIT Monitoring and Evaluation Strategy
#2 Complete GB decisions on 7-year review EIT Health and EIT Raw Materials	Comprehensive assessments of the 2nd wave of KICs conducted as per the GB-adopted methodology	Report on 7-year review finalised in Q1 2022 GB Decision on assessments' results and termination/finalisation of KIC Partnership Agreements taken by Q2 2022	Final reports of the comprehensive assessments of the 2 KICs GB Decision on termination or continuation of the 2nd wave KICs' PAs
#3 Effective KIC supervision	KICs achieve expected results and impact and accelerate progress towards financial sustainability	Timely, complete and appropriate intelligence provided to EIT GB and management in order to implement the Supervision Framework Improved Dashboard and Challenges document Timely and high-quality portfolio level reports to EIT GB and management (financial sustainability, governance, impact, innovation principles) Supervision Framework of KICs applied	Upgraded Dashboard and Challenges analysis Reports in line with Grant Allocation methodology KIC supervision reports provided, including on the SIA and KIC SA targets achieved Reports/ briefings to management and EIT GB and effective actions proposed FS best practice results compilation

		FS best practice manual completed by Q3 2022 Monitoring reports for FS progress and KIC funds completed based on principles	Annual KIC funds reports completed
#5 Monitoring plan development and coordination: strategic portfolio monitoring of KICs	Effective Monitoring plan 2022 and 2023 aligned with the new strategy adopted and implemented providing key intelligence	Monitoring Plans 2022 and 2023 approved with 10 priority monitoring actions focussed on KIC project selection, financial sustainability and governance based on EIT GB supervision priorities, strategic recommendations and conditions 100% of planned monitoring activities implemented and all reports submitted, monitoring reports provided to EIT GB, incl. rapporteurs	Monitoring plan 2022 SOP on monitoring updated Monitoring reports on activities/ areas Monitoring plan 2023 adopted Recommendation repository updated
#6 Finalise, maintain and operationalise the EIT Impact and Supervision Frameworks for KICs	EIT Impact Framework and Supervision Framework in place and effectively steers KIC operations	Finalise Supervision and Impact Frameworks and related methodologies in Q1	EIT GB Decision adopting the updated EIT Impact Framework Internal methodologies operationalising the Supervision Framework and Impact Framework adopted
#7 Launch 3- year review of 4th wave KICs	EIT is prepared to carry out KIC 3-year interim reviews in line with EIT and HE legislation	3-year review methodology adopted by EIT GB Workshop with KICs to explain reviews Contract prepared for the 3-year review to be completed in 2023	Methodologies of KIC 3- year interim reviews Workshop minutes Independent Experts contracted
#8 Horizon 2020 ex post evaluation (Commission study)	The EIT's achievements in Horizon 2020 are fairly reflected in the Commission's ex post evaluation	Quality input provided as per the EC timescale	Data/analysis/comments provided

Table 14

1.4 Successfully launch of EIT Culture & Creativity with high expected impact and state of the art for the EIT model

Objective:
1. Successful selection and designation of EIT Culture & Creativity.
2. Timely approval of the new KIC's start-up plan and support provided, ensuring adequate progress towards legal and operational readiness by end of 2023.

Overarching KPIs:

1. Winning consortium presents a strategy and team that can deliver high impact;
2. Selection procedure carried out in a legal and regular way;
3. Call for start-up plan launched on a timely basis, incorporating lessons learned from the start-up phase of the fourth wave of KICs;
4. Timely signature of the Start-up Grant Agreement.

In accordance with the EIT SIA 2021-2027, the EIT published the EIT Call for Proposals in late 2021 with a submission deadline in March 2022. In view of the KIC EIT Culture &Creativity, the EIT will focus on the evaluation of proposals in line with the legal framework and preparation of legal and operational readiness by end of 2023. In 2022, the EIT will complete the following actions:

- Following the call closure, evaluation of submitted proposals and preparation of hearings with the EIT Governing Board;
- Implement the communications activities related to the designation of EIT Culture & Creativity;
- Preparation of the call for the start-up grant agreement as well as signature of it.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#1 Designation of EIT Culture & Creativity	Successful completion of the KIC Call in the area of cultural and creative sectors and industries, including high level of EIT visibility	Designation of new KIC by Q2 2022 Two EIT GB meetings and decisions prepared (expert assessment and hearing) Communication material prepared and launched in time with wide reach	Expert evaluation reports, GB approval of expert evaluation, Hearing minutes, GB decision on designation of EIT Culture & Creativity Impactful communications Package prepared and implemented
#2 Start-up phase EIT Culture & Creativity	Start-up phase and SUGA effectively designed, integrating Lessons Learnt	Lessons learned from the start-up phase of the fourth wave KICs collected and documented, concept note approved by EIT management in Q1	Concept for start-up phase approved Launch and best practice seminar successfully completed

		Launch seminar with the winning consortium prepared to pass best practices and lessons learnt from current KICs in Q3	Call for proposals package for Start-up plan for CCSI published in EC Funding and Tenders portal
			Assessment report
		Start-up call package prepared and launched in e-Grants	Award decision
			Signature of the Start-up Grant Agreement
		EIT assessment of the Start-up Plan and award decision made	

Table 15

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 Framework;
- Introducing EIT Competence Certification model to non-degree education programmes (professional, executive education, etc.);
- Shared services introduced to further support EIT Label model and EIT education towards 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 in innovation ecosystems.

In 2022 the EIT will continue implementing the new action to support entrepreneurship and innovation in higher education, as introduced in the 2021-2027 SIA. The EIT will, together with the KICs, work on launching and pilot the first elements of the initiative.

Sub-Objective #3: The EIT will facilitate shared services towards the KICs and exchanges of experiences and good practices between KICs and foster collaboration between them (cross-KIC activities) on both thematic and horizontal topics.

Actions [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 impact and sustainability of EIT education programmes.	2022 Actions of Label Revision Action Plan implemented	Fellowship concept operationalised in Grant guidelines Online submission tool in place Impact monitoring tools improved Competence certification system operational Shared service programme in place Communication materials updated
#2 Development and monitoring & evaluation of implementation of the HEI Initiative: Innovation Capacity Building for Higher Education	HEI pilot initiative is effectively and efficiently implemented.	Initiative pilot phase (2021-2023) evaluation methodology adopted by Q4 2022 Effective HEI governance in place Monitoring reports on the first two pilot calls	Initiative Pilot phase (2021-2023) evaluation methodology HEI Initiative governance framework Monitoring reports
#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 Monitoring report on implementation of existing programme	2022 EIT Decisions awarding label adopted Monitoring report

Table 16

2.2 Increasing the regional impact of EIT Community

Objective: Deliver EIT RIS and Western Balkans objectives

The objective of the EIT RIS is to contribute to boosting the ability to innovate of countries and regions in Europe that belong to the groups of so-called 'modest and moderate' innovators (according to the European Innovation Scoreboard[5]), as well as, Outermost Regions.

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

In the new funding period, the EIT RIS will be integrated in the KICs' multi-annual strategies and will seek to involve more partners, and support more projects, coming from the EIT RIS eligible countries. The EIT will closely monitor the implementation of the renewed Regional Innovation Scheme strategy by the KICs as well as the EIT RIS Implementation Framework (2022-2027), with support from an EIT RIS Advisory Group to be established in 2022. Results, lessons learned, and good practices will be shared with relevant European Commission services, the European Parliament and with Member States through existing fora. The EIT will carry out targeted EIT RIS communication activities such as EIT-KIC events held in EIT RIS eligible countries and regions, EIT RIS information sessions jointly with other EU bodies, programmes, instruments and initiatives, and work on the appropriate online visibility of the Scheme. A common approach of the EIT RIS among KICs, including the establishing and implementing common principles and minimum standards for EIT RIS Hubs, will be encouraged with the aim of increasing the impact of the scheme. Furthermore, synergies with other funding instruments will be sought after, notably ESIF and IPA III, and 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.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#1 Implement the RIS Implementation Framework	Application of the new 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 Monitoring report on the new implementation framework EIT RIS Advisory Group is operational	Adoption and initial implementation of the EIT RIS Hubs minimum standards and guiding principles Monitoring report EIT RIS Advisory Group minutes and recommendations
#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

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

#3 EIT implements EU Recovery Funds programmes, ESIF and IPA III	ESIF, EU Recovery Fund and IPA funding allocated to the EIT to achieve additional results and impact.	Commitments from EC services to contribute to the EIT via Contribution Agreements or similar to achieve additional results.	Written confirmation of additional funding for the EIT to implement EU policy priorities.
#4 Information Service Contract implementation	Raise awareness and increase recognition of the EIT, the KICs and their activities in the 7 targeted EIT RIS eligible countries (BG, EE, HR, HU, LT, LV, MT)	Regular information overviews provided to EIT NCPs and other key local stakeholders provided in the 7 targeted countries Finalise implementation of the RIS information service contract.	24 Bi-weekly country reports (in EN and local language) 12 Monthly Progress Briefs (in EN) Final Report

Table 17

2.3 Effectively disseminate results produced by EIT Community

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

Overarching KPIs:

1. EIT results disseminated through various channels;
2. EIT results put into use.

The EIT has a key role in facilitating the dissemination of results and good practices. To this end, the EIT will further develop its role as an institute able 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 in particular in disseminating KICs results through the EC dissemination tools (including the Horizon Results Platform) and facilitate 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 Community and uptake of the	EIT disseminates policy relevant results through online Knowledge Centre	EIT results published in EC dissemination tools

| | disseminated results | EIT disseminates report on application of Financial Sustainability principles and Entrepreneurial Education activities | Regular update of the on-line Knowledge Centre

Two EIT dissemination reports |
|---|---|---|---|

Table 18

2.4 Successfully sustain first wave KICs and transition to post 15 year

Objective: First wave KICs are fit for post-15 MoC

Overarching KPIs:

1. Nr of KICs delivering results and impact beyond 15 years;
2. Nr of current KIC activities continuing beyond 15 years as they have an effective sustainability mechanism;
3. Lessons learnt identified and integrated into current KIC cooperation framework.

Evaluation and impact assessment will entail the following actions:

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

Actions [main activities]	Indicator [KPI]	Target	Main outputs
#1 Year 15 review and independent study	Prepare for 15-year review and independent study in line with the EIT legislation	Methodology adopted by EIT GB by Q4 2022

Preparation for the in-depth independent study, including related procurement, completed by Q4 2022 | Methodology of KIC final review and independent study

Terms of reference and procurement launched for the independent consultant |
| #2 Set up a strategic cooperation framework with KICs | Inform and consult first wave KICs on the envisaged cooperation framework post 15-years | Workshop with first wave KICs in Q1 2022 to on issues that should be included in the cooperation framework | Strategic cooperation framework defined in preparation of MoC |
| #3 Memorandum of Cooperation | Concept for the Memorandum of Cooperation prepared and consulted with EC | Concept and draft text of the MoC | Concept and draft text of the MoC ready |

Table 19

2.5 Enhancing 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 procedure

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

The 2022 EIT Awards will be organised in the second half of 2022 as one element of a larger EIT event and are an essential instrument to demonstrate the EIT's and KICs' achievements to stakeholders as well as citizens and to reach out to potential investors and business partners. More specifically:

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

The implementation of the 2022 EIT Awards will comprise a promotional campaign, the preparation of nominees for the pitching sessions, the set-up of a high-level jury for each Award category, the organisation of the Award Ceremony and the implementation of a monetary prize for one winner per category. The prizes for the EIT Award winners will be as follows:

PRIZES				
EIT Venture Award	EIT CHANGE Award	EIT Innovators Award	EIT Women Leadership Award	EIT Public (Citizen) Award
A European-wide promotion of their businesses and the prerogative to use the label "EIT Venture/ CHANGE/ Innovators/Women Leadership/Public Award Winner 2022" in their profiling and marketing activities				
EIT Financial contribution of EUR 80,000 (50k for the winner,	EIT Financial contribution of EUR 80,000 (50k for the winner,	EIT Financial contribution of EUR 80,000 (50k for the winner, and	EIT Financial contribution of EUR 80,000 (50k for the winner, and then	No EIT Financial contribution

and then 20k and 10k respectively for the second and third place)	and then 20k and 10k respectively for the second and third place)	then 20k and 10k respectively for the second and third place)	20k and 10k respectively for the second and third place)	

Table 20

Also, during 2022, the preparations for the 2023 EIT Awards will start.

Actions	Indicator	Target	Main outputs
Organisation of the 2022 EIT Awards process	Timely and high innovation potential winners of the 2022 EIT Awards	2022 winners of all five categories awarded in 2022	Five 2022 EIT Awards winners
Preparation of the 2023 EIT Awards	Timely launch of the preparation for the 2023 EIT Awards competition based on lessons learns	Lessons learnt completed and concept for 2023 EIT Awards competition finalised by Q4 2022	Concept note

Table 21

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

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

Cross-KIC cooperation

The cross-KIC cooperation fund focusses 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. The activities are of strategic nature, implemented by a lead KIC but will be closely supervised by EIT. For 2023, there will be a dedicated call for the cross-KIC activities.

Cross-KIC activities are currently grouped in six clusters,
- Cross-KIC Shared Services (Audit, IT, CLC consolidation)
- Cross-KIC Strategic Outreach (Israel, Silicon Valley, UK, feasibility study)
- Cross-KIC Strategic Regional Innovations (Jumpstarter, RIS, Western Balkans)
- Cross-KIC Strategic Synergies (NEB, AI, Circular Economy, Women Entrepreneurship)
- Cross-KIC Strategic Education (Digital Education, Girls Go Circular, Alumni)
- Cross-KIC Strategic Access to Finance (EIC, EIB, EIF cooperation)

Thematic innovation cross-KIC (continuation, to be finished in 2022),
- Cross-KIC Child Obesity
- Cross-KIC Digitized Production
- Cross-KIC Water Scarcity

Global outreach

The objective in 2022 is to strengthen the standing of the EIT among the global innovation community through a structured dialogue with third countries and international organisations.

In 2022 the EIT will focus its efforts in increasing the impact of the EIT Global Outreach Programme, in compliance with the Horizon Europe approach to international cooperation. Under the supervision of the EIT Governing Board and in close coordination with the European Commission, the EIT will provide guidance and monitor its Knowledge and Innovation Communities to ensure that the EIT Community activities in US, Israel and China, contribute to the EIT's objectives. This includes raising awareness about the EIT Community and facilitating synergies with organisations from these countries, while ensuring a stronger EIT Community and therefore European footprint.

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

Synergies and complementarities with other programmes

The objective in 2022 is to contribute to the overarching objectives of Horizon Europe on fostering growth and creating jobs by improving results, breakthrough technologies and services and sustainability of the operations of the KICs through synergies and multiplication of successful activities across KICs.

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

Actions [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	Strategic programming, supervision and monitoring of cross-KIC cooperation clusters Preparation and launch of the 2023 cross-KIC call focussing on priority areas EIT incentivises effectively expansion of shared services across the EIT community.	Monitoring reports Cross-KIC portfolio
#2 Additional ecosystem impact from the innovation agenda	EIT community results on innovation beyond individual projects facilitated by EIT	Assessment on compliance with the innovation principles concluded and KICs informed by Q2 2022	The annual assessment of the KIC's adherence to the Principles for Innovation Projects financed by the EIT

		(as part of the monitoring activities) 6-8 Innovation Panel meetings	Implementation of the Annual Work Programme approved by the EIT management and endorsed by the Forum
#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	Annual programming workshop with EIC / EIE counterparts on different areas of collaboration as per EIT-EIC Memorandum of Cooperation EIT-EIC Board level working group supported Minimum 3 concrete EIC synergies at EIT level established, e.g. Women entrepreneurship award, joint communication materials and common venture beneficiary database, joint events Synergies and joint initiatives with other relevant EU programmes	Workshops conclusions 3 synergies formalised and under implementation
#4 Implementation of the MoU with EUIPO & Develop concrete synergies with EPO & DG GROW/IP	IP capacities of KICs enhanced through successful implementation of the EIT – EUIPO and EIT - EPO cooperation	Timely implementation of the AWP with EUIPO MoU between EPO and EIT in place 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 Action plan and annual report with EUIPO MoU with EPO

		projects trained by EUIPO and EPO	
#5 EIT community business creation agenda	EIT community cooperation on BC agenda and effective access to finance cross-KIC cluster supervision.	Bimonthly EIT KICs BC panel meetings. Good practice report on BC. Database to track supported start-ups & venture across EIT community	Minutes of panel meetings Good practice report Updated Start up database
#6 EIT community ecosystem mapping and coordination with KICs	EIT has increased openness and transparency through a comprehensive and maintained system that shows its ecosystem and services provided by KICs and their hubs	Easily navigable online map of the EIT community ecosystem created and maintained, including all hubs and scope of services and opportunities offered	Online map
#7 Develop the EIT Alumni community	EIT Alumni community multiplies EIT impact and visibility	The Alumni Annual Work Programme 2022 implemented Annual Work Programme 2023 approved EIT attends and supports EIT Alumni Board EIT provides support via the Alumni secretariat contract	EIT Alumni Annual Report EIT Alumni Work Programme 2022 and 2023 Minutes of EIT Alumni Board meetings Reports from external contractor

#8 EIT Global Outreach	Effective EIT Global Outreach in alignment with EU priorities	New Global Outreach Strategic Framework developed by Q4 in line with principles agreed in 2021 Portfolio of EIT KIC global outreach activities is fully aligned with the new Strategic Framework	EIT Global Outreach Strategic Framework adopted by EIT GB Business plans of KICs for 2023 aligned
#9 EIT to enhance Women Entrepreneurship	EIT effectively supports gender equality and women entrepreneurship within the EIT community	EIT updates its Gender Policy and Action plan, covering 2022 / 2024 EIT reports on implementation of gender equality action plan 2020-2021. via Cross-KIC dedicated activities, including: - Mentorship; - Coaching; - Investment opportunities and network At least 10 % increase in nr. of women in management position at EIT KICs At least 10 % increase in nr. of women in management position at EIT KICs implement gender action plans in line with their GE policies KICs' activities are measured using gender aggregated HE indicators EIT creates synergies with EIC on WLP and	Report on Gender Action Plan 2020/2021, incl. EIT gender vision published EIT Gender Policy and Action plan for 2022-2024 published on the EIT website EIT and KIC specific actions related to women entrepreneurship implemented At least 1 gender training completed Concept of EIT and EIC synergies in place

		awards, incl. joint woman award in 2023	

Table 22

3. EIT Governance and Corporate Communications

3.1 Effective EIT Governance and Management

Objective:
- EIT organisation is made fit for purpose, i.e. adjusted to the new SIA and AWP.
- EIT develops and puts in place simplification measures to reduce the administrative burden on the EIT, allowing to focus on impactful activities.
- EIT's ICF ensures the effectiveness, efficiency, legality and regularity of operations of the EIT.

Overarching KPIs:
1. Number of simplified procedures;
2. New IT tools in place reducing the time need for completion of administrative tasks;
3. Outsourced activities leading to real efficiency gains;
4. Report on 2021 Internal Control self-assessment presented to the EIT Management;
5. Mitigating measures for identified weaker areas for 2021 proposed and implemented in 2022;
6. At least 90% 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.

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 the above objective, the EIT implements its 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 an adequate preparation to and follow-up of audits by the European Court of Auditors, the Internal Audit Service of the Commission and the Internal Audit Capability of the EIT, including the implementation of actions to address open audit findings.

3.1.3 Internal Control and Audit

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

According to the EIT Financial Regulation, the EIT budget shall be implemented in compliance with effective and efficient internal control. With this purpose, the EIT adopted in 2020 the EIT Internal Control Framework[6] and implements the internal control principles, applicable to all levels of management and designed to provide reasonable assurance in order to maintain effectiveness, efficiency and economy of operations, achieve reliability of reporting, safeguard assets and information and prevent, detect, correct and follow up fraud and irregularities.

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

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

By Q2 2022 the IAC function shall transition into a KIC monitoring and supervision function. The Commission's Internal Audit Services shall continue to perform the role of the internal auditor of the EIT.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#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	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

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

		Effective EIT management meetings and internal communications	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 effectives 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 Onboard successfully 7 new EIT GB members and transition to the new Chair	Timely submission of adopted shortlist of candidates to the Commission Timely induction of the seven new members of the EIT GB Timely election of the new Chair and ExCo of the EIT GB	March 2022 June 2022 New Chair elected by March 2022 and new ExCo in place by June 2022	GB Decision adopting the shortlist of candidates Full EIT Governing Board in place for the second half of 2022 GB Decisions on the elections
#4 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 75% positive feedback received via dedicated survey to NCPs, demonstrating enhanced understanding of EIT's mission and activities. Opinions delivered to the GB in line with the Regulation	Meeting agenda and action points Opinions
#5 Cooperation with EU Agency Network and synergies, including outsourcing	Effective participation in EUAN, positively supporting the EUAN strategy implementation and benefit from shared services	Three cooperation agreements with other EU agencies in the interest of the EIT, focussed on shared services and reduced administrative resource needs at EIT	Cooperation agreements
#6 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	Budgetary-financial reports, documents

		Regular coordination mechanism in operation

Replies to requests provided within one week (or as per agreed with DG EAC)

Weekly coordination calls minutes | Information submitted

Action points from the coordination calls |
| #7 Implement EIT organisational reforms to make it fit for purpose: Transition | Timeliness of the EIT SPD/AWP, establishment plan

Recruitment plan

Strategic objectives and job profiles | The EIT organisational reform is complete and makes EIT fit for purpose (two phases) | EIT recruitment plan 2022

Updated organisational chart 2022

Final SPD 2023-2025/AWP 2023

Training and capacity building plan in line with competence mapping

Updated list of job profiles 2023 |
| #8 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 2022 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 2022 | Updated SOPs published on the EIT Cloud [intranet]

Register of exceptions and non-compliance maintained/ updated

Implementation of the updated 2021 -2023 Anti-Fraud Strategy and Action Plan

CAAR 2021

ICC Report 2021

EIT IC training – all staff |

#9 Successful transition of EIT Audit Environment, incl. IAC	Implementation of changes to EIT audit environment	Completion of the IAC Audit on Communications by Q1 2022 Completion of the 2021 Follow-up audit on the EIT open audit recommendations Transition of IAC function to KIC supervision.	IAC audit report on the Follow-up 2021 IAC audit IAC audit report on EIT Communications
#10 Audits Follow-up/coordination with ECA/IAS	Improved EIT internal controls through implementation of audit recommendations	At least 90% of all audit action plans are implemented Timely implementation of the audit open recommendations; Timely input on audit requests.	90% of the due open audit recommendations are implemented. ICC report on implementation of the EIT open audit recommendations 2022
#11 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 2021 activities is implemented by Q1 2022 90% of the EIT's action plan for implementation of the 2022 activities is implemented	AF Coordinator report on implementation of the EIT's AFS

Table 23

3.2 Communications

OBJECTIVE:
- Raise the visibility of the EIT within the European innovation landscape
- Raise the visibility of the EIT activities along the innovation pipeline, particularly in sectors relevant to the KICs
- Increase recognition of the EIT as quality brand for innovation

Overarching KPIs:
1. Overall key stakeholders and wider audience have a better opinion and understanding of the EIT, its mission and activities, as identified per surveys;
2. Increased number of beneficiaries benefitting from EIT activities along the Innovation pipeline;
3. Key stakeholders support for EIT mission, objectives and activities.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#1 EIT communication and stakeholder relations strategy	Develop EIT communication and stakeholder relations strategy Develop implementation plan for communications and stakeholder relations	GB adoption of strategy in Q1 Adoption of communication & stakeholder relations Plan 2022 in Q1	Strategy Baseline survey about EIT awareness among EIT stakeholders. Communication and stakeholder plan 2022
#2 Implementation of the communication and stakeholder engagement plan	Effective and coordinated EIT Community communication for enhanced EIT Community communication efforts	Effective coordination meetings with KIC communication teams Communication FWC and Digital communication FWC under implementation facilitating communication actions	Minutes of EIT Community Communications Working Group Communication framework contract signed Digital communication FWC signed
	Timely communication of EIT Community news to target audiences	11 editions of monthly update for Commissioner Gabriel prepared, shared with EIT GB and KICs 12 monthly newsletters published and disseminated to stakeholders	Monthly newsletters issued presenting key EIT Community opportunities, events and results
	Website maintained and enhanced	Website: 5% increase in unique visitors to the EIT website in 2022 compared to 2021 unique visitor statistics	Content and news items on website Improved EIT website serving as hub for the entire EIT Community, facilitating access to relevant information
		Social Media: Increase engagement with followers	EIT social media posts

	Boost EIT social media presence across its social media channels	leading to % increase LinkedIn (20%), Twitter (10%), Facebook (2%) and Instagram (20%) in 2022 compared to 2021	
	Increase in EIT Community mentions in media outlets and articles	2% increase in EIT Community press (print, broadcast and online) coverage in 2022 compared to 2021	EIT Communications Coverage Overview prepared on a bi-monthly basis
		3 dedicated events for press organised in 2021	Quantitative and qualitative increase in EIT media coverage
		Timely response to all press queries	
		16 editions of the EIT Community in the Media internal newsletter in 2022	
	Timely response to all citizen enquiries and engaging communication content produced for citizens across Europe to increase EIT engagement, impressions and followers on EIT social media channels: Twitter, LinkedIn, Facebook and Instagram	EIT responds to all citizen enquiries in line with administrative good practice	Citizens queries responded to in line with EU Code for Good Administration and updated FAQ on EIT website
		Engaging communication materials for key stakeholders produced and distributed across relevant channels	
	Efficient and effective stakeholder engagement plan	EIT GB members, EIT management and staff represents the organisation in 30 external priority events by Q4	30 priority stakeholder events assessments, briefings and participations
		EC services meeting	
			10 Monthly EIT Event Overviews submitted to the EC
			EIT Stakeholder Database updated

#3 EIT National Contact Point network maintained	*Effective and efficient implementation of EIT NCP network with the European Commission*	75% positive feedback received via dedicated survey to NCPs	Country Factsheets developed

Survey results |
| #4 Raise EIT visibility through flagship events | Effective and high visibility ensured via INNOVEIT | Minimum 10 000 participants (online and on-site)

Number of articles and social media reach significantly exceeds 2019 and 2020 editions of INNOVEIT

80% positive feedback from participants | INNOVEIT plan

Final Lessons Learnt Report

Media campaign implemented

Organisation of event

Communication and social media response (posts, articles, reach) |
| #5 EIT Liaison Office reinforces stakeholder engagement in Brussels | Effective engagement with and awareness raising to priority stakeholders in Brussels (including DG EAC liaison) as defined in the Communications and Stakeholder Relations Strategy | Over 80% positive feedback received

4 EU Affairs Group Quarterly meetings organised by Q4

Liaison Office premises available uninterrupted | Regular debriefs/ flash reports to the management on stakeholder engagements

4 Quarterly meetings a year

4 meeting reports |
| #6 EIT website enhancement | Website has been enhanced and increase in attractiveness and visitors with positive feedback. | Website enhanced and attractive as confirmed by feedback and increased user numbers. | Hi-fidelity interactive website prototype successfully tested

Project plan and contract for EIT website redevelopment and migration implemented |

Table 24

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 reducing the time need for completion of administrative tasks;
3. Outsourced activities leading to real efficiency gains;
4. Report on 2021 Internal Control self-assessment presented to the EIT Management;
5. Mitigating measures for identified weaker areas for 2021 proposed and implemented in 2022;
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 the efficient support for staff in administrative matters, the timely recruitment of highly skilled new staff, the efficient running of the appraisal and reclassification system and the implementation of a learning and development policy for staff.

This includes the following activities:

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

3.3.2 Finance, Budget, Procurement and Accounting
The objective is to ensure sound financial management and legality and regularity of the budget implementation of the EIT.

This will be achieved through the following activities:
- Ensure accurate budget planning
- Ensure that budget implementation follows forecasts and resulted in high absorption of commitment and payment appropriations;
- Provide compliant, effective and efficient financial framework and procedures;
- Provide compliant, effective and efficient procurement system and procedures;
- Ensure compliance with the EIT Financial Regulation, and the relevant internal procedures;
- Provide reasonably assured a true and fair view of the financial position of EIT in all material aspects

3.3.3   ICT, Document Management and Infrastructure
Management of Information and Communication Technologies (ICT)

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

3.3.4 Data Protection and Document Management

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

3.3.5 Logistics and Building Management
Objective: The objective is 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: In order to build up the staff awareness on health and safety measures, several trainings, informative brochures and publications as well evacuations exercises will continue in the course of the year.

Security within the EIT: To enable the EIT to operate in a safe and secure environment by establishing health and safety measures and building up staff awareness of it.

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 2021 (subject to the initiation of the operational units) including 100% of the prioritised procurement procedures 2021 Procurement Plan is updated on a quarterly basis. 97% of procurement procedures without complaints/court cases Publication of contracts awarded in the previous year on the EIT website by end of Q2 2021 Procurement procedures up-to-date and high level of staff awareness	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
#2 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	Quarterly budget implementation vs forecast reports per unit

		Effective budget reviews and amendments	Budget amendments, transfers
		Updated finance related SOPs and updated decision on financial circuit and delegations and staff training	finance related SOPs and updated decision on delegations and financial circuits
		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	EIT decision on delegation of financial power and financial circuit
		Authorise salary payments by 10th of each month in effective cooperation with PMO	Quarterly reports on late payments
		Min 95% of payments are authorized in less than 27 days from registration (considering suspensions)	Salary payments via PMO
		Timely performance of accounting correspondent tasks	EIT accounts
		Contribute to the validation of local system performed by DGBUDG by the deadline set	Quarterly accounting control report
		Audit of accounts performed in 2022	Action plan related to the report on validation of local system implemented
		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
#3 Document management	Effective implementation of EIT Decision on	DMO in place	ARES and physical archives up to date.

	Document management and Policy on archiving	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	Access to document request addressed DM focal point network minutes
#4 Data Protection	EIT is fully compliant with Data Protection rules in its operations.	Involvement of DPO in operations which involve the 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 (e.g. data protection day and newcomer training)	Privacy statements and data protection records are published in the records register on the EIT website Updated Action Plan for Staff training completed
#5 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	Legal review of GB and EIT decisions and formal complaints Updated legal coordination table Provision of legal information and

		High level of awareness of EIT staff members of the EIT and HE legal framework	training to EIT staff members
#6 Building management	EIT premises in Budapest and EIT Liaison Office in Brussels run effectively and are prepared for the future work	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 implemented (e.g. first aid training and annual fire inspection drill) Effective EIT security policy in place	Effective office maintenance Reports on security incidents EIT fire and security policies Awareness training to all staff
#7 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
#8 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
#9 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
#10 Effective training plan developing key competencies	Identification of in-house training courses according to the learning and development plan	90% of in-housetraining sessions provided according to plan	In-house training sessions completed according to the approved timeline indicated in the training plan

#11 Maintain relations with Staff Committee	Involve staff committee efficiently and effectively in related policies (decisions, social policies)	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	Staff committee opinions Social Policies on staff well-being
#12 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
#13 Efficiency gains through more effective e-services (SYSPER, Recruitment, Staff requests)	All HR services are available efficiently and effectively for staff via e-services and related IT tools	Number of additional SYSPER modules to implemented Implementation of e-ticketing service for HR All HR processes are fully integrated in SYSPER, ARES and EIT Intranet, workflows and online forms adjusted	SYSPER modules available E-ticketing service tracker e-HR services for all forms and procedures
#14 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
#15 Provide adequate IT systems and tools	Adequate IT and infrastructure tools available to staff made available and	Make general and individualised IT systems permanently available to all staff as required	Available IT systems to all staff and external users

		backup solutions in place	Services availability > 99% Planned maintenance < 3,65 days (1% services unavailability) Quarterly satisfaction Reports Ticket satisfaction reports provided	ICT systems operational and business continuity ensured. Reports on incidents and user requests Business Continuity Plan in place and Disaster Recovery plan tested Report on planned maintenance
#16 Ensure high level of IT security	Effective implementation of Information Security Policy preventing data breach, loss or systems malfunction LAM and LISO functions fully operational	100% of IT security threats eliminated or mitigated and threats reported to management SoP on account management and access rights implemented. IT Security projects implemented Local and remote backups every 4 hours Number of IT security incidents during 2022 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	Implementation of EC Risk Management Methodology / Risk Register Reports to IT SC and management GovSec reporting Mitigation measures implemented LISO reports Reports on access rights and accounts
#17 Implementation of the EIT IT Framework	Timely implementation of the EIT IT Strategy and the 2022 IT Master Plan	Endorsed and implemented IT Master Plan (95% projects implemented as planned) IT SC functions effectively Effective EIT IT governance	EIT 2022 IT Master Plan Quarterly reports on IT master plan

		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 Owner and a Project Charter in line with PM2 2 trainings completed (incl. Cybersecurity)	Quarterly ITSC meeting minutes
#18 Creative and sustainable office concept 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 2022	Feasibility study/design plan by Q2 2022. EIT offices are refurbished in line with the creative and sustainable office concept
#19 Social Committee & Sustainability	Sustainability: EIT monitors its contribution to EU climate targets and becomes carbon neutral through offsetting of its footprint. Social: organization and coordination of planned social events and activities.	Methodology of contribution of EIT as EU Agency in place and annual reports for SPD and AAR Effective mechanism implemented to offset remaining emissions Timely adoption of the planned activities of the Social and Sustainability Committee	Climate goal tracking report Implementation of offsetting Social and Sustainable activities that break silos and make the working at the EIT more impactful, less formal, and enjoyable for all EIT Staff

Table 25

Annexes

Annex I: Organisation chart of the Agency for year 2022

In 2022, the EIT will update its organisational chart in two stages to organise itself effectively and efficiently in line with its new Strategic Innovation Agenda 2021-2027. As a first stage, EIT will align with the below structure based on the 2022 establishment plan (Director, COO, 4 units and 71 posts). In a second stage, EIT will request a capacity increase as part of the draft SPD 2023-2025 to be able to fully implement its objectives and ambition.

Director (8TA, 1SNE, 3CA)
- Governance
- Communication
- Legal

OPS 1: KIC Supervision and Implementation (19TA, 1SNE, 7CA)
- KIC supervision & monitoring
- Grant Implementation

OPS 2: EIT Community and Ecosystem (12TA, 4CA)
- Ecosystem & Cross-KIC
- Education & RIS / Outreach

Administration (6TA, 10CA)
- Human Resources
- Finance and Budget
- Procurement and Logistics
- IT
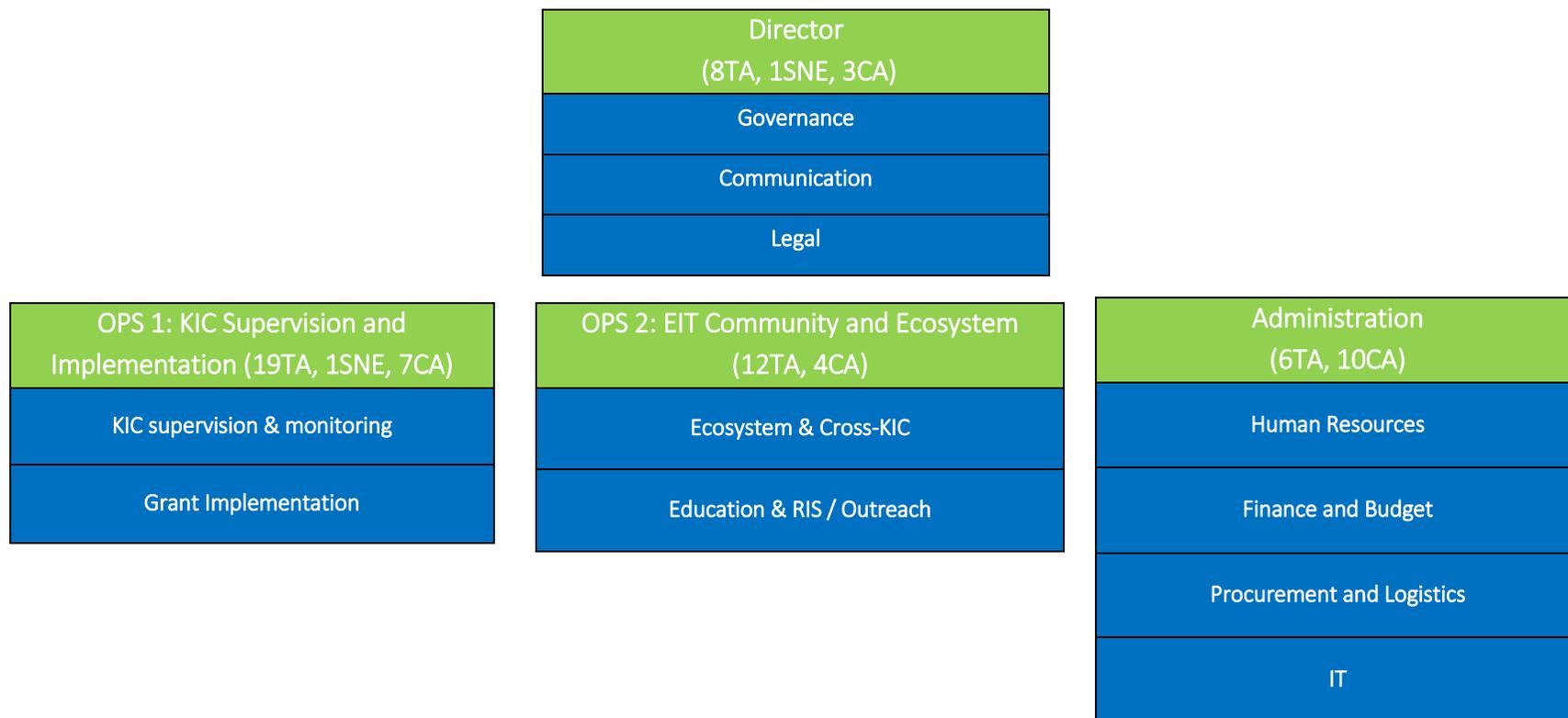
Annex II Resource allocation per activity 2022 – 2024

Activity	Operational HR 2022	Operational HR 2023	Operational HR 2024	Total cost – Draft Budget (operational and administrative expenditure), EUR 2022	Total estimated cost (operational and administrative expenditure), EUR 2023	Total estimated cost (operational and administrative expenditure), EUR 2024
Increasing the impact of KICs and knowledge triangle integration	24	30	30	385,941,785.32	400,151,252.87	417,200,805.64
Supporting the innovation capacity of higher education	4	4	4	477,467.89	492,167.42	514,076.23
EIT cross-cutting activities	13	14	14	3,974,895.63	4,661,542.29	5,454,569.72
out of which Impact monitoring and evaluation	7	8	8	3,305,943.80	4,005,791.16	4,780,955.37
out of which synergies and complementaries with other programes	3	3	3	2,859,975.92	3,459,331.89	4,219,610.08
Strategy: Coordination and implementation	9	10	10	1,003,427.75	1,092,918.54	1,122,690.58
Administrative support and coordination	21	21	21	2,341,331.41	2,295,128.94	2,357,650.23
TOTAL	70+1[7]	79	79	393,738,908.00	408,693,010.06	302,997,169.34

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[7] 1CA under the EBA Academy implementation programme (contribution agreement with DG EMPL of the European Commission).

Annex III: Financial resources 2022 – 2024[8]

Table 1 – Revenue

REVENUES	2020	2021	2022	VAR 2022/2021
	Budget	Revenues estimated by the agency	Revenues estimated by the agency	
2 CONTRIBUTIONS[9]	546,629,183	360,913,826	393,738,908	9%
- *Of which European Commission*	497,631,002	351,671,638	384,247,983	9%
- *Of which EFTA/EEA (excl. Switzerland)[10]*	11,411,725	9,242,188	9,490,925	3%
- *Of which third countries[11]*	37,586,456	-	p.m.	
- *Of which other contribution[12]*				
3 REVENUE FROM ADMINISTRATIVE OPERATION	16,820	-	-	
4 REVENUE FROM OPERATIONAL ACTIVITIES	3,385,178	-	-	
5 SURPLUS AND BALANCES	-	-	-	
TOTAL REVENUES	550,031,181	360,913,826	393,738,908	9%

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

[9] 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).

[10] Estimated rate is 2.47% that is based on figure for 2020.

[11] Figure based on data for 2020.

[12] EIT is going to sign 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 which will be reflected in the budget as soon as it is received.

Table 2 - Expenditure

Expenditure	2022		2023	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	6,848,400	6,848,400	7,605,600	7,605,600
Title 2 - Infrastructure and operating expenditure	1,067,530	1,067,530	1,028,457	1,028,457
Title 3 - Operational expenditure	385,822,978	363,282,465	411,461,145	294,127,914
TOTAL EXPENDITURE	393,738,908	371,198,395	420,095,202	302,761,970

EXPENDITURE	Commitment appropriations					
	Budget 2020	Budget 2021	Budget 2022[13]			

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

				VAR 2022/2021	Envisaged in 2023[14]	Envisaged in 2024[15]
Title 1 Staff Expenditure	6,087,025	6,610,130	6,848,400	3.60%	7,605,600	7,814,876
11 Staff expenditure	5,182,997	5,634,000	5,708,400	1.32%	6,351,600	6,435,476
12 External personnel	904,028	976,130	1,140,000	16.79%	1,254,000	1,379,400
Title 2 Building, equipment and associated costs	770,963	990,750	1,067,530	7.75%	1,028,457	1,054,379
21 Building, equipment and associated costs	151,870	156,550	239,000	52.67%	210,000	215,000
22 Information and communication technology	429,461	398,700	398,530	-0.04%	418,457	439,379
23 Miscellaneous expenditure	189,632	435,500	430,000	-1.26%	400,000	400,000
Title 3 Operational expenditure	538,667,010	353,312,946	385,822,978	9.20%	400,058,954	417,780,537
31 KICs and knowledge triangle integration	536,257,446	351,256,146	383,265,978	9.11%	396,872,497	413,832,734
32 EIT cross-cutting activities	2,409,564	2,036,800	2,525,500	23.99%	3,131,456	3,882,803
33 Supporting the innovation capacity of higher education	0	20,000	31,500	57.50%	55,000	65,000
TOTAL EXPENDITURE	545,524,997	360,913,826	393,738,908	9.09%	408,693,010	426,649,792

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[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 (2.7%) .

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

EXPENDITURE	Payment appropriations					
	Budget 2020	Budget 2021	Budget 2022[16]	VAR 2022/2021	Envisaged in 2023[17]	Envisaged in 2024[18]
Title 1	5,652,879	6,610,130	6,848,400	3.60%	7,605,600	7,814,876
Staff Expenditure						
11 Staff expenditure	5,146,026	5,634,000	5,708,400	1.32%	6,351,600	6,435,476
12 External personnel	506,853	976,130	1,140,000	16.79%	1,254,000	1,379,400
Title 2	600,668	990,750	1,067,530	7.75%	1,028,457	1,054,379
Building, equipment and associated costs						
21 Building, equipment and associated costs	80,513	156,550	239,000	52.67%	210,000	215,000
22 Information and communication technology	333,548	398,700	398,530	-0.04%	418,457	439,379
23 Miscellaneous expenditure	186,607	435,500	430,000	-1.26%	400,000	400,000
Title 3	535,622,276	391,085,223	363,282,465	-7.11%	411,461,145	294,127,914
Operational expenditure						

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

[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%) .

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

31 KICs and knowledge triangle integration	534,170,679	387,568,373	362,196,699	-6.55%	408,606,145	291,062,914
32 EIT cross-cutting activities	1,451,597	3,496,850	1,047,516	-70.04%	2,800,000	3,000,000
33 Supporting the innovation capacity of higher education	0	20,000	38,250	91.25%	55,000	65,000
TOTAL EXPENDITURE	541,875,823	398,686,103	371,198,395	-6.89%	420,095,202	302,997,169

Table 3 – Budget outturn and cancellation of appropriations

Budget outturn	2015	2016	2017	2018	2019	2020
Revenue actually received (+)	228,848,153.12	263,990,494.08	303,950,728.71	345,293,770.08	416,030,924.15	550,031,181.22
Payments made (-)	223,016,442.62	261,615,261.00	302,905,236.00	337,587,363.02	405,987,745.47	541,891,232.07
Carry-over of appropriations (-)	759,478.94	1,020,678.00	420,191.00	831,035.78	519,806.66	3,990,641.27
Cancellation of appropriations carried over (+)	635,963.98	54,223.16	95,721.41	115,415.96	136,790.72	885,737.29
Adjustment for carry over of assigned revenue appropriations from previous year (+)	725,281.44	263,239.16	431,827.42	-	97,348.11	2,042.58
Exchange rate differences (+/-)	-18,369.75	-10,274.12	-27,693.16	-15,955.24	3,976.28	23,764.55
Adjustment for negative balance from previous year (-)[1]	1,564,522.66	5,434,261.00	3,181,974.00	1,617,794.42		-3,401,158.72
Total	7,979,629.89	7,096,004.28	4,307,131.38	8,592,626.42	9,761,487.13	1,659,693.58

Annex IV: Human resources – quantitative information for 2022 – 2024

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

Staff population		Authorised for 2021	Actually filled as of 31.12.2021	Authorised under EU budget for 2022	Envisaged in 2023	Envisaged in 2024
Officials	AD					
	AST					
	AST/SC					
TA	AD	40	38	40	46	46
	AST	5	4	5	5	5
	AST/SC					
Total		45	42	45	51	51
CA FG IV		10	9	10+1[19]	12+1	12+1
CA FG III		10	11	13	13	13
CA FG II		3	1	0	0	0
CA FG I						
Total CA		23	21	24	26	26
SNE		2	1	2	2	2
Structural service providers[20]		1	1	1	1	1
TOTAL (excluding external service providers)		70	64	71	79	79
External staff[21] for occasional replacement[22]		1.5	1.5	1.5	1.5	1.5

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[19] 1CA under the EBA Academy implementation programme (contribution agreement with DG EMPL of the European Commission).

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

[21] FTE (full time equivalent)

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

Table 2 - Multi-annual staff policy plan year 2022 - 2024

Category and grade	Establishment plan 2021		Establishment plan 2022		Establishment plan 2023		Establishment plan 2024	
	officials	TA	officials	TA[23]	officials	TA	officials	TA
AD 16								
AD 15								
AD 14		1		1		1		1
AD 13								
AD 12		1		1		1		1
AD 11		2		2		2		2
AD 10		9		9		9		9
AD 9		9		10		10		10
AD 8		10		10		16		16
AD 7		7		6		6		6
AD 6		1		1		1		1
AD 5								
Total AD		**40**		**40**		**46**		**46**
AST 11								
AST 10								
AST 9								
AST 8								
AST 7								
AST 6								
AST 5		3		3		3		3
AST 4		1		1		1		1
AST 3		1		1		1		1
AST 2								
AST 1								

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[23] The EIT is established in Budapest with all establishment posts assigned, except for 1 TA post which is permanently assigned for EIT Liaison Office in Brussels, and 1 TA temporary post (communications officer) to cover the post capacity left as a result of staff members working part time, for a duration of 18 months (see Article 53 of the EU Financial Regulation, and in particular, paragraph 2 thereof, *"[….] By way of derogation from the first subparagraph of paragraph 1, the effects of part-time work authorised by the appointing authority in accordance with the Staff Regulations may be offset by other appointments"*). The staff is located in Brussels as due to the limited contract duration and pandemic related restrictions are relocation to Budapest cannot be expected.

Total AST		5		5		5		5
AST/SC 6							
AST/SC5							
AST/SC4							
AST/SC3							
AST/SC2							
AST/SC1							
Total AST/SC							
TOTAL		**45**		**45**		**51**		**51**

Table 3 - Recruitment forecasts 2022 following retirement/mobility or new requested posts:

Title	Type/Grade	Nr posts
Supervision Officer (grant assurance)	FG IV	1
Administrative Assistant (DMO)	FG III	1
HR Officer	FG IV	1
Programme Officer	AD 6	1
Procurement Coordination Officer	AD 8	1
Monitoring Officer	SNE	1
Administrative Assistant (programme)	AST 3	1
Total (to be recruited):		**7**

Annex V: Human resources – qualitative information for 2022-2024

A – Recruitment policy

The EIT employs temporary agents, contract agents and seconded national experts. The EIT strives to recruit the most suitable professionals with the right mix of competencies to advance the organisational objectives. The selection procedures at the EIT follow the standards and principles in place in EU Institutions, including the EIT general implementing provisions of the Staff Regulations for Temporary Agents, Contract Agents and Seconded National Experts, 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, he 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 (76.1%) 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 **SNE**s, the selection is carried out according to an open and transparent procedure, following the stages as described above for TA and CA. An additional element is that applications can be forwarded by the Permanent Representations and 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 is placed in grade AD11. Officers with coordination functions are in grade AD6-AD9 and other project/programme officers are recruited as AD6. The legal officer, budget officer, internal control coordinator and internal auditor are in grades AD 6-AD 9.

B – Appraisal of performance and reclassification/promotions

There was no reclassification system in place at the EIT between 2010 and 2014, as the first reclassification exercise was conducted in 2015. Therefore, the career progression at the EIT 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								

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
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		
	8				2	2
CA II	7					
	6	1	1			
	5	3	1		1	6
	4	1				
CA I	3					
	2					
	1					
Total		20	4	5		

C– Mobility policy

Regarding internal mobility, 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.

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

D – Gender representation and geographical balance

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

Gender		Category			SNE	TOTAL
		TA		CA		
		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
Senior Management						
	Male	1	1	1	1	1
	Female	0	0	0	0	0
Middle Management	**Male**	3	3	3	3	4
	Female	1	1	1	1	1
Total Management		5	5	5	5	6

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

Nationality		Category				SNE	TOTAL
	TA		CA				
	AST	AD	FG II	FG III	FG IV		
BG		2					2

							Total
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

E – Schooling

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 V: 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.[24]

In its turn the EIT HQ 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 2022, the EIT will 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.

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[24] Draft Climate KIC Strategic Agenda 2021 - 2027

Examples of offsetting: planting trees, using smart offsetting devices eg. supported by specific KICs, participating in offset programmes when traveling https://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 Q2 2022. Allocating financial resources and taking strategic decisions in the 2022 planning to offset, will set the step ahead as prerequisite for EITs ambitious shift towards carbon neutrality.

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 Mlilion Trees, myforest.hu,
Energy in house	Choosing sustainable web hosting	10000	

Annex VI: Buildings

	Name, location and type of building EIT Headquarter Infopark "E" office building, Budapest, Neumann Janos u. 1/E Hungary	Name, location and type of building EIT Liaison office Brussels, Rue Guimard 7 Belgium
Surface area (in square meters): - of which office space - of which non-office space	2,955.67 sqm - 2,423.55 sqm - 532.12 sqm	70 sqm - 59 sqm - 11 sqm
Annual rent (in EUR) Host country support	Appr. 580,560 EUR (2,806 sqm) + 32,375.80 EUR (149.67 sqm). The Hungarian Government covers the rental costs of 2,806 sqm for 20 years starting from 2009.	25,340.13 EUR
Type and duration of rental contract	Fixed term contract for 2,806 sqm, from 1.12.2009 to 11.30.2029 Fixed term contract for 149.67 sqm and 6 years (renewable until 11.30.2029)	Fixed term contract for 9 years until 30.09.2027

Annex VII: Privileges and immunities[25]

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

1. Privileges in regard to fiscal and customs treatment:
    a. The EIT, its assets, revenues and other property are exempt from all direct taxes. The latter applies to property and assets that are owned by the EIT, or leased/rented by it, or otherwise made available to it.
    b. The EIT is exempt from excise duties, sales charges and other indirect taxes on substantial purchases of goods and services for official use.
    c. The EIT is exempt from all customs duties, prohibitions and restrictions on imports and exports on articles intended for official use, as well as on its publications.

2. Other privileges
    a. Flag and emblem – the EIT is entitled to display its flag end emblem on its premises and on its vehicles used for official purposes.
    b. Public services – the Government shall ensure that the EIT is supplied with public services necessary for performing its functions with priority equivalent to that granted to the essential governmental agencies.

3. Immunities
    a. Inviolability of premises– the premises of the EIT, irrespective of ownership, are inviolable, respectively – exempt from search, requisition, confiscation or expropriation
    b. Inviolability of documentation – archives and official correspondence of the EIT, and documents pertaining to its possession and intended for official use are inviolable.,
    c. Inviolability of communication – the Government of Hungary should provide for inviolability and lack of censorship of all official communication and correspondence to/from the EIT
    d. Protection of premises – the protection of the premises of the EIT is a responsibility of the Government of Hungary,

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

1. Privileges in regard to fiscal and customs treatment

    a. Salaries, wages and emoluments paid by the EIT directly or by the European Union to the EIT staff are exempt from national taxes.
    b. Value Added Tax on goods and services purchased by the EIT staff is reimbursed within the first two years of their tenure with the EIT and up to an annual financial ceiling of EUR 1000.
    c. EIT staff is released of customs fees and duties on their personal property, including motor vehicles for personal use, upon their initial transfer to Hungary to take their duties with the EIT, within 12 months of their official arrival to Hungary.
    d. EIT staff is exempt 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.

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

g. Exemption of taxation is granted also on remuneration, honoraria, emoluments, allowances and other payments made by the EIT to the members of its Governing Board and 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 labor market without a work permit.

Annex IX: Evaluations

Monitoring

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

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

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

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

- Graduates from EIT labelled MSc and PhD programmes,
- Start-ups created by students enrolled and graduates from EIT labelled MSc and PhD programmes,
- Products (goods or services) or processes launched on the market,
- Start-ups created as a result of innovation projects
- Start-ups supported by KICs,
- Investment attracted by start-ups supported by KICs,
- Success stories submitted to and accepted by EIT,
- External participants in EIT RIS programmes,
- Budget consumption of KICs,
- Error rate of KICs,
- Financial Sustainability (FS): revenue of KIC Legal Entity and FS coefficient.

Evaluations and Assessments

EIT evaluations and assessments

The EIT will continue performing assessments on KICs' performance linked to pillars and the KICs life cycle, i.e. 3-, 7-, 10- and 15-year reviews.

Follow-up of evaluations and assessments

In 2022, the EIT will implement recommendations from the EIT and Horizon 2020 and Horizon Europe evaluations led by the European Commission as well as the assessments led by the EIT in the previous two years (assessment of the socio-economic impact created by the EIT and KICs, the 7-year review of the first wave of KICs, thematic assessments in education, business creation, innovation and knowledge

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

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

<u>Impact Framework</u>

In 2021, the EIT will finalise the development of the Impact Framework and in 2022 will actively apply it in the monitoring and evaluation system of the EIT and its communities. The Impact Framework implementation will strengthen the EIT impact focused approach to delivering world-class solutions to targeted societal challenges. The EIT impact will be closely aligned with and will contribute to the EU Framework Programme for Research and Innovation's targets and ambition. At the same time, the EIT unique features predetermine the multi-layer dimension of the envisaged impact incl. economic, societal impact and impact on the innovation.

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

Thus, the EIT Impact Framework continues to use in 2022 as a major tool for the following important functions:

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

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 Framework[26] 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.[27] 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 2022 the EIT will perform the EIT internal control assessment of the year 2021, 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.

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[26] GB Decision 01/2020 from 31/01/2020, ARES(2020)616311
[27] The full text of the Internal Control-Integrated Framework is available at www.coso.org.

					EIT Risk Register Year 2022					

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 2022 due to insufficient human resources (critical).**	People and Organisation	Effective EIT Governance and Management	4	4	4	Mitigate	1. Planning and tracking by EIT managment, allocation of sufficient resources for key priorities under the AWP 2022. 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	31/12/2022
2	Improper implementation of EIT-KICs agreements given the complexity of the KIC concept in combination with the transition to Horizon Europe.	Legality and Regularity	Complete the EIT's transition to Horizon Europe	4	4	4	Mitigate	1. Identification of key pain points, continuos consultation in-house and with KICs. 2. Continous monitoring and strengthened supervision and consultation with the EC. 3. Once model developed and adopted, no changes to ensure predictability and stability.	Operations 1	31/12/2022
3	Delay in the on-boarding to the Commission IT systems due to reasons beyond the EIT's control.	External Environment	Complete the EIT's transition to Horizon Europe	4	4	4	Mitigate	1. Establishment of an agreed on-boarding timeline with the Commission. 2. Continuous management oversight and escalation if the interim milestones in the on-boarding timeline are not met.	Operations 1	31/12/2022
4	The Call for EIT Culture and Creativity is unsuccessful, due to unidentified procedural gaps and/or CoI risks, leading to sub-standard quality proposal(s).	Planning Process and Systems	Successfully launch of EIT Culture & Creativity with high expected impact and state of the art for the EIT model	3	5	4	Mitigate	1. Procedures are strictly followed and expertise outsourced when relevant. 2.Communication package timely developped and implemented. 3. Call for proposals package for Start-up plan for CCSI published in EC Funding and Tenders portal. 4. Close supervision of the launch, designation and start-up phases.	Operations 2	31/10/2022
5	Resistance from KICs to cooperate in the monitoring activities under the new KICs Supervision Framework, due to KICs' Governance opposition to change and misunderstanding by the KICs' of the new operational approach.	People and Organisation	Effective monitoring and evaluation strategy and plan to maximise EIT KIC impact, ensuring that EIT KICs become financially sustainable	3	5	4	Mitigate	1. Reinforce the EIT's monitoring and supervision capacity. 2. EIT further enhances coordination of KICs and participates in KICs SB meetings. 3. Informing the KICs about the advantages of the new operational approach proactively and securing buy-in from the KIC leaderships in the EIT-KIC Forum.	Operations 1	31/12/2022
6	Grant implementation does not contribute to the achievement of strategic objectives laid down in the EIT legislative package, due to lack of coordination and consultation within the EIT and with the EC.	Planning Process and Systems	Effective EIT Governance and Management	3	5	4	Mitigate	1. EIT strategies (e.g. Monitoring) and methodologies (e.g. BP assessment, report assessment) adopted and complied with during implementation of the EIT AWP 2022 and SPD 2022-2024. **2.** Coordination meetings organised with relevant EC counterparts. 3. EIT GB informed regularly (at least 2 times per year) about the achievement of the EIT's strategic obejctives, as planned in the AWP 2022.	Governance	31/12/2022
7	Underimplementation of the HEI initiative, due to ongoing development process and low level of absorption by KICs.	Planning Processes and Systems	Deliver impactful education objectives	4	4	4	Mitigate	1. Evaluation of the pilot projects. 2.Increase of resources allocated for development and continous monitoring (by EIT HQ) of the ongoing projects under the HEI initiative. 3. HEI governance framework drafted and in place.	Operations 2	31/12/2022
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.	Governance	31/12/2022

Annex XI: Grants 2022

XI.1: Start-up Grant to be awarded following the 2021 Call for KIC proposals

Basic act:

Regulation on the European Institute of Innovation and Technology[28] ("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");

- Article 130(5) of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 ("EU Financial Regulation") for the award of grants;

- Article 193(2) of the EU Financial Regulation with regard to the eligibility start date of the action;

- Article 195(c) of the EU Financial Regulation for the authorisation of awarding a grant without a call for proposals to a body with a de jure or de facto monopoly.

Budget line: 3110 KIC grants

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

On 26 October 2021, the EIT launched a Call for Proposals in the Cultural and Creative Industries thematic area.

As set out in in the 2021 KIC Call text, the EIT will provide the designated consortium with a Start-up Grant, during the set-up phase.

The objectives of the start-up phase are:

- **Legal readiness**
  - o Set-up of KIC legal structures (KIC Legal Entity and CLCs)
  - o Conclusion of internal agreements with KIC Partners
  - o Endorsement of Partnership Agreement by KIC Partners
- **Operational readiness**
  - o Recruitment & appointment of CEO

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[28] 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

- o Recruitment & appointment of KIC Core staff (COO, CFO, Thematic Directors, CLC managers)
  - o Set up of operational functions at the KIC LE level
  - o Preparation of the KIC Strategic Agenda
  - o Preparation and submission of first Business Plan
  - o Preparation of the KIC's IP policy
  - o Preparation of the KIC's Procurement Policy
- **Fostering EIT Identity**
  - o KIC's communication policy and EIT visibility and identity
- **Other activities**

Entities eligible for funding:

The Invitation to submit a Start-Up Plan proposal will be addressed to the consortium to be designated in June 2022 by the EIT Governing Board.

The monopoly situation is justified by the fact that only the designated consortium will be in the position to implement the start-up activities and establish the partnership as a Knowledge and Innovation Community.

Award criteria (indicative):

The 2022 EIT Start-up grant to the newly designated consortium will be determined based on the assessment of its

- Start-up Plan
- The estimated budget, including a breakdown of costs for each subcategory of activities.

The assessment will be based on the following criteria:

1. Excellence

2. Quality and efficiency of implementation

3. Impact

Amount of award (indicative):

Up to EUR 6 000 000.

Maximum possible rate of co-financing:

Up to 100% of start-up expenditure may be financed for the designated consortium.

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.

Therefore, the eligibility start date of this action shall be the date of submission of the proposal.

Grant agreement:

The action will be implemented through the Start-up Grant Agreement (SUGA) to be signed with the designated consortium, which will follow the Horizon Europe grant agreement model.

Timetable (indicative):

Activity	Indicative deadline
Invitation to submit the proposal	July 2022
Submission of proposal	September 2022
Evaluation	October 2022
Award decision and signature of the grant agreement	November/December 2022

XI.2: Grants to be awarded following 2009, 2014, 2016 and 2018 Call for KIC proposals

Basic act:

Regulation on the European Institute of Innovation and Technology[29] ("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");
- Article 130(5) of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 ("EU Financial Regulation") for the award of specific grants.

Budget line: 3110 KIC grants

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

The Business Plans for 2021-2022 grants must include initiatives that specifically contribute to the implementation of the KICs' Strategic Agendas. More specifically they should lay down:
- The links between the implementation of multiannual strategy and the individual KIC activities for 2021-2022;
- Expected achievements (outputs, outcomes/results);
- Partnership, governance and management, incl. co-location centres;
- Financial sustainability strategy;
- EIT Regional Innovation Scheme (RIS);
- Contribution to the EIT Community brand identity, communication, dissemination and outreach;
- EIT Cross-KIC scheme.

In line with Article 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

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[29] 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

Union and national research, with the potential to strengthen the Union's competitiveness at the international level and find solutions for the major challenges faced by European society, including those relating to health and the digital market;

- education and training activities in particular at masters and doctoral level, as well as professional training courses, in areas with the potential to meet future European socio-economic and socio-ecological needs and which expand the Union's talent base, promote the development of innovation-related skills, the improvement of managerial and entrepreneurial skills and the mobility of researchers and students, and foster knowledge-sharing, mentoring and networking among the recipients of EIT education and training activities, including those that are EIT-labelled;

- actions as part of the pilot on supporting HEIs to better integrate into innovation value chains and ecosystems and bringing them together with other key innovation players from the knowledge triangle and thereby improve their innovation and entrepreneurial capacity;

- outreach activities and the dissemination of best practices in the field of innovation with a focus on development of cooperation between higher education, research and business, including the service and financial sectors, and, where relevant, public and third sector organizations;

- RIS activities, fully integrated into the KICs multiannual strategy and linked to the relevant Smart Specialisation Strategies in order to strengthen the innovation capacity and to develop sustainable innovation ecosystems with a view to decreasing the disparities and divide in innovation performance across the Union;

- seeking synergies and complementarities between KIC activities and existing European, national and regional programmes, in particular the EIC, other European Partnerships and Missions under Horizon Europe, where appropriate;

- mobilising funds from public and private sources. KICs shall in particular seek to raise an increasing proportion of their budget from private sources and from income generated by their own activities;

- providing on request information on research and innovation outputs and results, and related intellectual property rights, developed under the KICs activities and on the relevant inventors.

Detailed operational objectives, deliverables, indicators and expected results to be achieved by the KICs are established and set out by the KICs in their multi-annual Business Plans for 2021-2022 in accordance with Article 7(2)(d) of the EIT Regulation.

Entities eligible for funding

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

— The Member States (MS) of the European Union (EU) including their outermost regions;

— The Overseas Countries and Territories (OCTs) linked to the Member States[30];

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

— eligible non-EU countries:

- Countries associated to Horizon Europe[31]: The list of associated countries can be found in the Horizon Europe Programme Guide[32].

  Considering the Union's interest to retain, in principle, relations with the countries associated to Horizon 2020, most third countries associated to Horizon 2020 are expected to be associated to Horizon Europe with an intention to secure uninterrupted continuity between Horizon 2020 and Horizon Europe. In addition, other third countries can also become associated to Horizon Europe during the programme. For the purposes of the eligibility conditions, applicants established in Horizon 2020 Associated Countries or in other third countries negotiating association to Horizon Europe will be treated as entities established in an Associated Country, if the Horizon Europe association agreement with the third country concerned applies at the time of signature of the grant agreement;

- Low- and middle-income countries[33].

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

Award criteria:

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

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

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

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

I.   **Multiannual strategy**
II.   **Financial sustainability (2020)**
III.   **Effectiveness of KTI measured by KPIs (2020)**
IV.   **Financial performance measured by KPIs (2020)**
V.   **Non-financial performance (2020 and 2021)**
VI.   **Business Plan quality and ambition (2022)**

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

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

[32]

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

Following the hearings on 23-25 November 2021, the EIT Governing Board took a decision on maximum EIT financial contribution for 2022, subject to the adoption of the 2022 EIT budget following the adoption of the 2022 EU budget. The Director will amend the 2021 award decisions concerning the grants.

Indicative amount of award:

EIT may award up to EUR 395 million to the KICs for 2022. The budgetary commitment will be subject to the amount of available commitment appropriations in the EIT Budget 2022.

Depending on the successful conclusion of Horizon Europe association agreement(s) with several third countries in 2021 and in 2022, and if and the third countries will pay their financial contribution to the EU budget, additional funding may be available for the KICs.

Maximum possible rate of co-financing:

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

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

Eligibility date:

Further to the extension of the 2021 Grant Agreements to the year of 2022, the eligibility date for the 2021-2022 grants shall be 1 January 2021.

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 2021-2022 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 2021.

5. KIC Partnership Agreement with EIT Raw Materials Knowledge and Innovation Community Legal Entity (EIT Raw Materials GmbH), signed on 19 May 2021.

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.

Indicative timetable:

Activity	Indicative deadline
GB decision on the determination of the EIT financial allocation criteria for year N, N+1, N+2	June of year N-1
Invitation to submit the Business Plans, Invitation to submit the cross-KIC proposals	July year N-1
Submission of the Business Plans	September of year N-1
GB decision on the allocation of the financial contribution of year N to the KICs	November of year N-1
Amendment of the 2021 award decisions and amendment of Grant Agreements 2021-2022	February of year N

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

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

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

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

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

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 activities[9] 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 Horizon Europe MGA on financial support to third parties will be implemented, together with the EIT-specific rules laid down in Annex 5 of the HE MGA. Financial support to third parties involves funding provided by the beneficiary (i.e. a KIC partner) to one or more recipients that are not a party to the grant agreement. The scheme is also called 'cascade funding'.

In order to realise the objectives laid down in the EIT Regulation and the Strategic Innovation Agenda of the EIT, KIC Partners shall be allowed to provide financial support to third parties. The rules governing the provision of financial support to third parties are laid down in the Grant Agreement 2021-2022 (GA 2021-2022), Article 6.2.D.1, in line with the HE MGA template.

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

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

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

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

D – Targets for EIT core Key Performance Indicators

KIC strategic objectives and targets for EIT core KPIs are included in Annex XIV.

XI.3: European Batteries Alliance Academy

Basic act:

Regulation on the European Institute of Innovation and Technology[34] ("EIT Regulation")

Legal basis:

-   Regulation (EU) 2021/1057 of the European Parliament and of the Council of 24 June 2021 establishing the European Social Fund Plus ("ESF+ Regulation")[35]
-   Regulation (EU) 2020/2221 of the European Parliament and of the Council of 23 December 2020 amending Regulation (EU) No 1303/2013 as regards additional resources and implementing arrangements to provide assistance for fostering crisis repair in the context of the COVID-19 pandemic and its social consequences and for preparing a green, digital and resilient recovery of the economy ("REACT-EU Regulation")
-   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 7 and 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");
-   Articles 193, 195(f) 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");
-   Section 5.1 of Commission Decision C(2021)6593 of 13 September 2021 on the Annual work programme for the operational technical assistance at the initiative of the Commission in the framework of the European Social Fund, supported from the REACT-EU resources for 2021;
-   Contribution agreement between the European Commission and the EIT (signature foreseen before the end of 2021).

Budget line: 3116 Other grants

Objectives pursued and expected results:

Europe's emerging battery ecosystem is at the forefront of the green transition as batteries are the key enabling technology for the switch to zero emission mobility and for the energy storage in the power system. The EU's ability to skill workers will be a success factor of the European Green Deal and of the EU economic recovery after COVID-19. REACT-EU is expected to contribute 25% of the overall financial envelope to climate objectives.

The European Batteries Alliance Academy will assist Member States in ensuring the quality of skills development in the area of batteries that can be programmed under REACT EU.

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[34] Regulation (EU) No 2021/819 of the European Parliament and of the Council of 20 May 2021 on the European Institute of Innovation and Technology (recast), OJ L 189, 28.5.2021, p. 61

[35] Regulation (EU) 2021/1057 of the European Parliament and of the Council of 24 June 2021 establishing the European Social Fund Plus (ESF+) (OJ L 231, 30.6.2021, p. 21)

Description of the activities to be funded:

The European Batteries Alliance Academy will assist Member States in ensuring the quality of skills development in the area of batteries, in particular by extending the learning repository, updating and improving learning resources, building a certification of learning and training programmes and by building the capacities of European Social Fund (ESF) Managing Authorities.

Eligible participant(s):

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 EIT InnoEnergy KIC Legal Entity, who has a unique role in managing the industrial part of the EBA, with over 500 participants. EIT InnoEnergy KIC Legal Entity has already created the EBA Academy, i.e. it has developed the training courses to ensure the quality of skills development in the area of batteries, and has signed Memoranda of Understanding with several EU Member States (more to follow) who will be the recipient of the trainings. As a result, only EIT InnoEnergy KIC Legal Entity is in the position to implement the action, which makes it compliant with the conditions of Article 195(f).

Award criteria (indicative):

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

Criteria	Maximum points:
1. Relevance	40
2. Quality	40
3. Impact	20
Total scores	100

Indicative amount of award, duration:

In 2022 EIT may award up to **EUR 9 800 000** for the action for a duration of 3 years.

The REACT-EU resources shall be implemented in accordance with the rules of the Fund to which they are allocated or transferred, in this case of the European Social Fund +.

Maximum possible rate of co-financing:

In accordance with the REACT-EU rules.

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.

Therefore, the eligibility start date of this action shall be:
- 1 January 2022, if the proposal is submitted still in 2021, or
- the deadline for submission (see indicative timetable below).

Grant agreement:

The following model grant agreement (MGA) will be used: https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/general-mga_esf-socpl_en.pdf

Indicative timetable:

Activity	Indicative deadline
Invitation to submit the proposal	November/December 2021
Submission of the proposal	January 2022
Evaluation	January/February 2022
Award decision and signature of the grant agreement	March 2022

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 2022 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, EIT CHANGE and EIT Women Leadership Award. Financial prizes of EUR 20.000 EUR and EUR 10.000 respectively for second and third places for the EIT Venture, EIT innovators, EIT CHANGE and EIT Women Leadership Award. No financial prize is foreseen to be awarded for the EIT Public (Citizen) Award.

A) CRITERIA FOR THE EIT AWARDS:

The criteria for participation are as follows:

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

   Admissibility criteria:

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

   - The online application for the EIT Venture Competition has been duly completed.

   Failure to comply with those requirements will lead to the rejection of the application.

   Eligibility criteria:

   In order to participate in the EIT Venture Award competition, the applicant venture needs to:

   - be incorporated or registered (if mandatory in accordance with the applicable national law);

   - have received business creation support by a KIC, i.e. the venture has gone through a structured business support process offered by a KIC.

   The evidence to be provided by the applicant venture as part of the application package consists of a registration or incorporation certificate and description or proof of receipt of business creation support by a KIC.

Applicants will be excluded from participating in the call for nominations if they are in any of the situations of exclusion defined in Article 136 of the EU Financial Regulation.[36]

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

The legal representative of the applicant venture must sign a declaration on their honour certifying that they are not in one of the situations referred to in Articles 136 and 141 of the EU Financial Regulation, filling in the relevant form and upload to the online application accompanying the call for nominations. The template is available at https://eit.europa.eu/our-activities/eit-awards/2022-awards.

Selection criteria:

Applications for the EIT Venture Award will be selected based on the following criteria:

The applicant venture:

• offers an innovative and marketable product or service, with a European perspective and the potential to expand globally;

• has already at least 10 customers and an investment made of minimum 100.000 EUR;

• comprises a team of a minimum three Full Time Equivalents (FTEs) that convincingly demonstrates that it has the competences to successfully develop the product or service and bring it to the market.

The evidence to be provided by the venture as part of the application package consists of the description of how the above selection criteria are met (e.g. on the product or service, on the applicant venture's team, on the customers or investors/investments) including the business plan of the venture and relevant accompanying information.

Award Criteria:

An international jury composed of three experts, with a balanced composition including higher education, business (creation), innovation and the investor community, will evaluate the applications, supporting documents (stories) and presentations based on the following criteria (assessed on a scale from 1-5 with half points, where 1 is the lowest score, 5 is the highest score; maximum score to be obtained in total is 20 points[37]):

Criteria (equal weighting)	Explanation
1. Commercial and business characteristics / potential	✓ Need for (or the prospect of) product or service with technical features uniqueness and technology risk addressed, including intellectual property position

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

[37] The overall score is calculated as an average of the individual scores of the jury members, rounded up to one decimal place

	✓ Competitive advantage over potential competitors, including quality and relevance of the description of the business model (pricing, downstream value, scalability, funding strategy) ✓ Addressable market size, potential target customers and customer engagement plan (Go To Market), and sales & profits potential
2. Societal impact	✓ Degree of the societal impact in line with the scope of the KIC
3. Team characteristics	✓ Leadership quality of the CEO and suitability of the team members ✓ If applicable: identification of short-term talent gaps and a strategy to fill them
4. Pitch/Presentation	✓ Professionalism: the clarity, demeanour and professional delivery of the team and quality and persuasiveness of the oral presentation ✓ Quality of answers during the Q&A portion of the presentation

The evidence on which the jury evaluation is based comprises:

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

   - The market need, or customer pain point the venture addresses and the reason to solve this particular issue;

   - The product/service developed and discerning (technical) features;

   - Customers and market opportunity;

   - The unique value proposition relative to the competition, a competitor analysis and an explanation how the venture will stay ahead of the competition;

   - Domestic and foreign patents and patent applications;

   - Important technical know-how;

   - The venture's organisational chart with the management team, the background of its members, and plans to fill any positions that are (yet) not covered;

   - The venture's list of shareholders and number of shares held by each;

   - Any projections, capital budgets and strategic plans.

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

   - The presentation by the nominated ventures will be made by means of delivering a pitch to a high-level jury by a representative of the venture.

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

2. <u>**EIT CHANGE Award**</u>: in order to participate in the EIT CHANGE Award competition, applicants need to fulfil the following **admissibility**, **eligibility and exclusion criteria**:

<u>Admissibility criteria:</u>

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

- The online application for the EIT CHANGE Competition has been duly completed.

Failure to comply with those requirements will lead to the rejection of the application.

<u>Eligibility criteria:</u>

The call is open to all natural persons having graduated from an EIT labelled education programme.

The applicant shall submit a copy of her/his University diploma and the EIT labelled degree/certificate, or a confirmation (declaration of honour) from the KIC Education Director. If not yet handed out, a confirmation by the KIC Education Director shall be submitted that the nominee will receive a diploma and the EIT labelled degree/certificate prior to June2022.

<u>Exclusion criteria:</u>

Applicants will be excluded from participating in the call for nominations if they are in any of the situations of exclusion defined in Article 136 of the EU Financial Regulation.[38]

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

Applicants must sign a declaration on their honour, filling in the relevant form and upload to the online application accompanying the call for nominations. The template is available at https://eit.europa.eu/our-activities/eit-awards/2022-awards.

<u>Selection criteria:</u>

Applications for the EIT CHANGE Award will be selected based on the following criterion:

The applicant

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

The evidence to be provided by the nominee as part of the application package consists of:
- CV of the applicant (EU CV format);

- the copy of the EIT labelled degree/certificate of the applicant or a confirmation (declaration of honour) from the KIC Education Director. If not yet handed out, the degree can be replaced by a confirmation by the KIC Education Director that the applicant will receive a diploma and the EIT labelled degree prior to June 2022.

<u>Award Criteria:</u>

An international jury composed of three experts, with a balanced composition including higher education, business (creation), innovation and the investor community, will evaluate the applications, supporting documents (innovation stories) and presentations based on the following

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

criteria (assessed on a scale from 1-5 with half points, where 1 is the lowest score, 5 is the highest score; maximum score to be obtained in total is 20 points[39]):

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

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

   - The innovativeness and entrepreneurial/intrapreneurial nature of the nominee's achievement: ("How do you spur innovation and entrepreneurship?")

   - The (potential) societal and economic impact of the achievement: ("How does your achievement/activity create societal and economic impact?")

   - How the achievement has been facilitated by the EIT labelled education programme: ("How has the EIT labelled education programme of the KIC concerned facilitated your achievement/enhanced your ability to spur innovation and entrepreneurship?")

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

   - EIT CHANGE Award nominees will be invited to deliver the presentation of their "innovation story" to a high-level jury.

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

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

   Admissibility criteria:

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[39] The overall score is calculated as an average of the individual scores of the jury members, rounded up to one decimal place

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

– The online application for the EIT Innovators Competition has been duly completed.

Failure to comply with those requirements will lead to the rejection of the application.

<u>Eligibility criteria:</u>

In order to participate in the EIT Innovators Award competition, KIC innovation teams need to fulfil the following set of criteria:

- The team shall involve individuals from at least three KIC partners representing at least two sides of the Knowledge Triangle (a core team may be defined if the team is very large);

- KIC partners shall come from at least two different countries;

- The team has received funding for their project by a KIC between 01/01/2018 and closure of the call.

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

<u>Exclusion criteria:</u>

Applicants will be excluded from participating in the call for nominations if they are in any of the situations of exclusion defined in Article 136 of the EU Financial Regulation[40].

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

The EIT will perform the check of the exclusion criteria by relaying on the on previously submitted declarations of honour of KIC Partner organisations. If the EIT considers it justified, it may require the resubmission of the declaration on honour (e.g. if the declaration of honour was submitted to the EIT before 11 March 2021 2020).

<u>Selection Criteria:</u>

Applications for the EIT Innovators Award will be selected based on the following criterion:

- The team must have successfully achieved at least the pre-commercialization stage.

The evidence to be provided by the nominee as part of the application package consists of a document[41] proving that the team has successfully achieved the pre-commercialisation stage.

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

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

<u>Award Criteria:</u>

An international jury composed of three experts, with a balanced composition including higher education, business (creation), innovation and the investor community, will evaluate the applications, supporting documents (innovation stories) and presentations based on the following criteria (assessed on a scale from 1-5 with half points, where 1 is the lowest score, 5 is the highest score; maximum score to be obtained in total is 20 points[42]):

Criteria (equal weighting)	Explanation
1. Originality of the new product, process or service	✓ Uniqueness and features of product/process/service ✓ Degree to which product/process/service is disruptive
2. The efficiency and effectiveness of conversion of the idea into the outcome	✓ Resources (time and finances) used to transform the idea (i.e. starting point) into a product/process/service ✓ Innovation process – planning, goals, milestones, team ✓ Diversity of the team and degree of pan-European cooperation
3. Social and potential and real economic impact of the outcome	✓ Prospects to address a societal challenge tackled by the EIT and KICs ✓ Impact potential ✓ Plan/arrangements for commercialisation
4. Pitch/ Presentation	✓ Quality and persuasiveness of the presentation ✓ The clarity, demeanour, and professionalism of the presentation of the team and the business case ✓ Quality of answers during the Q&A portion of the presentation

The evidence to be provided:

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

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

   - The presentation by the nominated teams will be made by means of delivering a pitch to a high-level jury by a representative of the team.

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

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

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[42] The overall score is calculated as an average of the individual scores of the jury members, rounded up to one decimal place

Admissibility criteria:

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

- The online application for the EIT Women Leadership Competition has been duly completed.

Failure to comply with those requirements will lead to the rejection of the application.

Eligibility criteria:

In order to participate in the EIT Women Leadership Award competition, the applicant shall be a woman belonging to the EIT Community (e.g. participation in the KICs, in the KIC's ecosystem, educational, innovation or business creation activities or similar).

The applicant shall submit a proof of belonging to the EIT Community or a description for the EIT Women Leadership Award.

Exclusion criteria:

Applicants will be excluded from participating in the call for nominations if they are in any of the situations of exclusion defined in Article 136 of the EU Financial Regulation.[43]

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

Applicants must sign a declaration on their honour, filling in the relevant form and upload to the online application accompanying the call for nominations. The template is available at https://eit.europa.eu/our-activities/eit-awards/2022-awards.

Selection criteria:

Applications for the EIT Women Leadership Award will be selected based on the following criteria:

- The applicant holds an active position within the EIT Community as a Woman Leader/ Role Model, is having a pivotal role to inspire others within or beyond the EIT Community (incl. teacher/trainer, entrepreneur or innovator, alumni etc.);
- The applicant has demonstrated impact on the EIT Community and/ or the broader European Innovation eco-systems incl. citizens/society.

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

Award Criteria:

An international jury composed of three experts, with a balanced composition including higher education, business (creation), innovation and the investor community, will evaluate the applications, supporting documents (stories) and presentations based on the following criteria (assessed on a scale from 1-5 with half points, where 1 is the lowest score, 5 is the highest score; maximum score to be obtained in total is 20 points[44]):

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[43] Regulation (EU, Euratom) No 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union and amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014 and repealing Regulation (EU, Euratom) No 966/2012
[44] The overall score is calculated as an average of the individual scores of the jury members, rounded up to one decimal place

Criteria (equal weighting)	Explanation
1. Pro-active attitude and potential as role model	✓ Display of pro-active attitude and initiative ✓ Degree of thinking outside boundaries and (systematic) exploration and generation of new ideas/ ways or methodologies
2. Impact of achievement/ activities	✓ Degree to which the achievement/ activities are significant for the EIT Community and/ or the broader European innovation eco-systems
3. Link to EIT Community	✓ Quality of the description of how the nominee is linked and is active in the EIT Community
4. Pitch/ Presentation	✓ Quality, creativity and persuasiveness of the Woman Leadership story presented ✓ Quality of answers during the Q&A portion of the presentation

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

   - The innovativeness/nature of the nominee's achievement/ activities: ("How do you spur thinking outside the box and inspire others?")

   - The (potential) societal and economic impact of the achievement: ("How does your achievement/activity create societal and economic impact?")

   - The impact of the achievement/ activities on the EIT Community and/ or the broader European Innovation eco-systems ("How did your activity help to promote gender diversity/ equality within the EIT Community?")

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

   - EIT Women Leadership Award nominees will be invited to deliver the presentation of their "Woman Leadership story" to a high-level jury.

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

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

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

B) EIT EVALUATION COMMITTEE

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

C) APPOINTMENT AND COMPOSITION OF THE JURIES

Each award category will have a jury (excluding 5. EIT Public (Citizen) Award) for the evaluation of the 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	Q4 2021
Deadline for submitting applications to the EIT	Q1 2022
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 2022
Communication campaign	With the formal publication of nominees – 31 December 2022
Evaluation by the Jury	Prior to and during the EIT Awards event
Award decision	Following evaluation of the jury
EIT Awards 2022 ceremony	Q4 2022
Provision of prize	Within one month after the EIT Awards 2022 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 -2027[45]. The SAs are aligned with the EIT's impact framework high level objectives to:

(a) Increase the impact of KICs and knowledge triangle integration;

(b) Increase the innovation capacity of the higher education sector by promoting institutional change in higher education institutions (HEIs);

(c) Increase the regional outreach of the EIT in order to address regional disparities in innovation capacity across the EU.

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

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

(1) Climate – 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 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 from a "quantity" to a "quality" approach.

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

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

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[45] Dependent on adoption of Horizon Europe and EIT Legislative package

access community, being pan-European and nurturing inclusion from diverse innovation actors.

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

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

By 2027 EIT Climate-KIC will have:

1. Helped Europe avoid over **500 million tons** (CO2eq) of emissions;
2. Strengthened the resilience of **10 million people** to the impacts of climate change;
3. 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	KPI Target	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	35	20	18	20	20	20	20	153
EITHE03.1	# Supported Start-ups/Scale-ups	163	150	150	130	120	120	120	953
EITHE04.1	# Start-ups created of/for innovation	1	3	3	3	3	3	3	19
EITHE05.1	# Start-ups created of EIT labelled MSc/PhD programmes	1	4	4	5	5	5	5	19
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (Million EUR)	22	30	30	25	20	20	20	167
EITHE07.1	# Graduates from EIT labelled MSc/PhD programmes	200	240	230	230	230	230	230	1590
EITHE08.1	# Participants in (non-degree) education and training	2,959	1,500	1,500	1,500	1,500	1,200	1,200	11,359
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	3	10	10	10	10	10	10	63
EITHE10.1	# Active KIC Partners	180	170	160	160	150	150	150	160 (avg)
EITHE11.1	FS revenues (Million EUR)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
EITHE12.1	% Co-funding rate								
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:

1. Created yearly **40** new equity positions from the venture creating activities in the Innovation Factory and **25** new equity positions the RIS Venture Program's teams, totalling more than 600 equity positions for EIT Digital by the end of 2027.
2. Increased EU Member States digital competitiveness by +130% increased in participation (100% MS participation);
3. Increased the KIC's Master School intake with over **2.000** eligible applicants for each Master School cohort and will have recruited more than **500** new students every year, while, at the same time, reducing the cost per student by making a more efficient use of the scholarships and by optimizing tuition fee waivers; keeping the quality standards and services provided to the students.
4. Enrolled **1.3 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:

1. Become the preferred "go to" trusted ecosystem for impact minded innovators in the EU and US;
2. 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 surplus 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;
3. Expended **geographically the KIC's ecosystem** to the US, and support over 100 ventures landings;
4. Secure long-term strategic sustainability by enabling 3 strategic value chains, including a
5. Replication of EBA (European Battery Alliance) in **2 other strategic industrial value chains** (i.e. Green H2, PV reborn in EU, Hyperloop, Building refurbishment.)
6. 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:

Figure 4. Forecasted cumulated impact by 2027 of the EIT InnoEnergy portfolio of assets.
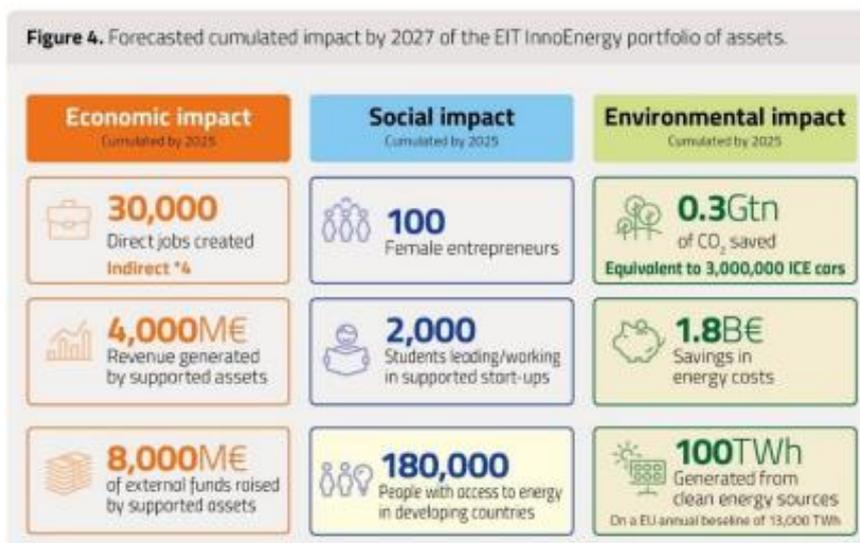
Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	# Designed/Tested Innovations	32	32	40	40	40	40	40	264
EITHE02.1	# Marketed Innovations	55	60	60	60	60	60	60	415
EITHE03.1	# Supported Start-ups/Scale-ups	77	77	90	90	90	90	90	604
EITHE04.1	# Start-ups created of/for innovation	3	3	3	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 behavioral change.*

Strategic objectives:

- Promoting better health for all;

- Strengthening healthcare systems in Europe;

- Contributing to a sustainable health economy in Europe.
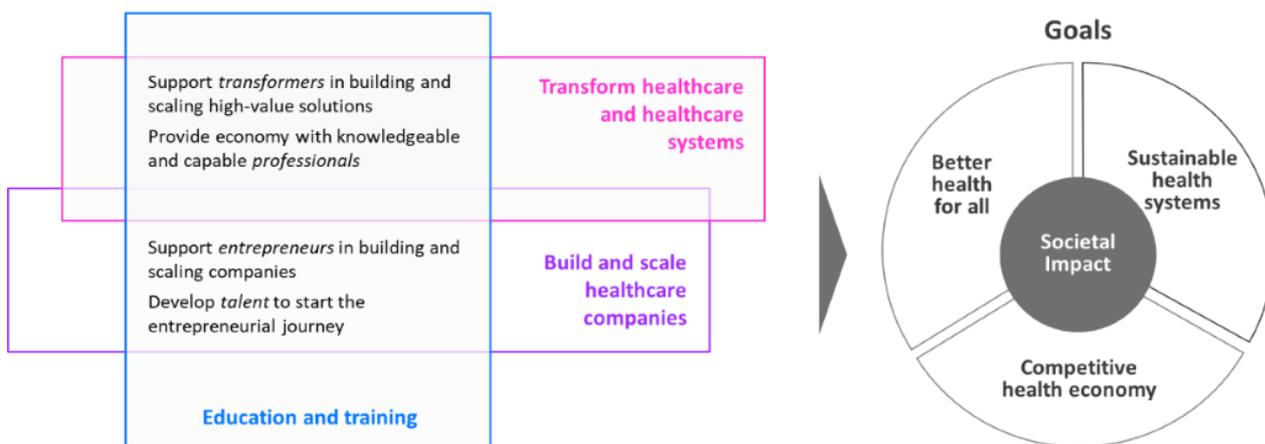
By 2027, the KIC will have:

1. 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**.
2. 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;
3. 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 30%;**
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;**
4. 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

(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 livable 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**

Annex XV: Procurement Plan 2022

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

The overall budgetary allocation reserved for procurements in 2022 amounts to EUR XXX.

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 2022, for an indicative amount of **EUR 1 200 000**.

Areas / subjects	Indicative type of contract(s)[46]	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)	NEW 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	OF/AMD FWC - NEW NP	12	Q1-Q4
Organization of social events	SER	6	Q2-Q3
Studies and surveys	OF	1	Q2
Organisation of meetings, events (catering, travel, and technical services), e.g. EIT Governing Board and Executive Committee meetings, other meetings	SC/OF	12	Q1-Q4
Provision of IT services (1st and 2nd level support; software development)	SC	2	Q1-Q4
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	SER/NEW NP	3	Q1-Q4

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46 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 2022 Annual Work Programme.

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

The indicative amount of procurement procedures linked to operational activities amounts to:
 EUR 4 430 000.

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 contract47	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
1. Increasing the impact of KICs and knowledge triangle integration					
1.1. Support to existing KICs					
1.1.1. Financial support, strategic supervision and guidance					
SGA 2020 ex-post audits	3111	300,000	SC	2	Q3-Q4
Grant Management platform + Business intelligence	3111	220,000	SC/SLA	6	Q1-Q3
Experts for BP / report assessment	3111	690,000	EXP	102	Q1-Q3
1.1.2. Enhancing education in the EIT model					
Assessment and reviews	3112	110,000	SC/EXP	6	Q1-Q2
1.1.3. Enhancing collaboration					
1.2. Increasing the regional impact of KICs					
EIT regional support actions	3115	300,000	SER	1	Q4
1.3. Launch of new KICs					
Promotion of the EIT's 2021 Call for Proposals	3114	200,000	SC	1	Q3
2. Supporting the entrepreneurial innovation capacity of higher education					
Supporting the innovation capacity of higher education	3300	20,000	SC	1	Q1
3. EIT cross-cutting activities					
3.1. Communication					

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3.1.1. Stronger branding strategy and communication					
Communications Campaign website hosting, migration, technical support enhancement of a web-based tool, brand support	3202	1,400,000	SC / FWC	2 new FWCs + 4 SCs	Q1-Q3
3.1.2. Stakeholder relations					
Engagement with institutional and knowledge triangle stakeholders	3204	250,000	SC/NP/EXP	6	Q1-Q4
3.1.3. EIT Awards					
Event organization	3202	70,000	SC	1	Q3
3.1.4. EIT Alumni					
Alumni Board Meeting Logistics Alumni website hosting and maintenance Alumni Promotion Alumni projects Alumni Connect 2021 organisation Alumni President	3203	150,000	SC/SER	7	Q1-Q4
3.3. International cooperation					
Expert support	3205	400,000	EXP	1	Q4
4. Impact monitoring and evaluation					
Monitoring and evaluation activities	3206	320,000	EXP/SC/FWC	New FWC + 3 SC + 4 EXP selections	Q1