Ref. Ares(2019)2433045 - 05/04/2019

European Institute of Innovation & Technology

DECISION 06/2019

OF THE GOVERNING BOARD OF

THE EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY (EIT)

ON THE AMENDMENT OF DECISION 42/2018 OF THE EIT GOVERNING BOARD ON THE ADOPTION OF THE FINAL SINGLE PROGRAMMING DOCUMENT (2019-2021) OF THE EIT

THE GOVERNING BOARD OF THE EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY,

Having regard to Regulation (EC) No 294/2008 of the European Parliament and of the Council of 11 March 2008 establishing the European Institute of Innovation and Technology[1] as amended by Regulation (EU) No 1292/2013 of the European Parliament and of the Council of 11 December 2013[2] (hereinafter the "EIT Regulation"), and in particular Article 15 and Section 2 (a) of the Statutes annexed to the EIT Regulation;

Having regard to 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, 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 966/2002[3] (hereinafter the "Financial Regulation"), and in particular Articles 110, 189 and 206 thereof;

Having regard to the Decision of Governing Board of the EIT of 27 December 2013 adopting the Financial Regulation for the European Institute of Innovation and Technology,[4] as amended by Decision No 6/2015 of the Governing Board of the EIT of 5 March 2015[5] and by Decision 11/2016 of the Governing Board of the EIT of 20 April 2016[6] (hereinafter the "EIT Financial Regulation"), and in particular Article 32 (1), Article 33(8) and Article 68 (2) thereof;

Having regard to Commission Delegated Regulation (EU) No 1271/2013[7] of 30 September 2013 on the framework financial regulation for the bodies referred to in Article 208 of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council (hereinafter the "Framework Financial Regulation");

Having regard to Decision No 1312/2013/EU of the European Parliament and of the Council of 11 December 2013 on the Strategic Innovation Agenda of the European Institute of Innovation and Technology (EIT): the contribution of the EIT to a more innovative Europe[8] (hereinafter the "Strategic Innovation Agenda");

Having regard to the Commission Communication[9] on the guidelines for programming document for decentralised agencies and the template for the Consolidated Annual Activity Report for decentralised agencies;

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[1] *OJ L97 of 09.04.2008, p. 1.*
[2] *OJ L347 of 20.12.2013, p. 174.*
[3] *OJ L 193, 30.07.2018, p. 1.*
[4] *01364.EIT.2014.I.*
[5] *00101.EIT.2015.I.GB34*
[6] *O4141.EIT.2016.I.GB.41*
[7] *OJ L 328, 7.12.2013, p.42*
[8] *OJ L 347, 20.12.2013, p. 892.*
[9] *Ref. Ares(2014)4305716 - 19/12/2014 Brussels, 16.12.2014 C(2014) 9641 final*

Having regard to Decision 1/2018 of the Governing Board of the EIT of 26 January 2018 adopting the Draft Single Programming Document 2019-2021[10];

Having regard to the Commission opinion adopted on 14 December 2018[11];

Having regard to Decision 42/2018 of the Governing Board of the EIT of 14 December 2018 adopting the Final Single Programming Document 2019-2021 of the EIT[12];

WHEREAS

(1) Article 32 (1) of the EIT Financial Regulation and the Framework Financial Regulation provides that the EIT shall draw up a programming document containing multiannual and annual programming taking into account guidelines set by the Commission.

(2) The Final Single Programming Document (SPD) for 2019-2021, adopted by the Governing Board on 14 December 2018, laid down the exclusion, eligibility, selection and award criteria for the 2019 EIT Awards procedure (Annex XII).

(3) For the purpose of improving the overall 2019 EIT Awards process, Annex XII to the SPD 2019-2021 related to the Call for Nominees for the 2019 EIT Awards (CHANGE, VENTURE, INNOVATORS, EIT Woman Leadership & Entrepreneurship) shall be replaced by a new Annex XII, which includes simplified award criteria for the EIT Venture Award aligning it with the award criteria of the other EIT Awards.

(4) Since this Decision provides for a revised Annex to the SPD 2019-2021 related to the 2019 EIT Awards procedure, for the sake of legal certainty Decision 42/2018 of the EIT Governing Board should be repealed. Additionally, SPD 2019-2021 is annexed in a consolidated form.

HAS DECIDED AS FOLLOWS:

[10] *00241.EIT.2018.I.GB.WP*
[11] *ref: C(2018)8521*
[12] *Ref. Ares(2018)6606516 – 14/12/2018 Budapest*

Article 1
Amendment

The Final Single Programming Document of the EIT for 2019-2021, as annexed to the present decision in a consolidated form, is hereby amended.

Article 2
Repeal

Decision 42/2018 of the EIT Governing Board is hereby repealed and replaced by the present decision.

Article 3
Entry into force

The present decision shall enter into force on the day of its signature. It will be published on the EIT website.

Done in Budapest on 29 March 2019[13]

Dirk Jan van den Berg
Chairman of the EIT Governing Board

Annex: Final Single Programming Document of the EIT (2019-2021)

[13] *Approved by written procedure on 29 March 2019.*

Electronically signed on 25/03/2019 13:52 (UTC+01) in accordance with article 4.2 (Validity of electronic documents) of Commission Decision 2004/563

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European Institute of Innovation & Technology

EIT Programming Document

Making Innovation Happen

2019 – 2021

European Institute of Innovation and Technology (EIT)

Budapest | December 2018

www.eit.europa.eu

The EIT is a body of the European Union

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Executive Summary

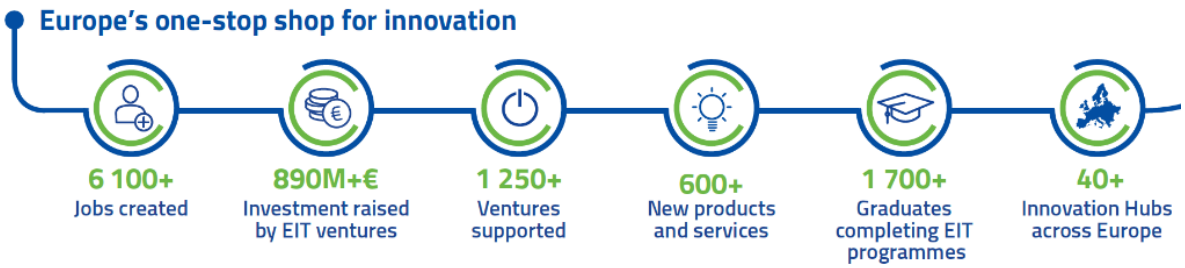
The **European Institute of Innovation and Technology (EIT)** was created by the EU in 2008 to help Europe compete. As an independent EU body, it is a well-established one-stop shop for innovation that has become part of the backbone of Europe's global competitiveness, operating across the entire EU and connecting the best talent and innovators. The EIT connects the dots, empowers entrepreneurs and draws out their full potential.

The EIT logic is simple. Powering innovation is about more than simply financing innovators. Innovation needs a pipeline of ideas, talent and a supporting ecosystem. The EIT creates the ecosystem needed to succeed: equipping innovators across Europe with robust entrepreneurial skills. As Europe's largest innovation network, the EIT Community is playing a leading role, by continuing to join forces, create bridges and promote partnerships among the finest minds and forward-thinking organisations.

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 works in areas that make the difference to this planet, the EU and its citizens: from climate, digitisation, renewable energies to health, raw materials and food with manufacturing and mobility in the making. It delivers on Europe's commitment to the UN's Sustainable Development Goals.

The Knowledge and Innovation Communities develop innovative products and services, start new companies, and train a new generation of entrepreneurs. They bring ideas to market, turn students into entrepreneurs. They innovate. The EIT's unique approach fully integrates the entire innovation value chain: from student to entrepreneur, from idea to product, from lab to customer – including the scaling-up of successful start-ups.

Since 2010, the EIT Community has supported more than 1,200 business ideas, supported and created hundreds of start-ups, and now these start-ups are increasingly becoming commercial successes. For example, in 2017 alone, EIT-supported start-ups attracted more than 250 million euro in external investment and created more than 6,000 highly qualified jobs. Over 1,700 students have graduated



from EIT labelled education programmes and this number is projected to increase to 5,000 by 2020.

This is set to continue in 2019 with a remarkable number of outputs scheduled for completion and outlined in this work programme. In 2019, the EIT will continue to contribute to the overarching objectives of the Europe 2020 strategy on fostering growth and creating jobs by improving results, breakthrough technologies, services and sustainability of the operations of its Knowledge and Innovation Communities through synergies and multiplication of successful cooperation activities.

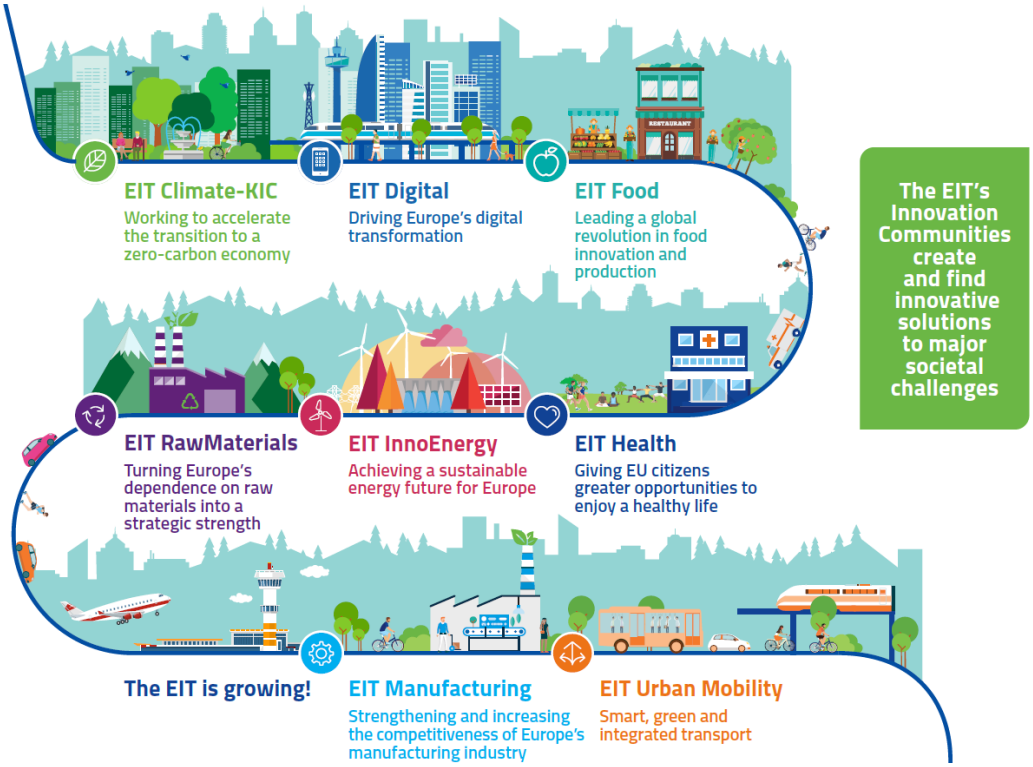
The EIT's plans and activities for 2019 are presented along its three strategic objectives:

1. Incentivising Growth, Impact and Sustainability through the EIT

The EIT will continue to enhance its role as a smart investor in innovation by refining and implementing its strategy for Knowledge and Innovation Communities' financial sustainability to ensure a smooth and predictable transition towards their gradual financial independence from the EIT. The EIT will further promote collaboration and competition among the existing Knowledge and Innovation Communities by implementing targeted cross-KIC actions such as the EIT label and the development of a common Entrepreneurship and Innovation Agenda.

At the same time, the EIT will continue to make use of regulatory flexibility to enable further simplification in its processes to increase its internal efficiency. This is needed to achieve results effectively while maintaining a high level of assurance to in managing EUR 2.4 billion of EU funds during the 2014-2020 period.

To further enhance impact and to incentivise innovation in new societal challenges, the EIT will provide guidance and funding to facilitate the successful set-up of EIT Manufacturing and EIT Urban Mobility, selected in December 2018.



2. Enhancing the EIT's Impact

To further increase its visibility, the EIT will focus its communications activities in 2019 on one overarching objective, namely increasing the level of awareness of the EIT Community's activities and achievements among external stakeholders by implementing the EIT's Communications Strategy. The 2019 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 stakeholders, and will showcase EIT success stories to further enhance awareness about the EIT. These will be showcased during the EIT's annual Innovation Forum, INNOVEIT.

The EIT will continue its engagement with institutional stakeholders, EU multiplier organisations as well as with key stakeholders from academia, research and business in a systematic, structured, focused and tailored manner during 2019. In addition, the EIT will continue to seek synergies with other EU initiatives, for instance the European Investment Bank (EIB) Group, including the European Investment Fund (EIF) and the European Fund for Strategic Investments (EFSI). To further increase the EIT Community's visibility internationally, the EIT will engage with targeted third countries, most importantly the United States, China and Israel, as well as international organisations to develop strategic alliances.

In 2019, the EIT will continue to provide guidance and support to all of its Knowledge and Innovation Communities to further strengthen the EIT Regional Innovation Scheme (EIT RIS) to achieve the overall strategic objective of enhancing the innovation capacity in regions that are not yet directly participating in Knowledge and Innovation Communities.

The EIT will also continue to support the development of the EIT Alumni Community in 2019 by organising the sixth edition of the EIT Alumni Connect event.

3. New Delivery Mechanisms and Results-oriented Monitoring

In 2019, the EIT will continue refining and putting into practice its overall strategy and processes to analyse and assess results and impacts of all EIT Community activities. In particular, emphasis will be put on prioritising and implementing recommendations from external and internal evaluations performed in 2016-2018, such as the EIT and Horizon 2020 interim evaluations, EIT Impact Study, 7-year review of the first wave of KICs and thematic assessments in education, innovation and knowledge triangle integration. Moreover, the EIT will develop and pilot an Impact Framework taking on board particularly the impact data collected and evaluation methodologies adopted by the EIT interim evaluation and the Impact Study. This work will be performed in close collaboration with the KICs and key EIT stakeholders.

List of acronyms

AAR	Annual Activity Report
ABAC	Accrual Based Accounting
AD	Administrator
AST	Assistant
BRIC	Brazil, Russia, India, China
CA	Contract Agent
CFS	Certificate on Financial Statements
CLC	Co-location Centre
COO	Chief Operation Officer
COST	European Cooperation in Science and Technology
DMS	Document Management System
EARTO	European Association of Research and Technology Organisations
EC	European Commission
EFSI	European Fund for Strategic Investment
EFTA	European Free Trade Association
EIT	European Institute of Innovation and Technology
EIT RIS	EIT Regional Innovation Scheme
ESIF	European Structural and Investment Funds
EU	European Union
EXCO	Executive Committee
FPA	Framework Partnership Agreement
FTE	Full Time Equivalents
GB	Governing Board
H2020	Horizon 2020
HR	Human Resources
ICT	Information and Communications Technology
IGO	Intergovernmental Organisation
IP	Intellectual Property
JRC	European Commission's Joint Research Centre
KAVA	KIC Added Value Activities
KCA	KIC complementary activities
KIC LE	KIC Legal Entity
KICs	Knowledge and Innovation Communities
KPIs	Key Performance Indicators
LE	Legal Entity
LSO	Local Security Officer
MOOCs	Massive Open Online Courses
MOOPs	Massive Open Online Programmes
OECD	Organisation for Economic Co-operation and Development
PMS	Performance Measurement System
R&D	Research and Development
SGA	Specific Grant Agreement
SIA	Strategic Innovation Agenda
SME	Small and Medium-sized Enterprise
SNE	Seconded National Expert
SPD	Single Programming Document

SUGA	Start-up Grant Agreement
TA	Temporary Agent
WEF	World Economic Forum
WP	Work Programme

Mission statement

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

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

In 2010, the European Union launched a strategy for sustainable growth for the coming decade: the Europe 2020 Strategy. A flagship initiative part of Europe 2020 is the 'Innovation Union', which aims to create an innovation-friendly environment making it easier for great ideas to be turned into products and services contributing to economic growth and job creation and the financial instrument implementing these objectives is Horizon 2020[2]. By coupling research and innovation, Horizon 2020 is helping to achieve this with its emphasis on excellent science, industrial leadership and tackling societal challenges. A top priority of the Juncker Commission, which took office in 2014, is to strengthen Europe's competitiveness and to stimulate investment for the purpose of job creation. This should be done through smarter investment, less regulation and greater flexibility. A strong emphasis is put on education, research and innovation, promoting a climate of entrepreneurship and job creation.

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

To further enhance impact and to incentivise innovation in new areas of societal challenges, the EIT will, according to the EIT Strategic Innovation Agenda (SIA)[3], gradually expand its portfolio of EIT's Knowledge and Innovation Communities. Building on the existing six Knowledge and Innovation Communities, three designated in 2009, two in 2014 and one in 2016, two additional Knowledge and Innovation Communities in the themes of Added-value Manufacturing and Urban Mobility, will lead to a total portfolio of eight. The estimated financial needs of the EIT in 2019-2020[4] are approximately EUR 0.99 billion.

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

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

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

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

Section I – General context

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

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

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

During the programming period 2019-2020[5], the EIT continues to contribute to the European Commission's objectives by continuing to integrate the Knowledge Triangle of higher education, research and business. This integration takes place primarily via the Knowledge and Innovation Communities, which bring together excellent organisations on a long-term basis around societal challenges. Based on existing European excellence, the KICs will continue to build upon and create new eco-systems tackling fragmentation and duplication of efforts across borders to generate critical mass, enhance and strengthen collaboration, optimise the use of human, financial and physical resources, and attract top talent from all over the world.

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

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

Furthermore, the EIT contributes to the political priority 'Digital Single Market' by fostering European innovation and entrepreneurship in the field of information and communication technologies. EIT Digital is designed to support the development of breakthrough ideas and facilitate their placing on the market by providing a place for students, entrepreneurs, SMEs, start-ups and business actors to meet, exchange ideas and turn them into marketable innovations. The EIT also contributes to the European Commission's priorities on Energy Union and Climate Action. Within EIT Climate-KIC, the EIT integrates research efforts focusing on climate change adaptation

[5] The objectives and activities of the EIT for 2021 depend on the mandate and tasks entrusted to the EIT in the EIT's Strategic Innovation Agenda 2021-2027 and are subject to the outcome of ongoing negotiations on the next Multi-annual Financial Framework (MFF) and the Horizon Europe Programme.

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

and mitigation. The EIT thus stimulates climate change entrepreneurship among students and professionals through education activities that seek to foster the development of innovation conducive to sustainable development. The EIT also participates in the effort to develop sustainable energy through EIT InnoEnergy. EIT InnoEnergy's strategy to achieve sustainability entails reducing the cost of energy in the value chain, increasing energy security and reducing CO2 and other greenhouse gas emissions. This benefits citizens directly by encouraging the supply of cheap, secure and sustainable energy. The work of this EIT Innovation Community is complementary to that of EIT Raw Materials, which aims to develop a cost-efficient, secure, sustainable supply and use of raw materials. EIT Health brings together leading healthcare companies across multiple industry sectors, public and private research centres, and top universities, to create a powerful network of partners with a clear mission: to accelerate entrepreneurship and innovation in healthy living and active ageing by providing Europe's top talents with new opportunities and resources, for the benefit of all citizens. EIT Food aims to develop a highly skilled food sector, which collaborates with consumers to provide products, services and new technologies, which deliver a healthier lifestyle for all European citizens, thereby contributing to the EU's Food 2030 strategy and the EU agricultural research and innovation strategy as well.

Moreover, the EIT will continuously seek consistency with and contribute to the EU priorities, as reflected in EU strategies and initiatives, such as those in the context of the European Research Area, the European Higher Education Area as well as the Innovation Union, and those related to the thematic areas of Knowledge and Innovation Communities, such as the Digital Education Action Plan, Artificial Intelligence for Europe, Climate Action, Food 2030, the thematic smart specialisation platforms, the Strategic Energy Technology Plan and the Societal Challenges of Horizon 2020. The EIT and its KICs will strive to meet the Horizon 2020's cross-cutting mainstreaming target to invest at least 35% of the budget on climate related objectives and the EIT will further incentivise the exploitation of synergies between the KICs.

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

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

Throughout the period 2019-2020, an important task for the EIT will be to follow the negotiations on its next Strategic Innovation Agenda (SIA) containing the long-term strategic objectives, priorities and budget needs for the programming period 2021-2027. Starting already in 2016 and continued throughout 2017, 2018 and in 2019, the EIT will engage with stakeholders by means of targeted events, bilateral meetings as well as dedicated consultation mechanisms with a view to seeking input to and support of its long-term strategy.

Subsequent to the submission of the Draft EIT Strategic Innovation Agenda (SIA) 2021-2027, the European Commission is expected to issue a Commission Proposal for the EIT Strategic Innovation Agenda in 2019. In this context, to reflect and fully align the long-term strategic objectives with the EIT's legal base a revision of the amended EIT Regulation is expected.

Section II – Multi-annual programming 2019-2020[7]

1. Multi-annual objectives

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

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

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

The EIT's **overall objective** is to contribute to the development of the Community's and the Member States' innovation capacity by involving higher education, research and innovation activities at the highest standards and in doing so facilitate and enhance networking and cooperation and create synergies between innovation communities in Europe.

The **specific objective** to be achieved to implement the objective is the integration of the knowledge triangle of higher education, research and innovation.

The EIT performance will be assessed based on the following indicators (from H2020 Regulation):

- Organisations from universities, business, research integrated in the KICs
- Collaboration inside the knowledge triangle leading to the development of innovative products, services and processes

In 2016, the EIT revised its core Key Performance Indicators (KPIs), and developed a set of eleven KPIs to capture main outputs and results/impacts. The improved KPIs became operational as of 2017, and are used to measure KICs' contribution towards impact, especially on the effects on competitiveness and growth in Europe.

[7] The objectives and activities of the EIT for 2021 depend on the mandate and tasks entrusted to the EIT in the EIT's Strategic Innovation Agenda 2021-2027.

8 https://ec.europa.eu/info/sites/info/files/com-2018-306-a-renewed-european-agenda-_for_research-and-innovation_may_2018_en_0.pdf

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

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

To implement its objectives and address the major challenges, the **EIT activities** as defined in the EIT's Single Programming Document (SPD) give priority to the transfer of higher education, research and innovation activities to the business context and their commercial application, supporting the creation of start-ups, spin-offs and SMEs. The EIT operates primarily through excellence-driven autonomous partnerships (the Knowledge and Innovation Communities) that foster innovation and entrepreneurship and consist of higher education institutions, research organisations, companies and other stakeholders.

2. Multi-annual programme

2.1. Incentivising Growth, Impact and Sustainability through the EIT

2.1.1. Consolidating, Fostering Growth and Impact of the KICs

During the period 2019-2020, KICs will achieve results and impact in tackling the societal challenges they address. The first three KICs, EIT Climate-KIC, EIT Digital and EIT InnoEnergy, set up in 2010, will run at full speed having reached the stage of maturity. They will implement a comprehensive portfolio of activities integrating the Knowledge Triangle and leading to breakthrough innovations across it. This is expected to deliver real economic and societal impact fostering competitiveness and growth across the European Union and beyond. The KICs operate in a dynamic environment of creativity and flexibility, which allows them to re-adjust their portfolio of activities to seize new market and societal opportunities in order to achieve the best possible results. The KICs will also implement strategies with concrete measures to ensure their long-term financial sustainability and comprehensive outreach to regions not yet involved in their activities. The EIT will monitor the results achieved to set the right incentives for KICs and, as appropriate, will take on board lessons learnt at individual KIC level and across KICs.

In this period, the two KICs in the areas of Healthy Living and Active Ageing (EIT Health) and Raw Materials - Sustainable Exploration, Extraction, Processing, Recycling and Substitution (EIT Raw Materials) designated in 2014 and launched in 2015 will progressively consolidate their strategies and their portfolio of activities, creating the eco-systems that will deliver the first tangible results fostered by the integration of higher education, innovative research and business. The new KIC designated in 2016 in the area of Food4Future - Sustainable Supply Chain from Resources to Consumer (EIT Food) will be advancing its operational and legal set-up. By the end of the period, e KICs will be fully operational, including the new KICs in the areas Added-value Manufacturing (EIT Manufacturing) and Urban Mobility (EIT Urban Mobility) allowing the EIT and its KICs to increasingly develop appropriate co-ordination, synergies and complementarities within Horizon 2020 with other EU programmes, initiatives and beyond.

2.1.1.1 Promoting Collaboration and Competition among KICs

In 2019-2020, the EIT will continue to pro-actively encourage collaboration among KICs while creating through its investment approach a competitive environment which will bring benefits to European citizens, maximising the impact of education, business creation and scale-up / start-up support, entrepreneurship, and innovation activities. The EIT will continue to allocate the annual EIT financial contributions to KICs based on a split into support and competitive funding to ensure both continuity for multiannual activities and reward successes and results. The EIT while taking into account the different levels of maturity and specific needs of the KICs will facilitate the exchange of experiences and good practices between KICs and foster open competition among them for EIT funding as an important element to stimulate continuous improvement, greater efficiencies and stronger impact. Smart funding strategies will be operationalised taking into account KICs' different stages of maturity. The share of competitive funding will continue to grow in line with the EIT`s principles of KICs' financial sustainability[9].

For the first three KICs designated in 2010, reaching cruising speed on their expansion curve, the current approach (based on a so-called two pillar review considering past performance on the one hand, future outlook and multiannual perspective on the other hand) will gradually shift into an impact-based model that will increasingly use the criteria of measurable results and steps towards KICs' financial sustainability in the EIT funding allocation. During 2019-2020, competitive funding will continue to be an important element on how the EIT allocates its financial contribution. The EIT will adapt its competitive review mechanisms as a major component of its financial allocation to KICs while taking into account that the different waves of KICs will grow at different speeds. Particular attention will be paid to the different levels of development between the four

[9] Decision 4/2015 of the EIT Governing Board on Principles on KICs' Financial Sustainability

waves of KICs, the more mature ones and those set up in 2015 and 2017, defining an adequate tool which will ensure both fair competition and equal treatment amongst KICs.

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

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

2.1.1.2 Knowledge Triangle Integration

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

The EIT entrepreneurial education activities are expected to expand their range of activities in 2019-2020 towards better serving the education for the next generation of entrepreneurs and also towards better matching the needs of prospective employers regarding skill sets and competences.

The EIT will focus on further improving its education agenda, in close collaboration with the KICs, and with respect to the preparation of the new SIA. Most added value occurs when the education activities link as organically as possible with the Innovation and the Business Creation activities, creating new forms of learning experiences and opportunities for students and others types of learners and facilitating their transition to become entrepreneurs and innovators. It also derives from structural changes in the participating organisations such as universities by becoming more entrepreneurial and innovation minded.

In order to increase effectiveness and efficiency of the cooperation with key players in the field of entrepreneurial education, the EIT will engage in discussion with relevant key stakeholders from the knowledge triangle, present the value and impact of the EIT education activities, facilitate the cross-fertilisation of synergies with relevant actors and the KICs and discuss recent trends in education innovation. In particular, the EIT will, in

close collaboration with the KICs, seek further cooperation with EC initiatives on entrepreneurship education and human capital development such as HEInnovate, University Business Cooperation, European University Network initiative, Marie Skłodowska-Curie actions, and Erasmus+. Cooperation with non-profit organisations (such as student initiatives and associations) aiming at promoting entrepreneurship will be encouraged as it can amplify the EIT and KICs impact. Internally, EIT will seek to increase its capacity to follow-up and further develop the education activities in order to assume a key role in the EU education innovation landscape, based on the EIT's unique knowledge triangle integration function.

A particular attention will be paid to the further development of cross-KIC cooperation regarding on-line education, professional/executive education, common branding, technologies and pedagogic approaches to enhance the integration of the Knowledge Triangle, certification of professional qualifications, post-doctoral courses adapted to bridge the gap between academia and business and lessons learnt in selected topics (recruitment, mobility of students etc.). Within these areas the EIT will identify those in which the EIT model can bring value added and achieve impact in terms of creating more entrepreneurial talent in Europe for the innovations of tomorrow. For example, in order to facilitate the process of high quality data collection, new learning analytics/intelligent database technology could be introduced by the end of 2019 that would result in the standardisation and quality assurance of information flow from the KIC activities.

The EIT Education flagship initiative, the EIT Label, started a second implementation phase in 2016. Following EIT Label assessment exercises conducted in the 2016 and the 2017, the EIT has received feedback on the assessment process from participating external experts and other relevant stakeholders (KICs, applicants and cross-KIC cooperation working group), suggesting changes and amendments which would improve the clarity of the EIT Label and the process to assess the KICs' Master's and Doctoral educational programmes applying for the EIT Label.

The EIT Label model revision was divided in two steps. In 2018, an independent external expert supported the EIT in reviewing existing provisions as laid down by the EIT Label Handbook, as well as reviewing the suggestions and recommendations coming from the KICs. As a result new amended version of the EIT Label Handbook was adopted and introduced for the assessment process in 2018. In the second step (Stage 2) in 2019 the external experts will focus on reviewing the EIT Quality Assurance and Learning Enhancement Model, including EIT Label Framework and provide the EIT with answer how to further improve the EIT Label at academic, and potentially also at other education levels. The EIT will continue monitoring the implementation of the EIT Label concept with a focus on strengthening the EIT label brand identity.

The European landscape in terms of education and skills needs is extremely diverse and affected by disruptive changes in technology and science. The European Commission has responded to the trend of changing skills needs with its New Skills Agenda for Europe[10], which calls for urgent action in the face of high youth unemployment, lowered competitiveness and striking skills gaps.

As reported in the Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on the Digital Education Action Plan[11], there is widespread recognition that the education system is continuously evolving and, in order to meet its needs, innovation is vital. There is a clear need to: (i) boost entrepreneurial competences and an entrepreneurial mind-set; and (ii) support digital entrepreneurship, which embraces new ventures and the disruption of existing business sectors through new and emerging digital technologies. The EIT welcomes the adoption of the Digital Education Action Plan and will focus on its implementation in 2019 and 2020 to further contribute to successful achievement of this ambitious initiative.

In the Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on a renewed EU agenda for higher education, the European Commission expressed the aim to "*launch an up-scaled EU STE(A)M coalition bringing together different education sectors, business and public sector employers to promote the uptake of relevant STE(A)M*

[10] http://ec.europa.eu/social/main.jsp?catId=1223

[11] http://ec.europa.eu/education/sites/education/files/digital-education-action-plan.pdf

subjects and modernise STE(A)M and other curricula, including through more multidisciplinary programmes and cooperation between relevant faculties and HEIs."[12]

The EIT aims to support this action by its own initiative for boosting skills and competence needed in the future, which will bring together core strengths and expertise of EIT, Knowledge and Innovation Communities and other relevant European and international actors in this area. The overall objective of the initiative is to boost the development of future multi-disciplinary skills needed in Europe on a large scale, and equip young people with a with a blend of entrepreneurial competences and STEAM skills that will open doors to employment, continuous development, personal fulfilment, social inclusion and active citizenship.

In 2019-2020, the EIT will step up pro-active consultation and co-operation with all KICs to create and add value for three important target groups on entrepreneurship activities: start-up ventures, small and medium-sized enterprises (SMEs) and entrepreneurs emerging from KICs in order to involve them more deeply into the EIT knowledge triangle agenda. For transparency purposes, the EIT will continue to encourage KICs to clearly communicate their policies for involving new partners and also encourage that they disseminate their results, including in particular also SMEs. EIT will also encourage KICs to ensure a stronger involvement of the private sector actors beyond their SME partners, by targeting industry and publicly owned companies, including enterprises in municipal ownership that are often very active in the provision of public goods. The EIT will encourage KICs to strengthen the participation of regional and local public authorities, publicly owned companies, the private sector, in particular SMEs and start-ups, in the KICs, given their important role for the development of place-based innovation ecosystems. The EIT will continue analysing and exchanging lessons learnt from KIC activities in entrepreneurship and business creation from the first and second waves of KICs and will disseminate those to the newly set-up KICs. The EIT together with its KICs will also disseminate novel practices to its stakeholders and conduct outreach activities through targeted events, workshops and seminars in locations and geographies where KIC start-ups, SMEs and partners can potentially benefit. The EIT will also continue to further expand its activities supporting women entrepreneurship and leadership based on the scale up mechanism developed in 2017 and 2018. The aim of these activities will be to multiply positive results and innovations achieved in KICs through Knowledge Triangle integration and to extract successful models that can be transferred beyond the current KICs. These will be done through a two track approach: a structured dialogue with selected countries, and then targeted activities where most relevant and offering the best potential.

To fully exploit synergies and complementarities, the EIT will engage with all relevant stakeholders, including EU and global-level institutions as well as networks and multipliers across Europe, with a view to facilitating and acting as a door opener for the KICs and its community members. In particular, synergies and complementarities will be sought with other EU initiatives in the areas of new business creation and entrepreneurship, such as inter alia Erasmus for Young Entrepreneurs, European Commission tools targeting SMEs and supporting the implementation of the Digital Agenda by maintaining productive stakeholder relationships through regular meetings, joint events and publications. All lessons learnt and good practices from these activities will be shared with new KICs so that they can be implemented in a timely and efficient manner. These business creation and entrepreneurship related activities will be strongly linked to the KICs' strategies on financial sustainability. In addition, the EIT will explore schemes to invest directly in the scaling up of existing innovative companies by attracting additional investments to them from public and private sector sources and from existing instruments. In this context, the exploration of the feasibility of setting up an EIT Growth and Impact Fund as a new funding mechanism for KICs and beyond is foreseen.

The EIT will develop and implement a cross-KIC innovative research driven innovation agenda aiming to foster a stronger focus on projects and approaches that can bring the best ideas from the labs to the market, creating new products, services and processes and expanding technological frontiers.

Following finalisation of the Innovation and IPR Assessment in 2017, the EIT has been implementing the Innovation Action Plan addressing proposed recommendations. In 2018, the EIT Governing Board endorsed the Principles for Innovation Projects financed by the EIT. The principles will be incorporated in the Business Plan

[12] http://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1496304694958&uri=COM:2017:247:FIN

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

To drive this agenda, the EIT will foster a structured dialogue between the EIT and all KICs. This panel is expected to seek synergies and complementarities with other Union and international research and innovation initiatives, and bodies, including Horizon 2020, such as, Joint Programming, Joint Technology Initiatives (JTIs), European Research Council (ERC), the European Innovation Partnerships[13] and the European Commission's Joint Research Centre (JRC), the European Parliament's Science and Technology Options Assessment (STOA) as well as umbrella organisations such as the League of European Research Universities (LERU) and the European Association of Research and Technology Organisations (EARTO).

2.1.1.3 Fostering Growth and Creating Impact

In 2019-2020, building on the activities undertaken in previous years, the EIT will continue to implement measures and incentives that will boost the impact of its investments through KICs on education, research, entrepreneurship, and new means of innovation governance. The EIT will further incentivise the KICs in ensuring diversity and gender balance at all levels and to pay attention to inclusiveness towards potentially under-represented entrepreneur groups. The EIT will continue to act as a catalyst, via its KICs, by accelerating the take-up and exploitation of technologies and research outcomes. This will help to align and leverage bottom-up research investments by KICs themselves and make, for example, education and training activities more responsive to business needs. As financial sustainability of KICs is a core element of the EIT model, the EIT will closely monitor the KICs' progress towards their financial sustainability, ensuring that KICs design and implement sound long-term financial sustainability strategies in view of reaching this objective within the set timeframe of seven to fifteen years after their inception, as well as develop the conditions for the cooperation between the EIT and KICs thereafter.

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

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

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

Action lines	Targets	Implementation year		
		2019	2020	2021
Promoting Collaboration and Competition among KICs	✓ Annual EIT financial contribution to KICs	X	X	X
	✓ Smart funding strategies agreed and operationalised	X	X	X
	✓ Timely adaptation of EIT competitive review mechanisms	X	X	X
	✓ Gradually introduce a shift towards an impact model that rewards results and steps towards KICs' financial sustainability	X	X	X
	✓ Improved EIT Scoreboard and KPIs	X	X	X
	✓ Incentivise collaboration and support continuous exchanges of knowledge among all KICs through the implementation of cross-KIC Knowledge Triangle integration activities	X	X	X
	✓ Incentivise KICs to develop joint activities on cross-cutting issues, EU R&I policy priorities, share good and novel practices	X	X	X
Strengthening the Knowledge Triangle and its Integration Principles and Practices	✓ Knowledge Triangle integration practices codified and presented to strategic stakeholders	X	X	X
	✓ Expand EIT portfolio of education activities by contribution to implementation of the Digital Education Action Plan	X	X	X
	✓ Consolidated EIT Label as a quality label on Masters and Doctoral Programmes	X	X	X
	✓ Step up pro-active consultation and co-operation with all KICs and other stakeholders to create synergies and add value for KICs' entrepreneurship and innovation activities and promotion of women entrepreneurship and leadership.	X	X	X
	✓ Further cross KIC initiatives developed in the area of knowledge triangle integration	X	X	X
	✓ the Principles for Innovation Projects financed by the EIT implemented by KICs and monitored by the EIT	X	X	X

Fostering Growth and Creating Impact	✓ Synergies with Horizon 2020 and other EU instruments including EU and global-level funding institutions actively fostered by EIT	X	X	X
	✓ Track the fulfilment of a set of impact indicators	X	X	X
	✓ Targeted identification and codification of good practices and learning, knowledge sharing and put in place result dissemination measures	X	X	X

Table 1

2.1.2. Creating new KICs

2.1.2.1 Supporting the set-up of EIT Manufacturing and EIT Urban Mobility in 2019

To further enhance the EIT's impact and to incentivise the innovations needed to meet new societal challenges, the EIT will, as established in the EIT Regulation and Strategic Innovation Agenda (SIA), in 2019, the EIT will support the start-up phase of the partnerships designated as KICs in 2018 in the fields of Added-Value Manufacturing and Urban Mobility.

Action lines	Targets	Implementation year		
		2019	2020	2021
Setting up EIT Manufacturing and EIT Urban Mobility in 2019	✓ Successful legal, operational and financial set-up of the new KIC	X		
	✓ Signature of agreements between EIT and new KICs (Start-Up Grant and FPA)	X		
	✓ 2020 KIC business plan submitted	X		

Table 2

2.2. Enhancing the EIT's Impact

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

The draft SIA was finalised and submitted to the European Commission at the end of 2017. It outlines the EIT's strategic objectives, priorities and budget for the period 2021-2027 and builds upon initial impacts of the EIT's and KICs' activities, lessons learnt, an analysis of potential synergies and complementarities with other EU initiatives, as well as the outcomes of the 2015 performance audit conducted by the European Court of Auditors, the European Commission's external evaluation of the EIT in 2016[14] as well as the results of the EIT's implementation of its own monitoring strategy and lessons learnt and recommendations drawn from it.

During 2019 and 2020, the EIT will continue to follow up the negotiations on the SIA in the Council and European Parliament with a view to preparing for its implementation as of 2021.

Action lines	Targets	Implementation year		
		2019	2020	2021

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

The EIT's next Strategic Innovation Agenda (SIA) 2021-2027	✓ Follow-up of negotiations and preparation for the implementation of the SIA	X	X	

Table 3

2.2.2 Fostering Knowledge Exchange through Communications, Dissemination and Outreach

2.2.2.1 Fostering Knowledge Exchange through Communication and Dissemination

In 2019-2020, the EIT will concentrate on disseminating relevant information that focusses on the results of the Knowledge and Innovation Communities and lessons learnt and good innovation practices that are emerging from the substantial portfolio of EIT Community activities to the wider EU innovation community and beyond. The dissemination efforts will specifically aim to target stakeholders that are not aware of the EIT Community's activities and achievements and can benefit from its results, thereby leveraging further impact, existing talent and latent potential as well as EIT awareness.

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

2.2.2.2 The EIT Regional Innovation Scheme (EIT RIS)

In the period 2019-2020, the EIT expects to see the results from the first years of the implementation of the individual Knowledge and Innovation Communities' EIT RIS strategies. This includes a comprehensive coverage of countries with moderate and modest innovation capacity, as well as the development of a network of EIT Hubs in targeted EIT RIS countries that will be focal points for the outreach effort and knowledge triangle integration dialogues with Member States and regions. Continuous monitoring of the EIT RIS implementation, efficient reporting and assessment of its impact will ensure that the overall strategic objectives are achieved.

Furthermore, in preparations for the post-2020 period, the EIT will commence ex-ante EIT RIS assessment in the late 2019 by contracting the experts and preparing the evaluation plan. The evaluation will be rolled out in full and completed in 2020. Based on the ex-ante assessment, the objectives and implementation modalities will be further developed for the EIT RIS in post-2020.

Based on lessons learned from the implementation of outreach and EIT RIS activities from 2014 to 2017 and in line with the EIT RIS Guidance Note 2018-2020 and EIT RIS Strategies 2018-2020, the EIT will further support Knowledge and Innovation Communities in the implementation through targeted EIT RIS workshops and meetings on regular basis, thereby facilitating dissemination of good practices, exchange of information and joint activities. Furthermore, the EIT will ensure a more centralised and coordinated dissemination of information and communication of EIT RIS activities in close cooperation with the Knowledge and Innovation Communities and building upon cross-KIC activities. Further expansion on EIT RIS eligible countries should aim at building and/or increasing of the innovation capacity in these areas, which can be increasingly connected to regional smart specialisation strategies and EU Structural and Investment Fund Programmes. In this context and on the basis of the EIT – JRC Memorandum of Understanding (MoU), close collaboration with the JRC 's Directorate B "Growth and Innovation" (Seville), which is hosting the Smart Specialisation Platform (S3P) and the Thematic S3Platforms, will be pursued[15]. The EIT will further exploit synergies with other EU initiatives, focusing mainly on the EU programmes that have been identified as complementary to the EIT RIS. Reinforced co-operation will facilitate the EIT's guidance to its Knowledge and Innovation Communities on the

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

operationalisation of the EIT RIS, for example with a view to targeted innovation partnerships encouraging greater co-ordination between different societal stakeholders and aligning strategies (and resources) between private and public actors of different governance levels. The EIT will help its Knowledge and Innovation Communities attract funds to their budgets through exploiting synergies with other programmes. The EIT will continue to raise awareness and understanding of the scheme among actors from research, higher education and business in countries and regions not yet directly working with the EIT through its Knowledge and Innovation Communities as well as with other relevant stakeholders such as national and regional managing authorities (MAs) and local authorities.

In 2019-2020, the EIT will continue to provide guidance and support to its Knowledge and Innovation Communities, in line with the guiding principle of voluntary and autonomous implementation by the Knowledge and Innovation Communities. Newly established Knowledge and Innovation Communities will be incentivised to implement the EIT RIS first on a pilot basis, followed by a full scale implementation.

Action lines	Targets	Implementation year		
		2019	2020	2021
Fostering Knowledge Exchange through Dissemination	✓ A web-based tool for enhanced knowledge sharing and networking around the EIT	X	X	X
	✓ Dissemination of lessons learnt and good innovation practices to the wider EU innovation community and beyond	X	X	X
EIT Regional Innovation Scheme (EIT RIS)	✓ Continuous support and close cooperation with the existing Knowledge and Innovation Communities in the implementation of the EIT RIS	X	X	X
	✓ EIT RIS interim results assessed and used as a basis for further development and uptake of the scheme	X	X	
	✓ Raised visibility, awareness and understanding of EIT RIS benefits among relevant stakeholders and to the wider public	X	X	X

Table 4

2.2.3 Fostering and Attracting Talent

As talented people are at the heart of successful innovation, one of the EIT's most important roles is to nurture and attract talent. In 2019-2020, the EIT will continue to support and implement a variety of activities to give talented people the opportunity to use their potential to the fullest and to create environments where they can thrive and to develop the next generation of entrepreneurs, innovators and change agents. The EIT will implement its strategy to foster and attract talent across Europe and globally in close alignment with the Institute's consolidation strategies in the areas of education, entrepreneurship and innovation-driven research. Through entrepreneurial education, the EIT will continue to provide new career paths and mobility options between academia and the private sector, and innovative schemes for professional development. Based on the outcomes of the comprehensive review of all components of the EIT Quality Assurance and Learning Enhancement (QALE) Model, EIT Label Framework and EIT Label Handbook launched in November 2018, the EIT label will continue to be developed into an internationally recognized brand of excellence attracting talent from

Europe and beyond. The EIT Awards, in its five categories, will continue to put start-ups, entrepreneurial graduates, women and innovation teams from the KICs into the spotlight, enhancing their development path as well as creating role-models for others to emulate, including in Woman Leadership & Entrepreneurship, and Public (citizen) award.

2.2.3.1 EIT Alumni Community

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

As such, the EIT Alumni Community will help unleash the potential of the talent pool of young entrepreneurs, innovators and change agents that KICs are educating and training and continue to contribute in 2019-2020 to achieving strategic EIT objectives, such as promoting an entrepreneurial mind-set and enhancing opportunities for innovation and business creation.

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

In the period 2019-2021, the EIT Alumni Community will consolidate its portfolio of services to its members, ensuring that it brings a clear added-value beyond the individual KICs' alumni communities. It will provide opportunities for sharing knowledge, coaching, networking, mentoring and implementing joint projects and ventures, especially on cross-thematic areas. The EIT Alumni Community will focus on growing its community by including participants from KIC entrepreneurship and innovation activities, and on-boarding members from the younger Knowledge and Innovation Communities. In line with the mission of the EIT to connect different sectors, and, ultimately, boost innovation in Europe, in this period the EIT Alumni will contribute to this goal by promoting and supporting bottom-up cross-sectoral collaboration and supporting cross-KIC activities. The EIT Alumni Community will take an ambassador role in promoting an entrepreneurial mind-set in Europe and beyond and it will also explore opportunities for collaboration with partners around the world that share a common vision. Furthermore, the EIT Alumni Community will contribute to the tracking of innovators and entrepreneurs that have benefited from EIT's support and educational programmes in order to be able to demonstrate the medium to long term impact of the EIT's investments made.

The EIT will continue to provide guidance and financial support for the EIT Alumni Community in the medium term. To ensure the long-term financial sustainability of the community, the EIT Alumni Board will continue to develop the business and financial model and reach out to internal and external partners and sponsors.

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

Action lines	Targets	Implementation year		
		2019	2020	2021
EIT Alumni Community	✓ Consolidate EIT Alumni Community's implementation and sustainability strategy	X		
	✓ Facilitate communication flows and opportunities for collaboration between the KIC Alumni communities	X	X	X
	✓ EIT Alumni Community to offer added-value activities to its members and to deliver specific outreach activities	X	X	X
	✓ Continuous alignment of EIT Alumni Community vision and activities with overall EIT strategic objectives	X	X	X
	✓ Assessment of the activities of the EIT		X	

	Alumni Community			

Table 5

2.2.4 Enhancing Stakeholder Engagement

Active engagement with relevant stakeholders in an open and transparent manner will remain a cornerstone of the EIT's efforts during 2019-2020. The EIT's strategic objectives in working as an Institute benefiting Europe and its citizens overall will be achieved through a systematic, coherent and integrated approach that involves all concerned stakeholders, based on dialogue, partnership and empowerment. The EIT will continue seeking reciprocal exchanges with other EU initiatives to foster appropriate coordination, synergies and complementarities within the 'Innovation Union' and Horizon 2020 initiatives, both bottom-up through EIT Innovation Community partners' own involvement and through actions co-ordinated by the EIT. Moreover, the EIT will continue to develop structured cooperation and participate in dedicated events from various initiatives and EIT stakeholders to increase awareness and understanding of EIT Community activities and achievements and to enhance complementary competences. In the period 2019-2020, a task of high importance for the EIT will be to follow the negotiations both on Horizon Europe and on the EIT's next Strategic Innovation Agenda covering the period from 2021 to 2027. In this regard, the EIT will continue seeking support from relevant strategic stakeholders, with a view to ensuring political and financial backing for the EIT's activities beyond 2020. The newly established EIT House in Brussels will play an important role in enhancing visibility, awareness and understanding of as well as engagement with Brussels-based stakeholders.

2.2.4.1 Stakeholder engagement

In 2019-2020, the EIT will continue to work closely with relevant networks of national and regional authorities, as well as EU-level umbrella business associations, research and academic networks (including EARTO, LERU, COST and the Committee of the Regions). Engagement with both institutional decision-makers - including the European Parliament, the Council and the European Commission - involved in shaping and implementing innovation and entrepreneurship policies will take place in accordance with legislative requirements. Structured engagement with Knowledge Triangle stakeholders from academia, research and business communities (focusing in particular on Small and Medium-sized Enterprises, SMEs) will continuously be strengthened. This enhanced engagement will ensure stakeholders' involvement, as appropriate, in the EIT's programming cycle, as well as support for EIT/KIC activities. As the specific needs of, and demands from, stakeholder groups, as well as the motivations to engage with the EIT will differ substantially, a tailored approach including different formats and tools of engagement will be used.

In 2019-2020, besides conferences, workshops and bilateral meetings (formal and informal), one major mechanism for enhanced stakeholder interaction will be the annual EIT Stakeholder Forum, open to the wider EIT Community and being an integral part of EIT's annual INNOVEIT event. The Forum will enhance mutual learnings on good practices benefiting KICs' partnerships, the EIT and Europe as a whole. It will further facilitate the dissemination of results emerging from EIT/KIC activities and will help explore synergies and complementarities with EU, national and regional initiatives as well as to align strategic objectives and funding.

In line with the EIT's amended Regulation, EU Member States' representatives will continue to meet within a special configuration of the EIT Stakeholders Forum with a view to ensuring timely communication, appropriate flow of information and synergies and complementarities with national programmes and initiatives. Based on the experiences of the Stakeholder Forum in 2015 - 2018, the concept of the event, in line with the EIT Amended Regulation and SIA, will be reviewed for preparation of the editions in 2019-2020. According to legal requirements and specific needs in 2019 and 2020 the scope of the annual EIT Stakeholder Forum (including the Member State Configuration), which might be focussed on specific topics, will be adapted taking into account current circumstances such as EIT reviews and evaluations, future EIT activities as well as the feedback provided to the EIT by stakeholders.

As part of EIT's stakeholder engagement plan, meetings with targeted groups of EU Member State representatives (e.g. Scientific Attachés) at the EIT House in Brussels will be continued to ensure relevant information on EIT Community activities and achievements are communicated in a targeted and timely manner. Furthermore, the EIT will organise EIT Awareness Days in EU Member States and/ or Horizon 2020 Associated countries, with the aim to increase awareness on the EIT's activities in the country and beyond, as well to inform stakeholders on opportunities to get involved and benefit from EIT Community activities.

2.2.4.2 EIT Awards

The EIT Awards promote innovation and entrepreneurship in Europe and contribute to the branding of the EIT in Europe and globally. The EIT Awards cover the three sides of the Knowledge Triangle and put on the spotlight: high-potential entrepreneurial start-ups brought to maturity by KICs; innovation teams encompassing different Knowledge Triangle actors that deliver outstanding innovations; and EIT Alumni that excel in putting into practice the skills and competences acquired in EIT labelled educational programmes as the next generation of entrepreneurs and change agents in European societies. The EIT Awards are an essential instrument to demonstrate the EIT's and KICs' achievements to stakeholders. Thus, the EIT Awards event will be organised, together with the EIT Innovation Tour, as part of the EIT Innovation Forum, INNOVEIT, to increase opportunities for targeted communication opportunities and interaction and exchange of ideas with the broader innovation ecosystems in Europe and stakeholders. In 2019-2020, the EIT will focus on enhancing the impact of the EIT Awards and, in close collaboration with KICs, the EIT will strive to continuously raise the quality of nominations. EIT Awards will also recognise diversity and achievement in closing the gender gap by way of an award for Woman entrepreneurship and leadership.

2.2.4.3 Relations with Third Countries and International Organisations

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

In 2019-2020, the EIT will continue to work closely with the KICs in forging strategic relations with key partners from around the globe that are selected based on a comprehensive assessment ensuring clear European added value. During this period, the EIT will particularly focus its efforts in working closely with its Knowledge and Innovation Communities to establish EIT Community offices (EIT House) in US, Israel and China, with the aim to facilitate synergies with organisations from these countries and ensure a stronger EIT Community and therefore European footprint. In addition, EIT will continue to liaise with relevant interlocutors, in the context of synergies and complementarities, taking full advantage of existing EU initiatives in this area such as Erasmus+ and Marie Skłodowska-Curie Actions. Opportunities to engage with and build strategic partnerships in other countries beyond Europe will be explored through participation in targeted events. Furthermore, the EIT will engage in alliances with relevant international organisations, for instance the OECD and the World Economic Forum, for mutual benefit and concrete synergies.

Action lines	Targets	Implementation year		
		2019	2020	2021
Relations with Institutional and Knowledge Triangle Stakeholders	✓ Continuous dialogue with key institutional stakeholders including annual engagements with the European Commission, Council and European Parliament	X	X	X

	✓ Structured dialogue with key Knowledge Triangle EU level networks of stakeholders ✓ Meetings with targeted groups of EU Member-States representatives	X X	X X	X X
EIT Stakeholder Forum	✓ Annual EIT Stakeholder Forum and dedicated EU Member State Configuration	X	X	X
EIT Awards	✓ Further strengthening the EIT Awards by enhancing its impact in the CHANGE, VENTURE, INNOVATORS, WOMAN, Public award categories.	X	X	X
Relations with Third Countries and International Organisations	✓ Enhanced engagement with key stakeholders in non-EU countries (focusing on priority countries) and international organisations (e.g. OECD and WEF).	X	X	X

Table 6

2.3. New Delivery Mechanisms and Results-oriented Monitoring

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

2.3.1 EIT-KIC Relations

2.3.1.1 The Role of the EIT as an Investor: KICs' Financial Sustainability Strategies (FS) & Growth & Impact Fund (GIF)

The EIT invests in the integration of the Knowledge Triangle, nurturing and enabling existing centres of excellence in research, business and higher education in Europe to come together and foster their long-term systematic collaborations through KICs. The EIT seeks a return through tangible societal impacts (e.g. new businesses and jobs, educate the future generation of entrepreneurs, attract and retain talent, new products and services, etc.). As an investor, the EIT will monitor the effectiveness of the investments made in KICs and take appropriate measures when necessary, for example through modification of the criteria based on which competitive funding is allocated. Therefore, a key priority for the EIT in the period 2019-2020 will be to find the proper balance between its role as an investor in KICs and the need to monitor its investments, while simultaneously designing, implementing and refining an efficient investment lifecycle and its systems and processes that will contribute to deliver meaningful results for Europe and beyond. As stated in the SIA, while KICs will not be fully financially independent from the EIT during the first years of operation, they will be encouraged to become sustainable in the medium-term; i.e. gradually reduce their dependency from EIT funding for their further consolidation and further expansion. In addition, the EIT Regulation indicates that KICs shall develop strategies for financial sustainability. Throughout this period, the EIT will refine and implement its investments in KICs, in particular its strategy for KICs' financial sustainability designed to ensure a smooth and predictable transition towards their gradual financial independence from the EIT.

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

The EIT will explore the possibility to incentivise the creation of Growth & Impact Funds of KICs, as well as its own, as a new funding mechanism for KICs and beyond. The indicative objectives of the funds will be to source long-term reliable, scalable funding for high growth businesses emerging from the KICs and beyond; to leverage public and private sector capital; to fill gaps in early stage financing in the current marketplace due to higher perceived risk, market volatility and structural impediments. The EIT will consider engaging external experts to assist in further developing and implementing KICs' Financial Sustainability strategies and in exploring the feasibility of funds at EIT and KICs levels, in particular with relevant European Commission services, European Investment Fund/European Investment Bank, as well as other national, European and international funding organisations and private investors In this regard, the EIT will develop High Level Principles on KICs' Funds initiatives and oversee their implementation.

Action lines	Targets	Implementation year		
		2019	2020	2021
EIT-KIC Relations	✓ Optimise the processes and structures through which the EIT relates to KICs	X	X	X
	✓ Facilitate cross-KIC exchanges and learning	X	X	X
The role of the EIT as an Investor: KICs' Financial Sustainability Strategies (FS) & Growth & Impact Fund (GIF)	✓ Monitor the effectiveness of the investments made by the EIT in KICs	X	X	X
	✓ Design, implement and refine the EIT investment lifecycle in KICs and its systems and processes	X	X	X
	✓ Oversee the implementation of the Principles on KICs' Financial Sustainability and KICs' strategies for financial sustainability, take corrective measures if needed and issue guidance/support	X	X	X
	✓ Conduct periodic reviews of a KICs' financial performance	X	X	X
	✓ Explore the feasibility to launch and incentivise Growth & Impact Funds at KICs and EIT levels	X	X	X
	✓ Develop and oversee implementation of High Level Principles on KICs' funds initiatives	X	X	X

Table 7

2.3.2 Simplification

In line with EIT SIA, as a 'smart investor' in its KICs, the EIT considers simplification as a dynamic process, embedded in the EIT's strategy and operations. Simplification, implemented in a responsible and accountable

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

During the period 2019-2021, the EIT will continue to implement its simplification strategy aimed to:

- Align and optimise EIT/KIC business processes to reduce overheads and unnecessary administrative burden and controls, improve predictability and timeliness of decisions, coherence, clarity while increasing the focus on results;
- Improve EIT internal processes through a thorough review, clarification and simplification of financial circuits, actors and procedures underlying transactions and improved use of IT tools.

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

- Multiannual grants with the objective to explore the feasibility of providing multiannual grants, including appropriate mechanisms for commitment and payment appropriations allocation in the EU's next multiannual financial framework and an adjusted legal and operational framework for implementation
- Investments based on results with the objective to develop an EIT Impact Framework in close consultation with KICs that will define the results and the specific socio-economic impacts that the EIT and KICs should deliver by 2027 and will encompass all other stages of the intervention logic, i.e. short and medium-term outcomes, outputs, inputs, respective definitions and indicators
- Shared services and facilities, with the objective to map and identify potential of sharing services and facilities across KICs and the EIT.

The EIT will further develop its approach on setting standards for KIC Management and Control Systems' whereby the EIT will optimise the KICs' management systems in view of an increasing number of KICs coupled with an increasing empowerment that will be gradually introduced in the EIT-KIC operational environment. In this context, and acting upon the findings and recommendations of the European Court of Auditors, a significant emphasis will be placed on the transparency of KICs' procedures for the selection of new Partners and for the selection of innovation projects to fund, ensuring necessary transparency in all KIC activities. In addition, the use of simplified costs will be further extended in order to converge towards a fully-fledged results-oriented approach. The EIT will also explore the potential benefits and practical implications of applying other financial instruments than grants either alone or in combination with grants. Although the EIT funding to the KICs is currently provided solely via grants, in 2019-2020, the EIT will assess how new financial mechanisms may be established via debt or equity instruments. Finally, in line with the recommendation of the European Court of Auditors and to further reduce complexity, the EIT will explore the possibility of introducing multi-annual grant agreements in the next multi-annual financial framework.

Action lines	Targets	Implementation year		
		2019	2020	2021
Simplification	✓ Align and optimise EIT/KIC business processes to reduce overheads	X	X	X
	✓ Strengthening of KIC governance, management and control systems in order to ensure transparency of internal procedures	X	X	X

	✓ Exploring the feasibility of and preparation for multi-annual grant agreements	X	X	X
	✓ Development of EIT Impact Framework and investments based to results	X	X	X
	✓ Mapping possible shared services and facilities across KICs and the EIT	X	X	X

Table 8

2.3.3 Monitoring, Impact Analysis and Evaluation

The EIT will strive to adapt, improve and streamline its monitoring, reporting and funding processes and constantly seek for new approaches by fully empowering the KIC legal entities considering the growing scale and scope of their partnerships' composition. During the period 2019-2020, the EIT will continue to enhance the robustness of its result-oriented monitoring system and its focus on impact, which will also take into account, as appropriate, the Horizon 2020 Monitoring Strategy and recommendations from the European Court of Auditors. The EIT evaluation and monitoring strategy has two main objectives: 1) to support the EIT and its KICs to learn lessons from experience to maximise their impact; and 2) to account for the use of resources. To this end, the EIT evaluation and monitoring system aims at ensuring quality of deliverables, contribution to Horizon 2020 priorities, lessons learnt from the most successful KIC activities, and at the same time, allowing for sufficient flexibility in KICs' operations and openness to new ideas and partners. This system is a fundamental tool to allow the EIT to develop a solid capacity for gathering and analysing data. It will also allow monitoring comprehensively relevance, efficiency, effectiveness, utility/sustainability and impact of EIT investments and activities, and demonstrating that these maximise outcomes and results and create impact. The ultimate goal is to measure the EIT performance against its own objectives and to benchmark EIT and its KICs against novel practices at European and global levels.

During 2019-2020, the EIT will continue to ensure excellence, quality of results and increasing impact, in particular by further enhancing and refining its framework for evaluation and monitoring, and reinforcing tools such as the continuous monitoring and thematic reviews and Performance Measurement System (PMS). This comprehensive system for continuous monitoring at all governance levels is a major component of the EIT's result-oriented monitoring. During 2019-2020, the EIT will place a strong emphasis on consolidating its monitoring-related activities towards its KICs, and the EIT itself, by refining its operational strategy for continuous monitoring, evaluation and impact assessment benefitting not only KICs but the EIT as an Institute for Europe. This system will encompass all related EIT activities ranging from annual Key Performance Indicators (KPIs) data collection, continuous monitoring, the contribution of EIT to Horizon 2020, its methodologies to assess impact and the EIT's monitoring of its own operational performance in terms of effectiveness, efficiency and impact. The EIT Monitoring Strategy adopted by the Governing Board in 2015 will be revised taking into account lessons learnt from the implementation of the monitoring activities in the last years, and recent development of the EIT-KIC model. Furthermore, the EIT will explore ways to join the Innovation Radar[16] to increase visibility of the EIT Community's research activities among the EC community and policymakers.

2.3.3.1 Implementation of the EIT Monitoring Strategy

In 2019-2020, the EIT will provide continuous support to its KICs and closely accompany the implementation of their activities through a refined monitoring system geared towards results and impact. The on-going monitoring actions will be included in the annual Monitoring Plan and will serve as a sound basis to continue consolidation and improvement of grant management cycles in 2019 and 2020. From a monitoring standpoint, special attention will be placed on the potential to gradually introduce a flexible and tailor-made approach. These monitoring activities will be complemented with occasional reviews targeting some key processes of KICs to ensure that the development activities serve their original purpose. The outcomes of the monitoring activities

16 https://ec.europa.eu/digital-single-market/en/innovation-radar

will contribute to the multiannual dashboard, a new monitoring tool assessing the KICs' performance on their operational excellence and efficiency and effectiveness of the achievement of strategic objectives.

In 2019, the EIT will monitor KICs adherence to the Good Governance Principles to steer them to create and maintain a stable and structured, enabling and diverse environment providing optimal conditions for openness, including trust, culture, infrastructure and norms. The Good Governance Principles ensure diversity in the composition of the partnership, governance and management teams in particular the gender balance, geographical spread and representation of organisations and individuals from different backgrounds and disciplines (including a proper representation of all sides of the knowledge triangle). The principles aimed at ensuring transparent, independent and effective operation of the Knowledge and Innovation Communities through a clear separation of ownership from operational management, separation of the supervisory functions from operations and integration of checks and balances systems will be further analysed.

2.3.3.2 Evaluation and Impact Assessment

The EIT will continue refining and putting into practice its overall strategy and processes to analyse and assess results and impacts of all EIT's and KICs' activities. In 2019-2020, the EIT will place particular emphasis on prioritising and implementing recommendations from the external and internal evaluations performed in 2016-2017, i.e. the EIT and Horizon 2020 interim evaluations, assessment of the socio-economic impact of the EIT and KICs (Impact study 2010-2016), 7-year review of the first wave of KICs 2010-2016, thematic assessments in education, innovation and knowledge triangle integration. The findings of the EIT interim evaluation and the assessment of the socio-economic impact of the EIT and its KICs from 2010 to 2016 will feed into the EIT's continuous improvement approach. Notably, the EIT will carefully refine and implement KPIs and impact indicators, including the EIT Scoreboard, periodically monitored via robust assessment and evaluation methodologies, as well as benchmarking against international good practices. In addition, in the light of the outcomes from the 7-year review of the first wave of KICs, the KIC model will be revisited and, if necessary, provisions for its improvement will be integrated in the next SIA.

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

Action lines	Targets	Implementation year		
		2019	2020	2021
Results-oriented monitoring of KICs	✓ Thematic assessments on pillar agendas and concrete KIC operations complementing continuous monitoring	X	X	X
	✓ Implementation of the annual monitoring plans	X	X	X
	✓ Annual assessment of the KICs' adherence to Good Governance Principles	X	X	X

Evaluation and impact assessment	✓ Continuously improve strategic approach on monitoring and evaluation ✓ Finalise and roll out the EIT's Impact Framework ✓ Embed the Impact Framework in the EIT and KIC monitoring and evaluation system ✓ Implement the recommendations of the EIT evaluations and assessments: - EIT Interim Evaluation - H2020 Evaluation - Assessment of EIT's socio-economic impact (impact study 2010-2016) - Knowledge Triangle Integration Assessment - Innovation and IPR assessment - 7 year review of the first wave of KICs 2010-2016	X X X	X X X	X X X

Table 9

3. Human and financial resources outlook for the years 2019 – 2020[17]

3.1 Overview of the past and current situation

1. Staff population overview for 2018

The EIT has essentially achieved full staffing through a series of measures that were implemented in the last two years and substantially improved the staff management, recruitment process, reduced turnover and improved the work environment. The total number of staff is 65 as of 30 November 2018 (excluding trainees, interim staff and an external service provider).

Despite the positive trend, concerns still remain with the generally low grades at the EIT compared to other Agencies, the low correction coefficient (71% in 2018) for Hungary, which contributes to the difficulties in attracting the best possible candidates, and offering a less competitive salary package, including less favourable contract conditions compared to other Agencies due to the provisions set out in its Founding Regulation.

Information on the staff population are provided in Table 1 of Annex III. Based on the job screening exercise carried out in 2015, about 30% of the total EIT staff works on support and coordination activities (human resources management, information and communication technology, internal audit and control, logistics, legal advice, finance and budget, procurement, quality management, communication and administrative assistance). Further information on the planned resource allocation for operational activities for 2019-2020 is provided in Annex I.

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

2. Expenditure for 2017

The evolution of expenditure for the action areas in 2018 is provided in Table 1 of Annex II.

3.2 Resource programming for the years 2019 - 2020

3.2.1 Financial resources 2019 - 2020

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

3.2.2 Human resources 2019 - 2020

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

Given the challenges the EIT has to face in the coming years, a request for two new posts is presented in Table 2 of Annex III. Highlighting the main expected trends, the following should be taken into account.

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 priority of European Commission

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

President Jean-Claude Juncker, "to get Europe growing again", by strengthening Europe's growth, competitiveness and stimulating investment for the purpose of job creation. The EIT can make a major contribution to this objective through the acceleration of innovations by integrating business, research and education. 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 will be created in 2018. The amount of grant managed by the EIT has increased from 26 million euros (2010) to 324 million euros (2017), while the number of beneficiaries (KIC Partners) has increased from 73 (2010) to more than 1000 (2017). Furthermore, the EIT's budget will increase to more than 400 million euros in 2018, which will naturally lead to additional work to ensure legality and regularity of transactions and compliance with the principles of sound financial management. In addition, the EIT has taken on board new activities to develop its strong innovation potential, to support KICs' Financial Sustainability and attract funding for the EIT and its KICs under the European Fund for Strategic Investments (EFSI) and invest further into innovative companies, the EIT Regional Innovation Scheme for areas in Europe with lower innovation capacity and outreach and synergies with other programmes and bodies such as the EIT's cooperation with the Joint Research Centre and Copernicus programme. Following its education review, the EIT also has identified further potential for it to lead the transformation of human capital in Europe and contribute to the skills agenda in the areas of entrepreneurship and innovation.

In addition, the European Commission published the EIT's mid-term evaluation report[18] in October 2017. The report, while concluding positively on the EIT's work, results and achievements, contains a number of recommendations as follows.

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

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

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

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

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

Furthermore, the report of the High-Level Expert Group of Commissioner Navracsics[19] recommends widening the EIT's mandate and tasks, inter alia, in education, as follows: "*The EIT Label should be exported outside the*

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

immediate circle of the KICs and their partners and reach out to a wider innovation community both at institutional and individual levels. The EIT should also focus on innovative ways of teaching and learning, particularly with respect to the creation of innovations. This should include innovations in the delivery mechanisms, in particular through online learning. The EIT should showcase these approaches to the wider higher education communities worldwide, as well as within less innovative parts of Europe as part of Regional Innovation Scheme."

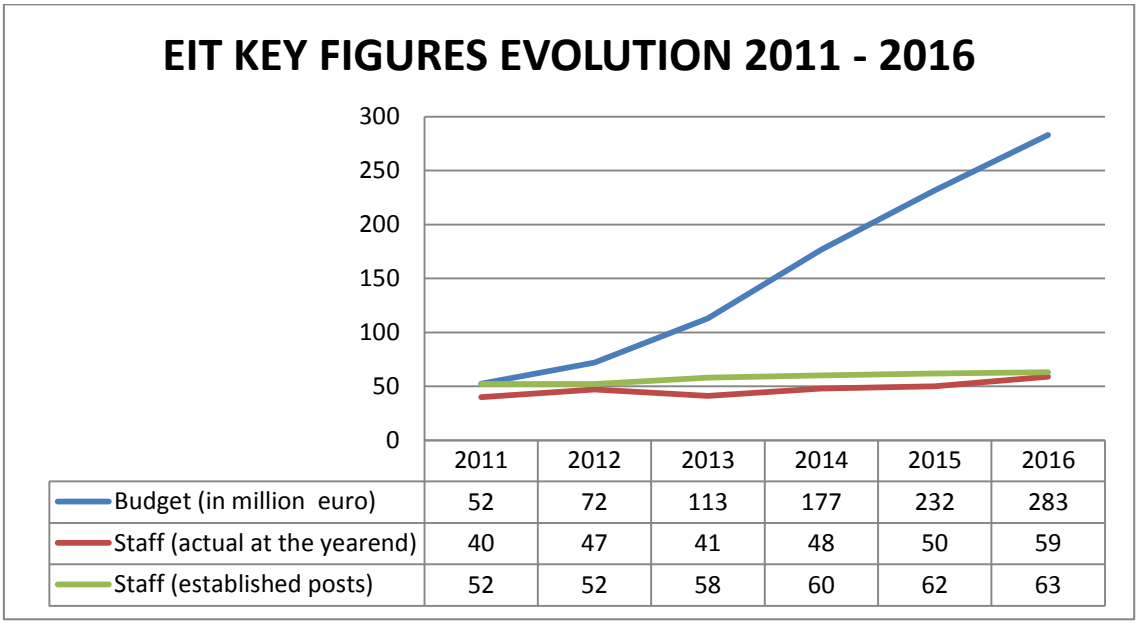
The EIT will not be able to take further these new tasks, which were not foreseen in the initial establishment plan of the EIT, without additional resources. This means that the potential for innovation and the contribution to growth and competitiveness that could be provided by the EIT across the EU will not be fully exploited. Considering the high priority provided by the Juncker Commission to these areas and relatively minor additional staff resources requested by the EIT, the EU institutions are requested to reconsider their staffing allocation for the EIT.

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

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

1) Structural under-staffing of the EIT: As confirmed by the European Court of Auditors in Special Report 4/2016 on the EIT, published on 14 April 2016, the amount of grant managed per person at the EIT is significantly higher than for any other EU research grant programme. While the budget managed per staff member under FP7 is between 12.5 and 20.4 million euro, EIT project officers manage annual grants up to 90 million euros. This is without considering the monitoring of the complementary funding of the Knowledge and Innovation Communities, as the EIT finances a maximum of 25% of a KIC's budget.
2) Structural "under-grading" of posts at the EIT: As identified by the Internal Audit Capability of the EIT, the grades of staff at the EIT are systematically lower than the average grades in other EU agencies. For example, while the average grade of Heads of Administration is AD 12 in other EU agencies, the Head of Administration has an AD 9 grade at the EIT. The EIT has only one staff with a grade above AD 9 (the EIT Interim Director/Chief Operating Officer) and only four posts allocated above AD9 – a unique and unsustainable situation for an EU body managing EUR 2.4 billion. The low grades at the EIT seriously hamper the recruitment and retention of talented staff and are a reputational risk for both the EIT and the EU as inadequate resource allocation hampers the achievement of operational results and assurance of sound financial management.
3) No possibility to offer permanent contracts: Pursuant to the provisions of the EIT Regulation, the EIT personnel shall be employed under fixed-term contracts. The lack of permanent contracts and resulting job insecurity add to the difficulties experienced in staff retention.
4) Low correction co-efficient applied to salaries: The correction co-efficient is still relatively low (74.5% in 2017), while the cost of living in Budapest, in particular as regards housing costs, has increased significantly over the last years. Staff departing have repeatedly quoted in exit interviews the unattractive salary package as one of the main reasons for leaving the EIT.

The European Court of Auditors pointed out in their most recent annual audit report[20] on EIT that, despite the increase in the budget from 309 million euro (2008-2013) to 2.4 billion euro (2014-2020) and in the number of KICs from three to six at the end of 2016, the Institute's authorised number of posts did not change significantly. According to the Court, **"this gives rise to a clear risk that the Institute will not have sufficient capacity to deal with the expanded workload"**. The report of the European Court of Auditors illustrates the risk as follows:



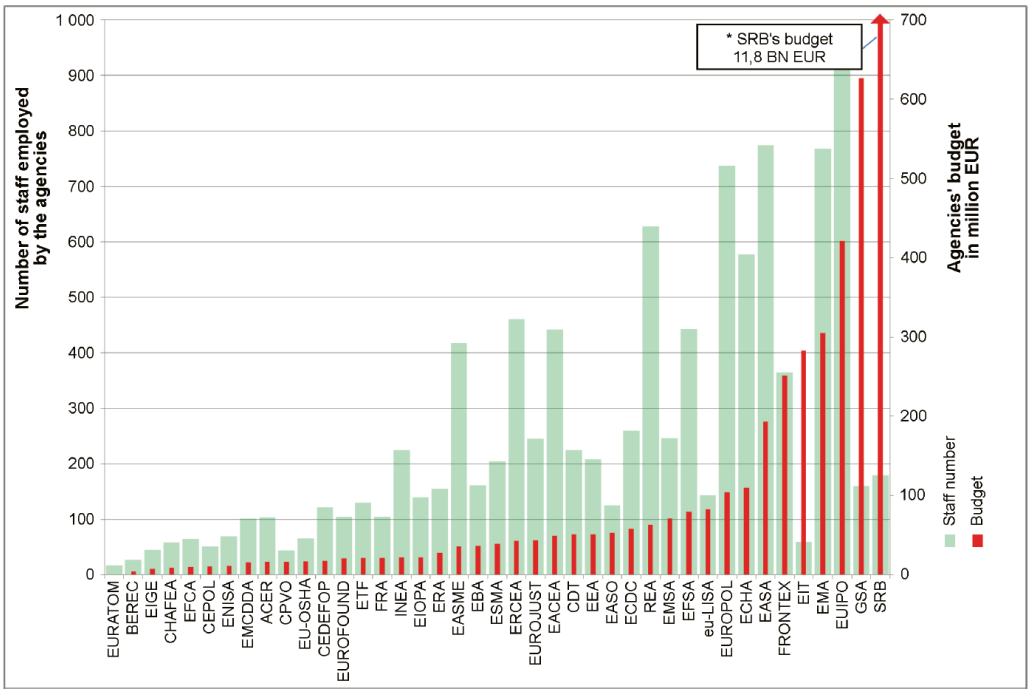
	2011	2012	2013	2014	2015	2016
Budget (in million euro)	52	72	113	177	232	283
Staff (actual at the yearend)	40	47	41	48	50	59
Staff (established posts)	52	52	58	60	62	63

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

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

Figure 3

Agencies budgets in million euros



In order to address the structural problems identified above, and **to be able to effectively carry out the new tasks described above and to manage the growth of existing tasks, but also respecting the Legislative Financial Statement adopted in 2011, the EIT requests the approval of two additional posts** as from 2019.

<u>Additional posts requested as from 2019</u>

The EIT requests **one additional establishment plan post** and **one contract agent position** as from 2019.

In terms of profiles, the additional staff will be recruited as outlined below:

Year	Number of posts	Category	Grade	Function	Description
2019	1	TA	AD 8	KIC Project Officer	The team of KIC Project Officers needs to be reinforced as from 2019 to be able to operationally manage the eight KICs, including the new KICs (EIT Food, EIT Manufacturing and EIT Urban Mobility), in line with the recommendations of the European Court of Auditors. The annual budget of these three additional KICs will grow to ca. 60-80 MEUR per KIC. This requires extensive operational work (on average, each KIC has ca. 150 Partners, including a substantial number of SMEs). Description of tasks: - Support the newly designated KICs during their start-up phase. - Assess the multi-annual strategy and

					annual business plans of KICs and support the process of allocation of annual grants to KICs (ca. EUR 60-80 million per KIC). - Carry out technical verification of the final reports on annual grants submitted by KICs in terms of operational performance. - Manage and carry out risk-based monitoring of KIC activities, including the preparation of input for the funding allocation decisions of the EIT Governing Board. - Contribute to the development of quality procedures, indicators and benchmarks for monitoring (and assessment) of the performance of KIC activities. - Manage amendments of business plans, entry and exit of KIC Partners to and from the Framework Partnership Agreements. - Ensure coordination among KICs and that synergies with other programmes are explored. - Develop further the widening of participation in KICs, for example, through the Regional Innovation Scheme targeting the EU-13. - Liaise with the European Commission services and other stakeholders regarding thematic and innovation policy discussions and representing the EIT in meetings with relevant stakeholders. - Support KICs in further developing innovative education activities for the transformation of human capital in Europe and contribute to the skills agenda in the areas of entrepreneurship and innovation.
2019	1	CA	FG IV	Education Officer	Following its education review, the EIT 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 main tasks of this position will be as follows: - Contributing to the development and running of the 'EU Skills for the Future' initiative to boost the development of future multi-disciplinary skills and equip young people with entrepreneurial competences and STEAM skills. - Further developing the EIT strategy and portfolio of activities in the area of education for entrepreneurship and innovation as well as cross-KIC initiatives in this field (including EIT labelled programmes, professional development courses, massive open online platforms). - Contributing to the management of the EIT grants to KICs in the field of education across all thematic areas. - Developing quality assurance procedures, indicators and benchmarks for monitoring (and assessment of) the performance of KIC's in the area of education. - Contributing to the development and implementation of specific activities the EIT Alumni Community will offer to its members and contributing to the organisation of EIT Alumni Community events. - Management of external experts, in particular as regards the review and assessment of EIT Labelled education programmes, and in other entrepreneurial education activities of the EIT and KICs.

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

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 PAM unit and also to have a counterweight for controls, starting from 2015, the Budget & Finance section within the Services and Finance (SAF) 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. This translated into immediate efficiency gains. However, the EIT will be faced with an increasing complexity and workload as the Institute grows and as a consequence of the foreseen full financial autonomy. Furthermore, the Finance and Procurement sections within the Services and Finance Unit have been merged and a new "ticketing system" has been introduced for assistant support in order to ensure a more efficient and effective use of available resources.

The EIT set up a Task Force for Simplification in 2015, with the involvement of KICs, in order to reengineer the grant-related business processes to reduce unnecessary administrative burden while maintaining a high level of assurance. As a first result, the EIT introduced a revised, "first time right" system for the assessment of KIC reports as from 2016. This revised process is estimated to have led to an efficiency gain of 0.5 FTE on an annual basis, which was absolutely necessary in 2016 to be able to ensure an appropriate assessment of KIC reports and a high level of assurance despite the EIT's limited human resources. During 2019-2020, the EIT will continue to implement its simplification strategy aimed to align and optimise EIT/KIC business processes to reduce unnecessary administrative burden and controls, improve predictability and timeliness of decisions, coherence, clarity while increasing the focus on results; and to improve the internal processes through a thorough review, clarification and simplification of financial circuits, actors and procedures underlying transactions and improved use of IT tools. This has been accompanied by a streamlining of the EIT's organisational structure in 2017. Furthermore, the EIT initiated a structured cooperation with the Common Support Centre in November 2017 with the aim to rely more on the accumulated knowledge and experience of the European Commission in implementing Horizon 2020. Furthermore, the EIT outsourced its accounting function to DG Budget of the European Commission and introduced ARES in 2018.

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 to be concluded by the end 2018. A joint staff committee has been set up in March 2018. Furthermore, the EIT and CEPOL has 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.

As a result of the above efficiency gains, the EIT has gained the equivalent of an estimated 1.5 FTE assistant positions. However, these efficiency gains have been immediately absorbed by an increasing workload related to the growing number of KICs, budget and tasks at the EIT.

The EIT will strive to achieve further efficiency gains in the following areas in 2019:

- Introducing further Commission IT tools (e.g. ARES)
- Sharing services with other agencies (e.g. data protection, document management, IT security etc)
- Replacing two AD staff with AST or contract agent staff in the administration once procedures are fully developed and increasingly automated in HR, Document Management, Finance and IT
- Combining tasks for two new KICs in 2019 during the start-up phase
- Increased use of interim staff and trainees, additional request for national experts and Commission secondments.

D) Negative priorities/Decrease of existing tasks

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

However, additional tasks allocated to the EIT such as the EIT Regional Innovation Scheme and increased synergies with other programmes cannot be compensated by these decreases. The EIT will only be able to deliver its impact on the European competitiveness through enhanced innovation capacity if adequate resources are provided. During the reference period, the Institute will continue to focus on the main priorities laid down in the SIA and in the EIT Regulation and will also ensure its contribution to the objectives and priorities set up under Horizon 2020.

The EIT has established the following areas work needs to be reduced in 2019 or postponed to later years due to the shortage of human resources:

- Cancelling the EIT community event planned for 2019
- No launch of new synergies activities but focus on ongoing ones
- Reducing EIT staff participation in third party events and requesting EIT Governing Board members and KICs to represent EIT
- As regards cooperation with the Common Support Centre of DG RTD, focus on transition to Horizon Europe and integration into Commission services for audit, legal, IT and BI support
- Postponing the EIT RIS and EIT alumni review from 2019 to 2020
- Reducing the ambition for development of a new Business Intelligence system
- Reducing the ambition for dissemination of results and setting up of EIT community hubs
- Cancelling further pilot projects in the area of entrepreneurship for migrants
- Reducing rather than scaling up pilot activities on women entrepreneurship or transferring this activity to KICs
- Postponing the feasibility study for an EIT level impact fund
- Outsourcing the secretariat function of the EIT Alumni community

E) Redeployment of resources in view of budgetary constraints

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

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

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

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

[22] The figures for 2014-2018 are based on the Budget and Establishment Plan adopted. The figures for 2019-2020 contain further staff requested in Table B above.

Section III – Work programme 2019

1. Operational activities

1.1 Incentivising Growth, Impact and Sustainability through the EIT

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

1.1.1 Consolidating, Fostering Growth and Impact of the Existing KICs

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

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

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

Promoting Collaboration and Competition among KICs

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

1. Efficiently prepare and manage the programming and grant allocation for 2020 related to eight KICs through further streamlined processes. Further develop and streamline the funding allocation mechanisms for cross-KIC collaboration and EIT RIS implementation.
2. Timely contract and amend the annual Specific Grant Agreements (SGAs) and Framework Partnership Agreements (FPAs):
    a. Complete on time the signature of SGAs 2019 with six KICs under the FPAs and subsequently make pre-financing payments.
    b. Complete on time the assessment and signature of the SGA 2019 amendments (of six KICs).
3. Efficiently manage six KIC partnerships by processing the changes requested by the KICs, e.g. entry and exit of entities listed in FPA including KIC Partners.

4. Increase grant assurance through adequate support, guidance and control of KICs during the grant implementation, with special focus on KICs' internal control systems and ensuring compliance with the H2020 legal framework.
5. Increase the efficiency of grant management with the support of appropriate grant management tools and regular lessons learnt exercises.
6. Efficient assessment of the KICs' annual reports from performance and financial (cost) perspective, and timely payment of the 2018 final grant balance, while reaching a high level of grant assurance demonstrated by decreasing financial error rates and improving absorption of EIT funds by the KICs. Contracting of service providers for more than 200 Certificates on Financial Statements (CFS) in relation to the 2019 grant.
7. Complete ex-post audits in order to recover any grant unduly paid and therefore close the 2017 grant cycle. Launch the ex-post audits in relation to the 2018 grants.

Actions	Indicator	Target	Main outputs
Grant allocation process / programming	Effectiveness and timeliness of funding allocation to eight KICs under grant allocation process 2020	Full allocation of available funds to eight KICs by Q4 2019 and implementation of the simplified rules to improve the Business Plans 2020	Invitation to submit Business Plans sent to the KICs Business plans submitted by all eight KICs Business Plan evaluation and rapporteur reports completed Cross-KIC and EIT RIS activities identified and included in the Business Plans EIT Governing Board decision on 2020 financial allocation to KICs. Lessons learnt on grant allocation 2019 completed
Contracting, pre-financing, and amending FPAs and SGAs	Timely signature of Specific Grant Agreement(s) and the amendment(s)	Signature of Specific Grant Agreements 2019 by end February 2019 Signature of amendments of the Specific Grant Agreements 2019 by end of 2019 (if applicable).	Six signed Specific Grant Agreements 2019 Six pre-financing payments made Six amendments 2019 signed (if applicable)
	Timely signature of two FPA (excluding KIC Partnership entry/exit)	FPA with effect as of 1 January 2020 ready for signature by Q4 2019	FPAs sent for signature to two new KICs.

Actions	Indicator	Target	Main outputs
Partnership Management and continuous support	Timely processing of changes in the KICs partnership requested by the six KICs. Timely processing of the two new KIC Partnerships.	Confirmation communicated to the KICs within 60 days of the request FPA Entities processed by 4Q and ready for FPA signatures.	Signed amendments to FPAs. All checks related to the entities listed in the two new FPAs are finalized.
Improving the grant assurance framework through support, guidance and control of KICs	Timely issuance of internal and KIC guidance documents and replies to KIC queries.	Formal guidance documents issued to KICs and all KIC queries followed up	Lessons learnt exercises completed for GA 2018 reporting and BP 2019 KIC BP2020 Guidelines KIC Reporting Guidelines 2019 and 2020 FPA entry and exit guidelines update *EITs methodology and templates updated:* - EIT grant reporting 2019 methodology and templates - EITs methodology for SGA Amendments - EIT's methodology for FPA entry and exit - EIT's ex-post audit methodology Supplementary guidance documents for both EIT and KICs Update of FAQ, if applicable
	Transition to Horizon Europe	Collaboration with H2020 Common Support Centre focussed on transition to Horizon Europe and full integration into Commission services for IT, audit, legal and BI ongoing	Transition priorities implemented with H2020 CSC based on a mutually agreed roadmap between EC and EIT
Grant Management Platform (IT)	Timely revision and comprehensiveness of the Reporting, Business Planning and	Reporting 2018 (Q1) and Business Planning 2020 (Q3) and Partnership	Improved integrated platform modules operational for reporting, BP planning and PIO

Actions	Indicator	Target	Main outputs
	Partnership Management modules of the EIT's grant management platform Improved BI available	Management (Q2) IT tools are effective and fully in use, users at EIT and KICs adequately supported and trained First stage of improved BI in use	Reports on consolidated data availability and functionality of the systems Roadmap for IT tool transition implemented Helpdesk support for EIT staff and KICs continuously available. BI module in operation
KIC reporting, EIT ex-ante verification (including performance and costs assessments), final balance payments	Timely processing and finalisation of ex-ante verifications of 2018 KIC Reports for six KICs	KIC Reports on implementation of 2018 Business Plans verified by end-July 2018 and final balance payments made by end-August 2018	KIC Reports submitted by all KICs Ex-ante verification completed for six SGA 2018 KIC Reports Letters to KICs concluding on ex-ante verification and final balance payments Final balance transferred to six KICs Past Performance reports completed Lessons learnt report for reporting 2018 completed
	Timely contracting of the CFS audits for the 2019 KIC Report assessment	For the 2019 cost verification specific contract(s) with CFS auditors signed by Q4 2019	CFS auditors contracted for more than 200 audits CFS audits for 2018 completed
Ex-post audits	Timely processing and finalisation of ex-post audits	In relation to SGA 2017, audits completed by end April 2019 In relation to SGA 2018, auditors selected by Q4 2019	Final ex-post audit reports on SGA 2017 Unduly paid grants recovered (if applicable) Signed contract for ex-post audit on SGA 2018

Knowledge Triangle Integration

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

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

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

Actions	Indicator	Target	Main outputs
Implementation of the EIT Label	Harmonised approach implemented to EIT Labelled masters, doctoral programmes and modules ensuring learning outcomes are achieved, including revision of the Label provisions	All new EIT labelled masters and doctoral programmes aligned with revised EIT Label handbook by end 2019	Revised EIT Label framework and handbook EIT approval decisions for EIT labelled courses Finalisation of phase II review of EIT label and action plan implemented
Enhance women entrepreneurship and leadership and increase the visibility of women entrepreneurs	Enhanced promotion of women entrepreneurship and leadership throughout the EIT community	Women entrepreneurship and leadership activities delivered by Q4 2019: - Support to pilot activities under DEAP (see below) - Specific gender mainstreaming action plans for EIT and KICs adopted and under implementation - Support to women investors network events	Report from 2019 activities on women entrepreneurship and leadership and investor network by end of 2019 Gender mainstreaming action plans adopted by EIT and KIC CEOs and under implementation EIT women investors network connected to EIT alumni and EIT KICs dealflow of startups / scaleups / spin-offs;
Implementation of the EIT Innovation Action Plan and exploring ways to join the Innovation Radar	Increase effectiveness and efficiency of the KICs innovation agenda	Implementation of the Innovation Action Plan by Q4, including the innovation project principles.	Report from implementation of the Innovation Action Plan, incl. principles in the BP 2020.
EIT positioned to provide input to thought leadership on societal challenges	EIT has created an enhanced basis for its institute role on thought leadership.	Training programme prepared for students to reflect on societal challenges. Roundtable discussions with knowledge triangle stakeholders on societal challenges completed.	Training programme approved and tested. Reports from workshops held on societal challenges.

Implementation of pilot Education initiatives to develop skills and competences for the future and Digital Education Action Plan (DEAP)	Contribute to the EU's Digital Education Action Plan and further develop EU Skills for the Future initiative on enhancing STEM and entrepreneurship education at schools level Contribute to DEAP by developing digital skills for girls in secondary education	Study on EIT's role in skills for the future completed. Train up to 3500 young women aged 12-18 years for entrepreneurial and digital skills in EIT RIS countries by Q4: - Young women trained directly by the EIT - Young women trained through KICs or with cooperation agreements with national authorities, business and foundations. At least 3 cooperation agreements with national authorities and other stakeholders concluded and cooperation workshops with these partners completed.	Study final report mapping Training reports/certificates of trained students Three Cooperation Agreements concluded

Fostering Growth and Creating Impact

Objective: The objective in 2019 is to contribute to the overarching objectives of Europe 2020 strategy on fostering growth and creating jobs by improving results, breakthrough technologies and services and sustainability of the operations of the KICs through synergies and multiplication of successful activities across KICs.

The EIT will:

- Promote and facilitate synergies with European Commission Policy DGs and other EU programmes for the integration of Knowledge Triangle.
- In addition, the EIT will identify, codify and disseminate good practices and learnings and enhance transparency.

Actions	Indicator	Target	Main outputs
Promotion of synergies with other EU initiatives	Synergies of EIT with other EU programmes and initiatives to mutually increase impact	Continuation of joint projects/ activities started in previous years, in particular with the Commission - DG EAC, DG REGIO, DG RTD, DG GROW, EASME, DG NEAR and	Structured dialogue with key partners in place and at least 5 joint projects implemented or facilitated at EIT or KIC level

		the European Parliament	
Implementation of the EIT-JRC MoU[23]	Mutual value creation between EIT and JRC	Continuation of selected joint activities according to the EIT-JRC MoU and Action Plan	Reports from implemented activities.
Identification, codification, exploitation/dissemination of results, good practices and learning shared within the EIT community and beyond	EIT results, good practices and learning prepared and disseminated in a structured manner.	First set of good practices and learnings prepared and disseminated. EIT community platform for information sharing operational. Transparency Action Plan approved and implemented.	Dissemination tool in use EIT community information platform operational Transparency Action Plan implemented.

1.1.2 Creating new KICs

Objective: The EIT will support the efficient and effective setting up of EIT Urban Mobility and EIT Manufacturing. Emphasis will be placed on the establishment of stable management structures that are necessary for the design and sound implementation of the KICs' future activities and on ensuring that these activities are well aligned with EU policy priorities and targets.

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

- Consolidate lessons learnt from Call 2018
- Support the start-up process of EIT Urban Mobility and EIT Manufacturing
- Evaluate the start-up phase of the two newly designated KICs
- Award Framework Partnership Agreements

Actions	Indicator	Target	Main outputs
Support in the setting up process of the new KICs (start-up phase) - EIT Urban Mobility and EIT Manufacturing	Timely signature of Start-up Grant Agreement(s) and the amendment(s) Start-up Plan successfully implemented in line with the pre-defined milestones for legal, operational and other readiness.	KICs legally and operationally ready – successful completion of the start-up phase FPA award (by 4Q) Start-up Grant Agreement and its amendment approved	Start-up Grant Agreement 2019 and its amendments signed EIT report to the GB on the start-up plan GB endorsement of the KICs' start-up

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

		by the EIT by Q4 Best practices shared with new KICs and cross-KIC cooperation initiated	phase KIC Strategic agendas finalized by KICs FPA award decision EIT lessons learnt transfer organised

1.2 Enhancing the EIT's Impact

In 2019, the EIT will, monitor and follow-up the negotiations on the SIA in the Council and European Parliament with a view to preparing for its implementation as of 2021.

The EIT will focus its communications activities on one overarching objective during 2019, namely increasing the level of awareness and understanding of the EIT Community's activities and achievements among its external stakeholder community. The EIT will launch the implementation of the new EIT Communications Strategy and launch a new online web-based tool for enhanced knowledge sharing and networking around the EIT platform. The Institute will also continue to implement an annual integrated communications campaign, ensuring the application of consistent brand messaging across all of its communications channels.

2019 communications and dissemination activities will focus on producing and disseminating all relevant information relating to activities, achievements and lessons learnt emerging from the wide range of EIT Community activities. The EIT will also continue to actively engage with the media, as media relations will enable the EIT to reach a wide range of stakeholders and citizens that may not be directly aware of the EIT's Community activities, thereby leveraging interest, existing talent and latent potential.

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

The EIT will continue to support the growing EIT Alumni Community and ensure continuous alignment of EIT Alumni Community vision and activities with overall EIT strategic objectives. The EIT Alumni Board will continue to consolidate the EIT Alumni Community's implementation and sustainability strategy, on-board new Knowledge and Innovation Communities and support in the development of their Alumni Communities, offer added-value activities to its members and deliver specific outreach activities. The EIT will support the Board in organising the fifth edition of the EIT Alumni Connect event, which will further enlarge and grow the community by providing a platform for students and alumni from across KICs to meet, share knowledge, experiences and develop concrete ideas for joint implementation.

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

The EIT will organise the fifth edition of the EIT Stakeholder Forum – INNOV*EIT* to showcase and celebrate EIT Community achievements to external audience: representatives of national, regional and local authorities,

umbrella organisations and individual entities from higher education, research, business, civil society and cluster organisations. INNOVEIT will also include the EIT Awards by presenting the awards nominees and announcing the winners. Based on the successful editions of previous years, the 2019 EIT Awards will comprise five main categories: EIT Venture, EIT CHANGE, EIT Innovators, EIT Woman Leadership & Entrepreneurship, and EIT Public Award.

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

Objective: Preparation for the EIT's next Strategic Innovation Agenda covering the period from 2021-2027.

Actions	Indicator	Target	Main outputs
Follow-up of the European Commission's proposal for the SIA	SIA proposed by the Commission that increases ambition and impact of the EIT	Operational and legal input to EC for the development of the EIT's SIA and proposal on Horizon Europe legislative package	EIT position papers, input documents and strategy papers EIT model developed

1.2.2 Fostering Knowledge Exchange through Communications, Dissemination and Outreach

Fostering Knowledge Exchange through Communications and Dissemination

Objective: Increase visibility, awareness and understanding of EIT Community activities and achievements through the active promotion of targeted information to external stakeholders. In doing so, the EIT will build on existing communication and dissemination channels for disseminating information on calls, events, success stories, etc.

Actions	Indicator	Target	Main outputs
EIT Corporate Communications	EIT visibility and awareness raised	1% increase in unique visitors to the EIT website in 2019 compared to 2018 unique visitor statistics	Dissemination of information to external stakeholders through the EIT website and EIT newsletter: longer visits to EIT website and more informed stakeholders
		Preparatory works to launch a new website completed by Q4 2019	Development of a web based tool to provide a platform for knowledge sharing and networking around the EIT
	Timely communication of EIT Community news to target group	Monthly newsletter issued	12 monthly newsletters
	Effective and coordinated communication in the EIT community	EIT activity reports for key internal	4 EIT activity reports

		stakeholders prepared per quarter	
		Enhanced communication efforts of the EIT community through regular meetings and coordinated actions to enhance EIT Community visibility, communication of EIT activities and awareness	Minutes of EIT Community Communications network and presentation to the Forum. Improved presentation of EIT KIC activities.
Implementation of the updated EIT communication strategy through the 2019 Integrated Communications Campaign and additional actions	Increased visibility and awareness of the EIT among EIT key stakeholders and the wider public.	Based on results and achievements from EIT Community, create and disseminate engaging stories about innovators and entrepreneurs.	At least 10 Inspiring success stories and 10 largest activities of KICs presented in attractive and innovative formats through EIT external communications channels.
	Quantitative and qualitative increase in EIT media coverage	1% increase in EIT press (print and online) coverage in 2019 compared to 2018 statistics	Increased engagement with the press: EIT mentions in media publications and articles increased compared to 2018
	Quantitative increase in visits to the EIT website and likes/followers on Facebook, Twitter and LinkedIn accounts	2% increase in the number of users liking or following EIT social media channels: Facebook, Instagram, LinkedIn, and Twitter in 2019 compared to 2018 statistics.	EIT social media posts with a focus on achievements and results as well as activities to join EIT Community activities for external stakeholders through EIT social media channels: wider social media reach and engagement
		EIT communication and media actions to reach a wider audience/ citizen engagement	Journalist network meeting showcasing one KIC completed
	Implementation of additional measures based on new Communication Strategy	Implementation of 2019 measures of the Communication Strategy	2 innovative and creative EIT communication actions implemented targeting key EIT stakeholders (MEPs) and/ or wider public
	Innovation examples showcased	Innovation Tour and showcasing at INNOVEIT, EIT and EIT House	All EIT award nominees participate in the innovation tour and at least 10 innovations on display in EIT and EIT House

1.2.3 EIT Regional Innovation Scheme (EIT RIS)

The objective of the EIT RIS is to contribute to boosting the ability to innovate of countries and regions in Europe that belong to the groups of so-called 'modest and moderate' innovators (according to the European Innovation Scoreboard[24]). The EIT RIS opens up the activities of the EIT's Knowledge and Innovation Communities to innovators that are not partners in the Knowledge and Innovation Communities, by providing targeted support to individuals and organisations to take part in and benefit from its Knowledge and Innovation Communities' activities, services, programmes and know-how. Countries, regions, local organisations and individuals taking part in the EIT RIS benefit from the transfer of knowledge, know-how and cooperation that is achieved with the EIT's Knowledge and Innovation Communities. The EIT will closely monitor the implementation of the renewed Regional Innovation Scheme strategy by the KICs. Results, lessons learned and best practices will be shared with relevant Commission services and with Member States through existing fora. The EIT will carry out targeted RIS communication activities such as EIT-KIC events held in RIS eligible countries, EIT RIS information sessions jointly with other EC Services, as a result of the EIT's work on synergies and complementarities with other EU programmes and initiatives, and work on appropriate online visibility of the Scheme. A common approach of the EIT RIS among KICs will be encouraged with the aim of increasing the impact of the scheme.

Actions	Indicator	Target	Main outputs
Ensure effective implementation of EIT RIS activities by KICs in line with the EIT RIS Guidance	Widening of participation by EIT RIS eligible countries in EIT activities and deepening collaboration with local innovation ecosystems	Increase participation and budget consumption by EIT RIS stakeholders in EIT activities under BP 2019 and 2020.	Implementation of EIT RIS by KICs in line with EIT guidance.
Coordinated dissemination of information and communication of EIT RIS activities together with the KICs	Timely communication of EIT RIS activities including calls and events and support of cross-KIC communication actions Coordinated awareness raising with potential EIT RIS cooperation organisations and related stakeholders	Service provider contracted by Q3 providing comprehensive EIT RIS information in a coordinated manner.	Service contract providing bimonthly reports on EIT RIS activities in each country from service provider, including updates on website, publications and joint initiatives

1.2.4 Fostering and Attracting Talent

EIT Alumni Community 2019

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

Actions	Indicator	Target	Main outputs

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

EIT Alumni Board strategy support and ensure alignment with EIT's strategy and activities	EIT Alumni have a strategy, work plan and effective governance in place to create additional EIT impact	Approve EIT Alumni 2020 work programme by Q4 2019 Mobilise alumni to address specific EIT challenges	EIT Alumni work programme 2020 in place 2019 EIT Alumni Annual Report Reformed EIT alumni governance and management in place 3 alumni challenges implemented
Support the EIT Alumni Board in implementing its and activities	Support Alumni work programme implementation and organisation of the 2019 EIT Alumni Connect Event	Guidance and support to EIT Alumni work programme, incl. EIT Alumni Connect event provided by Q4 2019 and active participation of 120 EIT alumni (>75% positive feedback in review) Alumni secretariat in place.	Organise a successful EIT Alumni CONNECT 2019 Full implementation of Alumni work programme 2019 Contract for running the EIT Alumni secretariat in place

1.2.5 Enhancing Stakeholder Engagement

Stakeholder engagement

Objective: Continuous EIT stakeholder engagement with institutional and other stakeholders across the knowledge triangle in a structured, targeted and tailored manner. The EIT will develop the EIT stakeholder engagement plan, identifying different groups of stakeholders and different formats to engage with. Among the different tools and formats to be used to raise awareness and engage the EIT will organise the EIT Stakeholder Forum, the annual meeting of the EIT Member State Configuration and the meeting between the EIT Community and the European Commission Services, as well EIT Awareness Days in EU Member States and/ or Horizon Associated countries. In addition, in 2019 the EIT will organise and participate in meetings with targeted groups of EU Member States representatives (e.g. Scientific Attachés) as well other groups of EIT stakeholders (e.g. Horizon2020 National Contact Points, EU multipliers etc), aiming to ensure that information on EIT Community activities are provided in a timely and targeted manner. The EIT Liaison Office in Brussels will have an important role in this context, contributing significantly to achieve this objective.

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

Actions	Indicator	Target	Main outputs
Engagement with institutional and knowledge triangle stakeholders	Structured dialogue with institutional and knowledge triangle stakeholders	Stakeholder engagement plan 2019 approved by February 2019 and implemented accordingly	Stakeholder engagement and priority event plan approved and implemented
	Maximise EIT visibility through participation in events and awareness raising	Participation of EIT representatives (including EIT Governing Board members) in at least 20 European/ International events of key stakeholders	Assessment of events, speeches, presentations, mission reports and media articles on events
Organisation of EIT Stakeholder Forum 2019 (INNOVEIT)	Targeted information provided and dialogue with key stakeholders	Participation by at least fifty knowledge triangle representatives of all three sides and 75% of EU Member States	EIT Stakeholder Forum 2019, incl. EIT awards held in Budapest
	Positive, above-average feedback received from participants (as measured by a dedicated survey)	> 75 % of feedback received above average	
		Lessons learnt completed and concept note for 2020 proposed	Concept note for 2020 Stakeholder Forum finalised
	Dedicated stakeholder events on EIT related topics organised under the EU Presidencies and in the EP	3 targeted stakeholder events organised with EU Presidencies and EP	Stakeholder events organised in cooperation with KICs
EIT Liaison Office in Brussels	EIT visibility and stakeholder engagement in Brussels increased	Participation of EIT in Brussels in at least 20 events/meetings of/with key stakeholders	Weekly reports of the EIT House
		Effective coordination mechanism between EIT and KICs	Monthly reports from EIT House group
Meetings with targeted groups of EU Member State and other key stakeholders.	Targeted information provided and structured dialogue established with key stakeholders from EU MS, European Commission and other key EIT stakeholders	EIT Member State configuration meeting organised by Q4 2019	Reports from meetings
		EIT EC service meeting organised by Q4 2019	28 MS specific fact sheets in place and maintained
		Organise at least three EIT Awareness Days	

		organised in EU MS Host country agreement/ Memorandum of Understanding implemented and dedicated activities to synergise and raise awareness in Hungary are implemented involving KT stakeholders	Memorandum of Understanding concluded with Hungary and agreed activity plan implemented

Relations with Third Countries and International Organisations

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

In 2019 the EIT will focus its efforts in working closely with its Knowledge and Innovation Communities to establish EIT Community offices (EIT Houses) in US, Israel and China, with the aim to facilitate synergies with organisations from these countries and ensure a stronger EIT Community and therefore European footprint. In addition, EIT will continue to explore opportunities to engage with and build strategic partnerships in other countries beyond Europe, including Horizon Associated countries, through participation in targeted events.

Actions	Indicator	Target	Main outputs
Engagement with selected third countries, including Horizon 2020 Associated countries, and international organisation	Establish structured dialogues in targeted Third Countries (China, US, Israel and Serbia) on knowledge triangle integration issues	Structured dialogue set up in the 4 targeted countries and/ or international organisations by Q4 2019	Engagement with key stakeholders in non-EU countries and structured dialogue with international organisations

EIT Awards

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

The 2019 EIT Awards will be organised as part of INNOVEIT with the EIT Innovation Tour in the second half of the year (2019) to increase opportunities for targeted communication opportunities and interaction and exchange of ideas with the broader innovation ecosystems in Europe and stakeholders, and will showcase EIT success stories and will further enhance awareness about the EIT. The 2019 EIT Awards will comprise five main categories: EIT Venture, EIT CHANGE, EIT Innovators, EIT Woman Leadership & Entrepreneurship, and EIT Public (Citizen) Award. The objectives of each of the EIT Awards are the following:

- The EIT Venture Award puts the spotlight on successful entrepreneurial start-ups that have been supported by the Knowledge and Innovation Communities through dedicated business creation or business development processes. The EIT CHANGE Award celebrates graduates of EIT-labelled education programmes who spur innovation and entrepreneurship and bring about a change in the areas of climate change, digitalisation, energy, health, food and raw materials addressed by the EIT and its Knowledge and Innovation Communities.
- The EIT Innovators Award recognises innovation teams composed of individuals from our Knowledge and Innovation Communities that have developed a product, service or process with a high potential for societal and economic impact.
- The EIT Woman Leadership & Entrepreneurship Award recognize the outstanding work and achievements by a woman from our Knowledge and 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 2019 EIT Awards will comprise a promotional campaign, the preparation of nominees for the pitching sessions, the set-up of a high-level jury for each Award category, the organisation of the Award Ceremony and the implementation of a monetary prize for one winner per category. The prizes for the EIT Award winners will be as follows:

PRIZES				
EIT Venture Award	**EIT CHANGE Award**	**EIT Innovators Award**	**EIT Woman Leadership & Entrepreneurship**	**EIT Public (Citizen) Award**
An European-wide promotion of their businesses and the prerogative to use the label "EIT Venture/ CHANGE/ Innovators/Woman Leadership & Entrepreneurship/Public Award Winner 20xx" in their profiling and marketing activities				
EIT Financial contribution of EUR 80,000 (50k for the winner, and then 20k and 10k respectively for the second and third place)	EIT Financial contribution of EUR 35 000 (20k for the winner, and then 10k and 5k respectively for the second and third place).	EIT Financial contribution of EUR 80,000 (50k for the winner, and then 20k and 10k respectively for the second and third place)	EIT Financial contribution of EUR 35,000 (20k for the winner, and then 10k and 5k respectively for the second and third place)	No EIT Financial contribution

Also during 2019, the preparations for the 2020 EIT Awards will start, including the launch of the competition in the four aforementioned categories.

Actions	Indicator	Target	Main outputs
Organisation of the 2019 EIT Awards	Timely implementation of the 2019 EIT Awards	2019 winners of all five categories awarded by Q4 2019	Five 2019 EIT Awards winners Lessons learnt exercise completed
Preparation of the 2020 EIT Awards	Timely launch of the preparation for the 2020 EIT Awards	Preparations for 2020 EIT Awards competition started by Q4 2019	Preparations for 2020 EIT Awards competition started

	competition		

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

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

1.3 New Delivery Mechanisms and Results-oriented Monitoring

The EIT will implement and refine as appropriate its strategy for KICs' financial sustainability designed to ensure a smooth and predictable transition towards their gradual financial independence from the EIT and it will continue to design new initiatives and in particular refine the design and explore the feasibility of launching its Growth & Impact Fund (GIF).

As an integrated part of the Horizon 2020 - Framework Programme for Research and Innovation, there is still room for the EIT to exploit regulatory flexibility, with a view to enabling further simplification in its processes. To this end, in 2019, the EIT will further examine options to:

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

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

In line with the relevant provisions with Framework Partnership Agreements, the EIT will develop its approach 'Setting EIT Standards for KIC Management and Control Systems' whereby the EIT intends to optimise its management system in view of an increasing number of KICs coupled with increasing empowerment. Emphasis will be placed on the transparency of the KICs' internal procedures for the selection of new Partners and innovation projects. Furthermore, the use of simplified costs shall be further explored to facilitate financial management and focus more resources on result oriented monitoring. The use will be extended in 2019 and should be gradually widened in subsequent years. The EIT will also further explore the potential benefits and practical implications of applying financial instruments either alone or in combination with grants.

2019 will be the third year of implementing the EIT Monitoring Strategy which involves an integrated approach for an information and evidence base enabling the control and improvement of strategies and management processes and providing insight in outcomes and impacts. In a systematic manner data will be collected, on-site visits will be carried out to understand the context of the monitoring data and reviews will be conducted to evaluate programmes of activities with a view to improving the underlying processes and obtain good practices. In 2019, the EIT will further develop and finalise its Impact Framework will define the specific socio-economic impacts that the EIT and KICs should deliver by 2027 and will demonstrate their strategic alignment with the EIT mission and high-level objectives. It will underpin the EIT SIA 2021 – 2027, will be valid for the same period of time and will be closely aligned with the future EU Framework Programme for Research and Innovation's targets and ambition.

1.3.1 EIT-KIC Relations

The Role of the EIT as an Investor: KICs' Financial Sustainability Strategies (FS), Growth & Impact Fund (GIF) and KICs' Fund Initiatives and related development and implementation of High Level Principles

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

Actions:

- Monitor implementation of the Principles on KICs' Financial Sustainability adopted by the EIT and strategies of KICs and issue guidance to KICs as appropriate
- The EIT will continue to support KICs' own fund initiatives underpinned by High Level Principles which the EIT will develop and oversee their implementation.

Actions	Indicator	Target	Main outputs
Monitor and develop implementation of the Principles on KICs' Financial Sustainability	Incentivise KICs to reach Financial Sustainability and ensure EIT model is further developed	Assessment reports of KICs' financial sustainability strategies and clarification of open issues on the model by Q4 2019	Assessment reports of KICs' financial sustainability strategies; specific guidance issued on 7-year reports and post year 15 cooperation
Support KICs' own fund initiatives	Regular monitoring and best practice sharing of KICs' own fund initiatives is carried out and additional access to finance is incentivised	EIT effectively supports KICs' own fund initiatives and supports access to finance by-Q4 2019	Reports and best practice sharing with KICs' own fund initiatives and access to finance support to EIT community
Cross-KIC cooperation	Effective cross-KIC cooperation on priority topics agreed by the EIT community to create value	At least 15 MEUR allocated of grants for cross-KIC cooperation/ missions in BPs 2020	Cross-KIC cooperation activities included in KIC BPs 2020 Reports received from 7 existing cross-KIC cooperation programmes under BP 2019
Gender mainstreaming	Ensure that EIT community progresses on gender mainstreaming	EIT and KIC specific action plans in line with the gender mainstreaming methodology implemented by Q4 2019	Progress report from Action Plans

1.3.2 Simplification

Simplification roadmap

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

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

- Multiannual grants with the objective to explore the feasibility of providing multiannual grants, including appropriate mechanisms for commitment and payment appropriations allocation in the EU's next multiannual financial framework and an adjusted legal and operational framework for implementation
- Investments based on results with the objective to develop an EIT Impact Framework in close consultation with KICs that will define the results and the specific socio-economic impacts that the EIT and KICs should deliver by 2027 and will encompass all other stages of the intervention logic, i.e. short and medium-term outcomes, outputs, inputs, respective definitions and indicators
- Shared services and facilities, with the objective to map and identify potential of sharing services and facilities across KICs and the EIT.

Actions	Indicator	Target	Main outputs
Improvement measures implemented within current framework	High impact measures for simplification identified and implemented to reduce complexity and increase efficiency	Simplification measures selected by the EIT-KIC Forum and implemented by the Task Force for Simplification by Q4 2019	Simplified grant cycle processes (business planning, amendments, reporting, audits and monitoring) Minutes of the Task Force Simplification and EIT-KIC Forum
Designing of post-2020 legal and operational framework with specific focus on future priorities identified	Laying down the foundations of the post-H2020 legal and operational framework	Assessing the feasibility of some measures identified which are expected to bring simplified business processes	Adopted concepts for three simplification measures (multiannual grants, shared services and simplified costs) Detailed implementing rules in place as regards multiannual grants for post 2021

1.3.3 Monitoring, Impact Analysis and Evaluation

Implementation of the EIT monitoring strategy

Objective: Implementation of the EIT's monitoring strategy and monitoring plan for 2019.

This will entail the following actions:

- Continuous and systematic monitoring of KIC activities to produce recommendations and lessons learnt.

- Continuous and systematic monitoring of KICs' adherence to the Good Governance Principles

Actions	Indicator	Target	Main outputs
Implementation of the 2019 monitoring plan in line with the approved EIT monitoring strategy	Contribution of monitoring activities to improving KIC the grant management	Monitoring plan implemented by Q4 2019 (target: 15 visits or alternative monitoring activities)	Reports and recommendations from monitoring activities
Preparation of the Monitoring Plans 2020	Improved planning and selection of monitoring activities 2020	Monitoring plan prepared (Q4 2019)	Final Monitoring plan 2020
Annual assessment of the KICs' adherence to Good Governance Principles	Improvement of KICs operation in terms of transparency, effectiveness and efficiency	Assessment concluded as part of the performance reporting by Q3 2019	Assessment report as part of annual performance assessment

Evaluation and impact assessment

Objective: Implementation of the EIT's evaluation strategy for

This will entail the following actions:

- Continue implementation of the recommendations from the interim evaluations of the EIT and Horizon 2020, 7- year Review 2010-2016 of first wave KICs, and Impact Study 2010-2016
- Develop, roll out and mainstream the EIT Impact Framework in the EIT evaluation and monitoring system, and respectively Knowledge and Innovation Communities business planning and reporting.

Actions	Indicator	Target	Main outputs
Implement recommendations from the EIT and H2020 interim evaluations, reviews and studies	Up-to-date Repository including actions for addressing the recommendations implemented	Recommendations from evaluations systemically addressed and repository is maintained updated by Q4 2019	Improved evaluation and monitoring system, incl. KPIs and indicators Repository up to date and reports to the EIT GB
Development, implementation and mainstreaming of the Impact Framework	EIT Impact framework developed in consultation with all KICs and mainstreamed across the evaluation and monitoring system of EIT and its communities.	Robust system in place for systematic impact data collection, reporting and assessment by Q2.	Improved system for impact data collection, reporting and assessment approved by EIT community.

2. Horizontal activities

2.1 Strategy: Co-ordination and Implementation

2.1.1 Strategy definition and coordination

EIT Governing Board meetings and EIT management

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

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

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

Actions	Indicator	Target	Main outputs
EIT internal strategic co-ordination and implementation	Quality of collaboration between the members of senior and middle management measured by the number of meetings in 2019 Preparation of Strategy Notes on key elements of the EIT/KIC model	Ongoing feedback collection among senior and middle management to assess quality of collaboration and to identify areas of improvement	Minutes of regular management meetings, regular meetings of the Director with the units, ad-hoc project oriented cross-unit meetings as needed, quarterly workshops
Strategic co-ordination and implementation between the EIT and the EIT GB and support services to the latter	Effective preparation and implementation of Governing Board (GB) and Executive Committee meetings, GB Working Groups meetings, Panel, GB Rapporteur and other meetings with GB Members participation including the meeting(s) with the KIC Chairmen	Effective and timely preparation and implementation of at least 4 regular GB meetings, 4 regular Executive Committee (ExCo) Meetings, Annual KIC Hearing in compliance with all applicable rules and procedures	GB, ExCo, KIC Hearing, minutes and decisions.

	GB member selection 2019 completed	Call for new GB members conducted by Q4 2019	6 new GB members proposed to the Commission for appointment

Planning, programming and reporting

Objective: Ensure and enhance planning, monitoring and reporting

To achieve the above objective, the EIT implements its annual cycle of planning, monitoring and reporting processes in order the EIT delivers its objectives by contributing to its overall strategy in an effective, timely, efficient, coherent and accountable manner.

Actions	Indicator	Target	Main outputs
Planning, Programming and Reporting	Timeliness (preparation and submission) of the documents foreseen in the SPP (Strategic Planning and Programming) cycle, namely Budget, Annual Activity Report, Budget implementation report, Report on budgetary and financial management and Single Programming Document	Budget 2020, Draft budget 2021, AAR 2018, Budget implementation report 2018, Report on budgetary and financial management 2018 produced and transmitted on time EIT Governing Board adopts the Single Programming Document 2020-2022, Budget 2020 and Draft Budget 2021 by mid-Dec 2019	AAR 2018, SPD 2021-2023, Budget 2020, Draft budget 2021, Report on budgetary and financial management 2018
	Timeliness (preparation and submission) of internal quality reporting	On time delivery of accurate internal reports (ad-hoc, monthly or quarterly) and bi-monthly summary reports for the Commission and GB	Monthly budget execution reports mentioning the deviation to the forecast Monthly procurement reports with comparison to the forecast Bi-monthly summary reports for Commission and GB
Implementation of the Annual Work Programme	Timely implementation of the Annual Work Programme part of the SPD 2019	95% of activities implemented by Q4 2019	Consolidated Annual Activity Report 2019 (in 2020)

Internal control and risk management

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

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

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

Actions	Indicator	Target	Main outputs
Internal Control Coordination	Achieves a high level of implementation of Internal Control Principles	Internal control principles are implemented and MoU with the Commission adhered to by Q4 2019	Annual review of implementation of IC principles ICC coordination mechanism in place Implementation of MoU with the Commission
Risk Assessment/Risk Management	Critical risks are identified and addressed	Critical risks are identified in the Annual Work Programme and action plans to address them are in place 80% of recommendations from the audit follow up register are closed	Report on critical risks in the Annual Work Programme Updated risk register Updated audit follow up register
Implementation of the EIT Anti-Fraud Strategy	Timely implementation of the actions foreseen in the EIT Anti-Fraud Strategy	100% actions planned for 2019 implemented by Q4 2019	Improved anti-fraud procedures

2.1.2 Internal communications and work environment

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

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

This should contribute to achievement of the following results:

- To raise common understanding about the importance of internal communications;
- To strengthen staff motivation and staff commitment together with enhanced team spirit through improved internal communications;

- To maximise efficiency and effectiveness of day-to-day activities by supporting the delivery of objectives and by enabling the EIT units to cooperate more effectively;
- To encourage all EIT staff for an enhanced communication towards EIT stakeholders and beneficiaries and by this to strengthen the EIT's corporate image.

Actions	Indicator	Target	Main outputs
Internal Communication	Efficient internal communication structures are in place.	> 95% of staff is fully aware of the EIT and their own objectives and priorities (survey) All EIT Director's decisions are communicated to staff Regular management and unit meetings take place Regular general staff meetings are organised following Governing Board meetings Implementation of the internal communication and work environment action plan	Agenda and minutes of weekly management and unit meetings Complete and updated job descriptions and objectives of staff Report on internal communication and work environment action plan
Conduct EIT staff engagement survey	Level of staff satisfaction	Increased staff satisfaction by end-2019 compared to previous survey	Regular annual staff survey EIT staff engagement survey provided by PwC under the Framework Contract for "Benchmarked Staff Engagement Surveys'

2.2 Administrative support

2.2.1 Human Resources

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

This includes the following activities:

- Recruit, develop and retain highly qualified staff and provide comprehensive human resource management services to ensure the effective and efficient functioning of the EIT, as well as the promotion of transparency and equal opportunities within the Institute;

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

Actions	Indicator	Target	Main outputs
HR Management - Recruitment	Timely and compliant completion of selection procedures	Publication of the vacancy notice within 6 weeks of a vacant post and completion of reserve lists within 5 months from the deadline for applications	Posts filled according to the adopted staffing and recruitment plan
HR Management - Training	Identification of in-house training courses in the learning and development plan	90% of training sessions provided according to plan	In-house training sessions completed
Implementation of the EIT Traineeships programme	Trainees support EIT activities and increase knowledge of EIT	Subject to budgetary constraints and needs of the Institute, at least 7 traineeships successfully completed in 2019	Traineeship reports
Ensure full use of available human resources	Reduction of the vacancy rate Use of interim staff for long-term (e.g. maternity) leaves	Not more than 3 vacant posts on average Interim staff in place for all long-term leaves without delay	Posts filled according to the adopted establishment plan Interim staff contracts
Implement obligations in the EIT staff Regulation	Effective and efficient implementation of provisions under the Staff Regulation	Adopt implementing rules of the Staff Regulation Compliance with all provisions of staff rules and regulations in place Timely completion of appraisal (by Q2) and reclassification (by Q3)	Overview table on implementing rules Finalised appraisal reports and reclassification exercise
Ensure the effectiveness of human resources policies	Staff engagement	At least 65% staff satisfaction based on the result of the staff engagement survey	Staff engagement survey
Introduction of SYSPER HR management system	Adoption of the SYSPER system after the analysis and customisation phases	SYSPER in production use by Q2 2019	SYSPER in place

Joint staff committee with CEPOL	Number of meetings between EIT management and staff committee	At least three meetings between EIT management and joint staff committee	Minutes of meetings, improvement measures/actions agreed
Staff support services	Effective staff support services provided	At least 3 new or improved support services launched (e.g. medical, host country support, reception service, canteen, social policy)	Additional staff support services in use

2.2.2 Finance, Procurement and Accounting

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

This will be achieved through the following activities:

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

Activity	Indicator	Target	Main outputs
Implementation of the annual budget	High level of absorption of EIT funds	> 95% of non-grant commitment and payment appropriations absorbed by Q4	Monthly budget implementation reports, Budget review Budget amendments, transfers
Implementation of financial transactions	Legality and regularity of commitments and payments Payments transferred in line with the legal due dates	For <2 % of commitments and payments errors are detected ex-post Min 95% of payments are authorized in less than 27 days from registration (considering suspensions)	Commitment and payment transactions are processed in line with the applicable provisions Total number of late payments below 5% in 2019
Procurement	Efficient and effective procurement procedures completed	85% procurement procedures completed in line with the 2019 procurement plan by Q4	Concluded contracts Regularly updated procurement plan

	Managed EIT contract portfolio Procedures implemented are compliant with the applicable rules	(subject to the initiation of the operational units) including 100% of the prioritised procurement procedures Structured contract portfolio information is available. Less than 3% of procurement procedures trigger complaints / court cases	Regularly updated contract portfolio Internal report on number of complaints / court cases and their outcome.
Accounting	Effective implementation of SLA with the Commission	Effective liaison with DG BUDG	EIT accounts prepared

2.2.3 ICT, Document Management and Infrastructure

Management of Information and Communication Technologies (ICT)

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

Actions	Indicator	Target	Main outputs
IT Strategy	IT Strategy adopted and implemented	Adoption and implementation of IT strategy and related master plan Effective EIT IT governance	Strategy and projects implemented, new governance, infrastructure and software in place IT SC meeting minutes
IT Security Strategy	Effective IT security strategy	Development of IT security strategy LISO designation Mitigation measures implemented	IT strategy LISO reports to EIT management IT security threats eliminated or mitigated
Awareness and trainings in the field of ICT	Number of trainings and awareness events	2	ICT facilities and services used in an appropriate and responsible manner
Servers' availability ensured	1. Servers' availability (average over one year) 2. Planned maintenance	1. > 96% 2. 4 days	1. Business continuity 2. Report on planned maintenance

Provide adequate ICT systems and infrastructure	Adequate IT and infrastructure tools available to staff and backup solutions in place Hours of continuous downtime of systems minimised and timely response to user requests provided	Make general and individualised IT systems available to all staff as required Maximum three hour downtime of system per incident, <10% of normal user requests require more than two working days to resolve <10% of critical tickets are solved within hours	Available IT systems to all staff and external users ICT systems operational and business continuity ensured. Reports on incidents and user requests
Provide high availability for the DUNA Core Business web site	Minimum downtime of the EIT core business web site for Grant Management	Duna site availability > 98%	Improved Duna user satisfaction for the provided services
IT equipment inventory	To be performed within 3 months after completion of inventory exercise	1. Up-to-date ABAC ASSET Inventory with >98% accuracy 2. Complete retirement of a tangible long-lived asset end of Q3 2019	1. All assets are labelled and registered in ABAC Assets 2. Virtual write off of items

Document Management & Data Protection

Objective: The EIT will review the document management policies and practices which will lead to a further consolidated single Document Management tool for physical and electronic files. In particular, the archiving, storage and protection of documents will be revisited.

Actions	Indicator	Target	Main outputs
Document Management System	Reliable and comprehensive implementation of DMS	Comprehensive DMS (HAN) fully operational	Filing plan and Retention list in place ARES maintained
Organisation of archiving and storage	Adequate guidance and procedures in place	Full implementation	Archiving policy and guidelines
Data Protection	Implementation of new Data Protection rules	DPO action plan implemented	DPO progress reports

Logistics and Building Management

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

Real estate activities includes the followings:

1. Plans for building and refurbishing new meeting rooms to increase in-house meeting capacity.
2. Plans for building new offices to comply with staff increase
3. Install reception
4. Build and refurbish EIT office space in EIT house in Brussels
5. Rent additional parking lots to comply with staff increase

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

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

Actions	Indicator	Target	Main outputs
Real estate activities 1) Plans for new meeting room, offices at HQ 2) Reception service at HQ 3) Parking lots 4) Office space at EIT Liaison office	EIT premises in Budapest and EIT House in Brussels run effectively	Actions completed by Q4	1. Plans for new meeting room, offices (e.g. architectural, etc.) 2. Reception installed, service contracted 3. Additional parking lots contracted 4. Office space built and furbished at EIT House
Establish a coherent, integrated approach as regards security	EIT security delivered	Drafted and adopted by Q2 2019	Security rules Security notices
Awareness and training on safety and prevention	Staff safety ensured	Training delivered by Q4 2019	First aid training Training on work safety Updated intranet Annual fire inspections completed
Inventory management 1. Conduct an inventory cycle 2. Retirement of a tangible long-lived asset	Effective EIT inventory management through 1. Tracking rate 2. Retirement to be performed within 3 months after completion of inventory exercise	Up-to-date ABAC ASSET Inventory with >98% accuracy Complete retirement of a tangible long-lived asset end of Q3 2019	All assets are labelled and registered in ABAC Assets Virtual write off of retired items completed
Provision of adequate infrastructure	EIT staff have access to adequate infrastructure and facilities	In the course of the year	Completion of incidents and repairs of damages

			Incidents register

2.2.4 Internal Audit

Internal Audit Capability

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

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

Activity	Indicator	Target	Main outputs
Provision of Internal Audit services	Timely preparation of the IAC audit plan	Audit plan adopted by the EIT GB by March 2019	Audit plan for 2019-2021
Provision of Internal Audit services	Timely production and transmission of IAC audit reports	Submission of the reports to the Director and to the Governing Board by end 2019	Reports on audit findings and recommendations in line with the audit plan. Audit register maintained

Annexes

Annex I: Resource allocation per activity 2019 – 2021[25]

Activity	Operational HR 2019	Operational HR 2020	Operational HR 2021	Total cost – Draft Budget (operational and administrative expenditure), EUR 2019	Total estimated cost (operational and administrative expenditure), EUR 2020	Total estimated cost (operational and administrative expenditure), EUR 2021
Consolidating, fostering growth and impact of the KICs	20	20	20	486 228 624	513 650 832	553 441 483
Creating new KICs	3	3	3	36 651	41 568	41 692
Fostering knowledge exchange trough dissemination and outreach	4	4	4	1 601 866	1 816 784	1 822 177
Fostering and attracting talent	3	3	3	234 998	266 527	267 318
Enhancing stakeholder engagement	6	6	6	1 013 294	1 149 244	1 152 656
Simplification	2	2	2	32 339	36 678	36 787
Monitoring, impact analysis and evaluation	3	3	3	279 243	316 708	317 649
Strategy: Coordination and implementation	9	9	9	534 652	606 385	608 185

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

Administrative support and coordination	20	20	20	6 468 424	7 336 274	7 358 053
TOTAL	**70**	**70**	**70**	**496 430 091**	**525 221 000**	**565 046 000**

Annex II: Financial resources 2019 – 2021[26]

Table 1 - Expenditure

Expenditure	2018		2019	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	5,990,500	5,990,500	5,638,500	5,638,500
Title 2 - Infrastructure and operating expenditure	1,374,400	1,374,400	1,149,050	1,149,050
Title 3 - Operational expenditure	421,718,511	340,522,774	489,774,896	428,368,992
Title 4 - Cancelled appropriations	28,973,320	1,617,794	27,514,197	0
TOTAL EXPENDITURE	**458,056,732**	**349,505,468**	**524,076,642**	**435,156,542**

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

EXPENDITURE	Commitment appropriations					
	Executed budget 2017	Budget 2018	Budget 2019	VAR 2019/2018	Envisaged in 2020	Envisaged in 2021
Title 1 Staff Expenditure	**4,537,166**	**5,990,500**	**5,638,500**	**-6%**	**5,963,000**	**6,438,000**
11 Staff in active employment	3,761,841	4,648,000	4,575,000	-2%	4,850,000	5,300,000
12 Recruitment expenses	30,000	36,000	30,000	-17%	30,000	30,000
13 Mission	245,000	295,000	230,000	-22%	250,000	260,000
14 Socio-medical infrastructure	94,085	113,300	125,500	11%	135,000	140,000
15 Training	49,927	90,000	80,000	-11%	85,000	85,000
16 External staff and linguistic support	355,992	804,300	595,000	-26%	610,000	620,000
17 Representation	322	3,900	3,000	-23%	3,000	3,000
Title 2 Infrastructure and operating expenditure	**710,564**	**1,374,400**	**1,149,050**	**-16%**	**1,196,000**	**1,226,000**
20 Buildings and associated costs	89,541	238,900	153,300	-36%	165,000	180,000
21 Information and communication technology	183,158	426,700	434,350	2%	450,000	460,000
22 Movable property and associated costs	20,199	32,450	14,400	-56%	15,000	15,000

23 Current administrative expenditure	244,691	421,350	353,000	-16%	365,000	370,000
24 Publications, Information, studies and surveys	650	2,000	11,000	450%	11,000	11,000
25 Meeting expenses	172,325	253,000	183,000	-28%	190,000	190,000
Title 3 Operational expenditure	**374,208,153**	**421,718,511**	**489,774,896**	**16%**	**516,149,000**	**516,149,000**
30 Grants	371,333,438	417,204,608	483,808,896	16%	510,000,000	510,000,000
31 Knowledge and Innovation Communities	1,200,981	3,094,203	3,532,000	14%	3,600,000	3,600,000
32 EIT's Impact	1,551,451	1,347,700	2,295,000	70%	2,270,000	2,270,000
33 Simplification, Monitoring and Evaluation	122,282	72,000	139,000	93%	279,000	279,000
Title 4 Cancelled appropriations	**1,459,124**	**28,973,320**	**27,514,197**	**-5%**	**p.m.**	**p.m.**
40 Cancelled appropriations not used in year N	1,459,124	28,973,320	27,514,197	-5%	p.m.	p.m.
TOTAL EXPENDITURE	**380,915,006**	**458,056,732**	**524,076,642**	**14%**	**523,308,000**	**523,813,000**

EXPENDITURE	Payment appropriations					
	Executed budget 2017	Budget 2018	Budget 2019	VAR 2019/2018	Envisaged in 2020	Envisaged in 2021
Title 1	**3,634,395**	**5,990,500**	**5,638,500**	**-6%**	**5,963,000**	**6,438,000**

Staff Expenditure						
11 Staff in active employment	3,088,082	4,648,000	4,575,000	-2%	4,850,000	5,300,000
12 Recruitment expenses	50,000	36,000	30,000	-17%	30,000	30,000
13 Mission	190,871	295,000	230,000	-22%	250,000	260,000
14 Socio-medical infrastructure	39,533	113,300	125,500	11%	135,000	140,000
15 Training	27,435	90,000	80,000	-11%	85,000	85,000
16 External staff and linguistic support	237,799	804,300	595,000	-26%	610,000	620,000
17 Representation	675	3,900	3,000	-23%	3,000	3,000
Title 2 Infrastructure and operating expenditure	**453,779**	**1,374,400**	**1,149,050**	**-16%**	**1,196,000**	**1,226,000**
20 Buildings and associated costs	9,508	238,900	153,300	-36%	165,000	180,000
21 Information and communication technology	125,477	426,700	434,350	2%	450,000	460,000
22 Movable property and associated costs	106	32,450	14,400	-56%	15,000	15,000
23 Current administrative expenditure	203,475	421,350	353,000	-16%	365,000	370,000
24 Publications, Information, studies and surveys	2,327	2,000	11,000	450%	11,000	11,000
25 Meeting expenses	112,885	253,000	183,000	-28%	190,000	190,000
Title 3 Operational expenditure	**300,388,379**	**340,522,774**	**428,368,992**	**26%**	**486,050,000**	**486,050,000**
30 Grants	298,187,063	335,315,554	422,210,992	26%	480,000,000	480,000,000
31 Knowledge and Innovation Communities	1,221,151	2,785,260	3,762,000	35%	3,700,000	3,700,000

32 EIT's Impact	921,350	2,251,960	2,257,000	0%	2,100,000	2,100,000
33 Simplification, Monitoring and Evaluation	58,814	170,000	139,000	-18%	250,000	250,000
Title 4 Cancelled appropriations	**6,207,013**	**1,617,794**	**0**	**-100%**	**p.m.**	**p.m.**
40 Cancelled appropriations not used in year N	6,207,013	1,617,794	0	-100%	p.m.	p.m.
TOTAL EXPENDITURE	**310,683,565**	**349,505,468**	**435,156,542**	**24%**	**493,209,000**	**493,714,000**

Table 2 – Revenue

REVENUES	2017	2018	2019	VAR 2019/2018
	Executed Budget	Revenues estimated by the agency	Revenues estimated by the agency	
1 REVENUE FROM FEES AND CHARGES	0.00	0.00	0	0%
2 EU SUBSIDY	288,072,391.98	312,886,716.00	396,111,366	27%
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	15,239,101.00	32,290,260.00	37,227,458.12	15%
- Of which EFTA/EEA (excl. Switzerland)	*7,667,780.00*	*7,290,260.00*	*9,425,179*	27%
- Of which third countries	*7,571,321.00*	*25,000,000.00*	*28,000,000*	12%
4 OTHER CONTRIBUTIONS	0	0	0	0%
5 ADMINISTRATIVE OPERATIONS	12,172	21,339	1,893	-91%
6 SURPLUS, BALANCES	6,147,276	4,211,410	0	-100%

7 CONTRIBUTIONS AND REFUNDS IN CONNECTION WITH THE OPERAIONAL ACTIVITIES	1,058,890.90	95,744.05	95,744	0%
9 CANCELLED APPROPRIATIONS	0	0	1,617,794	100%
TOTAL REVENUES	**310,529,831.82**	**349,505,468.34**	**435,156,542.45**	**24%**

Table 3 – Budget outturn and cancellation of appropriations

Budget outturn	2011	2012	2013	2014	2015	2016
Revenue actually received (+)	9,794,873.69	76,723,092.08	97,196,578.66	167,154,095.48	228,848,153.12	263,990,494.08
Payments made (-)	6,725,176.21	71,010,665.46	96,181,067.34	164,874,352.73	223,016,442.62	261,615,261.00
Carry-over of appropriations (-)	3,069,697.48	6,078,654.00	1,015,511.48	1,886,888.06	759,478.94	1,020,678.00
Cancellation of appropriations carried over (+)	-	2,240,031.65	1,635.00	531,028.99	635,963.98	54,223.16
Adjustment for carry over of assigned revenue appropriations from previous year (+)	-	366,227.38	-	1,015,511.48	725,281.44	263,239.16
Exchange rate differences (+/-)	-45,425.71	-32,714.76	32,628.66	156,156.81	-18,369.75	-10,274.12

Adjustment for negative balance from previous year (-)[1]	-	-45,425.71	2,161,891.18	2,196,154.68	1,564,522.66	5,434,261.00
Total	-45,425.71	2,161,891.18	2,196,154.68	4,291,706.65	7,979,629.89	7,096,004.28

Annex III: Human resources – quantitative information for 2019 – 2021[27]

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

Staff population		Actually filled in 31.12.2015	Authorised under EU Budget 2016	Actually filled at 31.12.2016	Authorised under EU budget for 2017	Actually filled as of 31.12.2017	Authorised budget for 2018	Envisaged in 2019	Envisaged in 2020	Envisaged in 2021
Officials	AD									
	AST									
	AST/SC									
TA	AD	26	34	32	36	34	39	40	40	40
	AST	4	5	4	5	4	5	5	5	5
	AST/SC									
Total		30	39	36	41	38	44	45	45	45
CA FG IV		4	8	3	6	4	9	10	10	10
CA FG III		9	8	13	10	11	7	7	7	7
CA FG II		6	6	5	6	5	6	6	6	6
CA FG I										
Total CA		19	22	21	22	20	25	23	23	23
SNE		1	2	2	2	2	2	2	2	2

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

Structural service providers[28]			1		1	1	1	1	1
TOTAL (excluding external service providers)	50	60	59	65	60	68	70	70	70
External staff[29] *for occasional replacement*[30]					1.5	1.5	1.5	1.5	1.5

Table 2 - Multi-annual staff policy plan year 2019 - 2021

Category and grade	Establishment plan in EU Budget 2016		Modifications in 2016 in application of flexibility rule		Establishment plan in voted EU Budget 2017		Modifications in 2017 in application of flexibility rule		Establishment plan in Draft EU Budget 2018		Establishment plan 2019		Establishment plan 2020		Establishment plan 2021	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16																
AD 15																
AD 14		1				1				1		1		1		1
AD 13																
AD 12										1		1		1		1
AD 11		1				1								2		2
AD 10						1				3		7		7		7
AD 9		5				8				9		7		9		9
AD 8		8				5				9		10		12		12
AD 7		5				13				9		9		7		7
AD 6		14				7				7		5		5		5

[28] 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

[29] FTE

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

AD 5																
Total AD		**34**				**36**				**39**		**40**		**44**		**44**
AST 11																
AST 10																
AST 9																
AST 8																
AST 7																
AST 6																
AST 5		1				1				1		2		3		3
AST 4		2				3				3		1		1		1
AST 3		2				1				1		2		1		1
AST 2																
AST 1																
Total AST		**5**				**5**				**5**		**5**		**5**		**5**
AST/SC 6																
AST/SC5																
AST/SC4																
AST/SC3																
AST/SC2																
AST/SC1																
Total AST/SC																
TOTAL		39				41				44		45		49		49

Annex IV: Human resources – qualitative information for 2019-2021

A – Recruitment policy

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

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

Equal Treatment and non-discrimination

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

Objectivity and Independence

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

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

Impartiality (management of Conflict of interests)

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

Gender and geographical balance

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

international schools and kindergartens in Budapest to ensure that EIT remains an attractive employer for expatriates.

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

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

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

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

Confidentiality and Protection of Personal Data

The EIT ensures that candidates' personal data are treated according to Regulation (EC) No 45/2001 of the European Parliament and Council of 18 December 2000, 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, ensuring that all discussions, assessments, information and material collected and candidate's personal data are kept strictly confidential at all times.

Recruitment of temporary agents and contract agents

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

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

Recruitment of Seconded National Experts

Regarding the recruitment of SNEs, the selection is carried out according to an open and transparent procedure, following the stages as described above for TA and CA. An additional element is that applications can be forwarded by the Permanent Representations and where provided for in the vacancy notice, by the EFTA Secretariat, the diplomatic missions of the non-member countries whose nationals

are eligible for the secondment and the administrations of the IGO. Any secondment shall be authorised by the EIT Director and the SNE's employer by an exchange of letters.

External service providers

Regarding the tender procedure in case of **external service providers**, in case of justified need for external staff for the EIT, the EIT may rely on the following options:
External IT staff: The provision of services for external staff with IT expertise is carried out under an ongoing EIT framework contract, concluded for 4 years with an IT service provider following an open procurement procedure. After the careful estimation of the IT staffing needs, in accordance with the IT profiles laid down in the framework contract, specific contracts are concluded by the EIT.
Interim staff: Following the open procurement procedure in 2016, the EIT is able to request interim staff in four staff profiles (categories I-IV). Should the need arise for interim staff, the EIT will sign order forms to ensure the continuity of staff in the following situations:

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

Duration of employment

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

Recruitment grades

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

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

B – Appraisal of performance and reclassification/promotions

There was no reclassification system in place at the EIT between 2010 and 2014, as the first reclassification exercise was conducted in 2015. Therefore, the career progression at the EIT has been slower and the average durations in grade are typically longer than indicated by the multiplication rates set out in Annex I B of the Staff Regulations. In order to align the average career progression in the EIT with the multiplication rates of the Staff Regulation, the EIT planned to reclassify a higher percentage of temporary agents in 2017 and 2018 than foreseen in Annex I B of the Staff Regulations.

Table 1 - Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2017	How many staff members were promoted / reclassified in 2017		How many staff members were promoted / reclassified in 2018		Average number of years in grade of reclassified/promoted staff members
		officials	TA	officials	TA	
AD 16						
AD 15						
AD 14						
AD 13						
AD 12						
AD 11	1					
AD 10						
AD 9	4				2	3.71
AD 8	8		3		2	2.75
AD 7	8		4		2	2.83
AD 6	13		4		5	2.78
AD 5						
Total AD	**34**		**11**		**11**	
AST 11						
AST 10						
AST 9						
AST 8						
AST 7						
AST 6						
AST 5	1					
AST 4	2					
AST 3	1					
AST 2						
AST 1						
Total AST	**4**					
AST/SC6						
AST/SC5						
AST/SC4						
AST/SC3						
AST/SC2						

AST/SC1						
Total AST/SC	**0**		**0**			
Total	**38**		**11**		**11**	

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2017	How many staff members were reclassified in 2017	How many staff members were reclassified in 2018	Average number of years in grade of reclassified staff members
CA IV	18				
	17				
	16	1		1	4.67
	15				
	14	2			
	13				
CA III	12				
	11				
	10	3			
	9	8	1	1	4.42
	8	2			
CA II	7				
	6				
	5	3			
	4	2			
CA I	3				
	2				
	1				
Total		21	1	2	

C– Mobility policy

Regarding internal mobility, in 2017 and 2018, 1 staff member changed category from CA to TA and 3 staff members changed function group from FGIII to FGIV, after applying successfully for open calls for filling vacant positions and being selected and included on reserve lists established by the EIT.

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

D – Gender and geographical balance

Gender balance - breakdown by contract type and category (as of 31/10/2018):

Gender	Category				TOTAL
	TA		CA	SNE	
	AST	AD	FG		
male	0	19	6	1	26
female	5	19	14		38
TOTAL	5	38	20	1	64

Geographical balance - breakdown by contract type and category (as of 31/10/2018):

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

E – Schooling

The EIT has signed cooperation agreements with international schools and kindergartens in Budapest. In order to enhance working conditions and benefits, and acknowledging the importance of social policy and well-being of staff, the EIT has revised its kindergarten and school policy.. The revised policy makes more attractive the working and living conditions for newcomers and EIT staff members as regards the educational options offered to them.

Annex V: Buildings

	Name, location and type of building Infopark "E" office building, H-1117 Budapest, Neumann Janos u. 1/E
Surface area (in square meters): - of which office space - of which non-office space	3304.52 sqm -2.807.03 sqm - 497.49 sqm
Annual rent (in EUR) Host country support	547.524,48 EUR (net) rent + 97.684,68 EUR (net) service charge (prices 2010, indexed every year). The Hungarian Government covers the rental costs and service charges for 20 years starting from 2009, i.e. EIT has no rental costs.
Type and duration of rental contract	Fixed term contract, 1.12.2009 until 31.12.2028

Annex VI: Privileges and immunities

EIT's privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
	The tax authorities shall refund the value added tax and excise duty included in the price of articles and services acquired by the Director and the statutory staff in the Hungarian market within two years from taking up their post in Hungary, in accordance with the relevant rules foreseen for the reimbursement of the value added tax and excise duty to resident officials of international organizations in Hungary, provided they are not nationals of or permanent residents in Hungary.	The EIT covers the tuition fee for children enrolled to international schools and kindergartens having signed a cooperation agreement with the EIT.
Hungarian Government pays the rental fee of the premises of the EIT for 20 years starting from 2010	The Director and the statutory staff shall be exempt from paying motor vehicle registration duty provided the motor vehicle is placed into service with a DT or CK registration plate and they are not nationals of or permanent residents in Hungary.	
The EIT is exempt from all customs duties, prohibitions and restrictions on imports and exports in respect of articles intended for its official use	The Director and the members of his/her family forming part of his household, provided they are not Hungarian nationals or have held permanent residence status before being employed by the	

	EIT, shall be accorded, in Hungary, the privileges and immunities, exemptions and facilities accorded to the heads of diplomatic missions and the members of their family in accordance with the Vienna Convention on Diplomatic Relations of 18 April 1961.	

Annex VII: Evaluations

Monitoring

The EIT monitors its own and the work of its KICs using four sets of indicators, each corresponding to a level of operations: KICs, cross-KICs, EIT and Horizon 2020. In the course of 2016, the EIT revised the EIT core KPIs that will be 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.

By end-2017, the EIT conducted a qualitative review of KIC business creation, education and innovation activities, as well as of monitoring tools such as key performance indicators (KPI review).

Moreover, since 2015 the EIT has been implementing annual monitoring plans. In 2018 the EIT Monitoring Strategy will be revised following lessons learnt from its implementation and recent developments of the KIC model.

The EIT monitors KICs adherence to the Good Governance Principles and identified areas for KICs improvement and more effective and efficient governance and management operations

Evaluations and Assessments

EIT evaluations and assessments

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

Follow-up of evaluations and assessments

In 2019 the EIT will continue implementing recommendations from the EIT and H2020 evaluations led by the European Commission as well as the assessments led by the EIT in the previous two years (assessment of the socio-economic impact created by the EIT and KICs, the 7-year review of the first wave of KICs, thematic assessments in education, business creation, innovation and knowledge triangle integration). The recommendations made by the evaluations and studies are specific and essential for improving the policy, strategy and performance of the EIT and KICs, which was among the primarily purposes of the assessments. This approach will continue serving as a foundation for greater accountability, innovation, and learning. It will also allow monitoring, through an accurate and credible process, the improvement of the EIT and KICs governance, operations and performance.

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

In 2019 the EIT will further monitor KICs adherence to the Good Governance Principles.

Impact Framework

In 2019-2021, the EIT will finalise the development of the Impact Framework and mainstream it the monitoring and evaluation system of the EIT and its communities. The Impact Framework implementation will strengthen the EIT impact focused approach to delivering world-class solutions to targeted societal challenges. The EIT impact will be closely aligned with and will contribute to the EU Framework Programme for Research and Innovation's targets and ambition. At the same time, the EIT unique features predetermines the multi-layer dimension of the envisaged impact incl. economic, societal impact and impact on the innovation.

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

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

- Impact-led planning
- Performance monitoring and evaluation

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

Annex VIII: Risks 2019

Generic risk (1)	Key risk (title and description, including cause and potential consequence) (2)	Risk type (3)	Policy/ Area/ Activity/ Objective (4)	Impact (Low 1-2 Medium 3 High 4-5) (5)	Likelihood (Low 1-2 Medium 3 High 4-5) (6)	Existing key control(s)/ mitigating factor(s) (7)	Effectiveness (8) Launched(1-2) Partially Implemented (3-4) Implemented (5	Residual risk level (Low 1-2 Medium 3 High 4-5) (9)		Risk response (10)	Action plan Summary		
								I	L		Description (11)	Owner (12)	Deadline (13)
Political decisions	**Title: Budget cuts or legal changes beyond the EIT's control** Causes: changes in political priorities by the Council, EP or Commission Consequences: insufficient budget available for the EIT to implement its objectives or adverse legal changes jeopardising the operations, or creating overlaps	1.2 Political decisions and priorities outside of the EIT	All activities	4	3	Continuous dialogue with key political decision makers (Council, EP, Commission) to have timely information about potential changes in the legal basis or in the multi-annual budget	3	4	2	Reduce	Continued stakeholder management to influence decisions potentially affecting the EIT.	EIT Director & Communications and Stakeholder Relations Unit	31/12/2019
HR	**Title: Non-implementation of core elements of EIT Annual Work Programme 2019 due to insufficient human resources or high turnover of staff** Causes: lack of resources and absence of indefinite contracts Consequences: staff departures/ turnover, reputational loss, potential legal/financial implications	3.1 Human resources	All activities	4	4	Conservative planning for 2019 based on current staff situation Recruitment plan 2019	2	4	3	Reduce	The current staff attempts to ensure mutual back-up of all strategically important tasks. Recruitment in the HR plan for 2019 to ensure reserve lists are available. Use of interim staff and trainees.	Services and Finance Unit/HR Team	31/12/2019

Legality and regularity	**Title: Improper implementation of EIT-KICs agreements given the complexity of the KIC concept** Causes: new Framework Partnership Agreements, complex KIC governance, activities and evolving partnerships Consequences: irregularities, recovery of EIT funds; delays in implementing KICs' activities; negative reactions from EC, ECA, OLAF, KICs; damage reputation/credibility of the EIT	4.1 Legality and regularity	3.1.1 Consolidating, Fostering Growth and Impact of the Existing KICs	4	3	Clear procedures for ex-ante and ex-post verification of KIC Reports in place.	3	3	2	Reduce	Improve the procedures (SOPs) on KIC grant management. Implement revised grant assurance strategy and EIT anti-fraud strategy. Improved methodology for good governance principles. Internal detailed assessments of Performance and Cost reports for the GA 2017. Assessment of certificates on the Financial Statements that are required by the EIT. Risk based ex-post audits to be performed on GA 2018.	Innovation Communities Unit	31/12/2019
IT	**Title: IT hardware or software failure** Causes: Hardware devices or software failure Consequences: Systems and services could be stopped for different periods of time, adequate IT security cannot be ensured.	2.4. IT and other support systems	4.2.3.1 Management of ICT and Document Management	5	3	Following maintenance subscriptions and renewing them on a timely basis. IT security review completed by EU-LISA.	2	3	1	Reduce	Off-site back-up system in co-operation with CEPOL. IT security strategy development and software security review. LISO designation External support for IT section. Address relevant audit recommendations.	Services and Finance Unit	31/12/2019

Procurement	**Title: Staff involved in procurement process may not be properly qualified or familiar with relevant regulations, rules and procedures and may not be properly and consistently apply the rules** Causes: staff involved in procurement process have no financial training and expertise, no follow-up of the changes in the rules, guidance Consequences: non-compliance with the legal and regulatory requirements, waste of time and resources	3.1 Human resources 3.3 Internal organisation	4.2.2.1 Finance and procurement management	4	4	Regular trainings.	3	3	3	Reduce	Expenditure Life Cycle training for newcomers and staff, training on procurement, regular workshop and guidance on financial and procurement practicalities	Services and Finance Unit	31/12/2019

Annex IX: Procurement plan 2019

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

The overall budgetary allocation reserved for procurement contracts in 2019 amounts to EUR 7,122,100.

Administrative appropriations

The **administrative appropriations** concern the implementation of EIT operations under its administrative autonomy. According to Article 68(4) of EIT Financial Regulation, administrative appropriations may be implemented without prior financing decision.

The planned procurement procedures will cover the following main areas / subjects within the administrative budget in 2019, for an indicative amount of EUR 1,882,100,000.

Areas / subjects	Indicative type of contract(s)[31]	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
Professional travels	OF	2	Q1-Q4
Trainings for EIT staff	SER/SC/OF	16	Q1-Q4
Language courses	OF	4	Q1-Q4
Medical services (annual check-up, pre-recruitment medical checks)	OF	2	Q1-Q4
Schooling/kindergarten	SLA	4	Q1-Q4
Interim staff	NEW FWC/OF	9	Q1-Q4
Organization of social event	SER	2	Q2-Q3
Studies and surveys	OF	2	Q2
Publications (including in the Official Journal)	SLA	1	Q1-Q4
Organisation of meetings, events (catering, travel and technical services), e.g. EIT Governing Board and Executive Committee meetings, other meetings	SC/OF/SER	15	Q1-Q4
Provision of IT services (1st and 2nd level support; software development)	SC	6	Q1-Q4
Administrative assistance	SER/OF	4	Q1-Q3
Acquisition and renting of IT and telecommunications equipment and software	SC/OF/SUP	16	Q1-Q4
Acquisition of mobiles and landline	SC/SER	4	Q1-Q2
Logistics and building management	OF/SER	8	Q1-Q4
Insurance policy for fixed assets	SER	2	Q2
External legal advice	SER	1	Q1-Q4

31 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 2019 Annual Work Programme.

According to Article 68(3) of EIT 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 5,240,000.

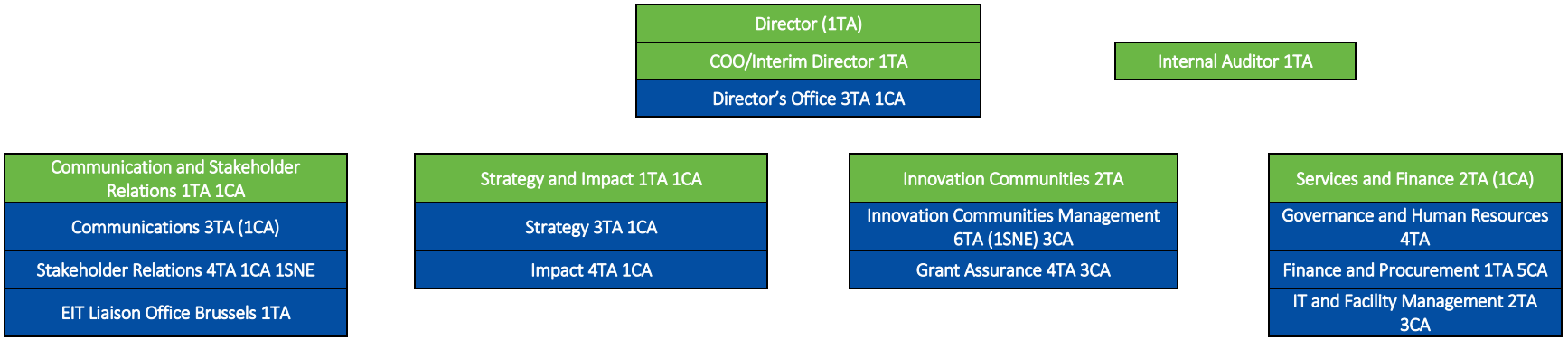
The detailed table, as set out below, provides the subject of the planned procurement procedures, estimation of the amount, the number and type of contracts envisaged, as well as the procedural timeframe:

Subject matter of the contract envisaged (Legal basis: EIT Regulation, H2020 Regulation)	Budget line	Estimated amount (EUR)	Indicative type of contract32	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
2.1.1 Incentivising Growth, Impact and Sustainability through the EIT					
2.1.1.1 Promoting collaboration and competition among existing KICs					
SGA 2018 ex-post audits SGA 2019 CFS audits	3111	1,530,000	SC	3	Q3-Q4
Grant Management platform upgrade support/Business intelligence/transition to H2020 system	3111	470,000	SC	3	Q1-Q3
2.1.1.1 Knowledge Triangle Integration:					
Further develop the EIT knowledge triangle integration agenda Support implementation of the EU Skills for future initiative	3112	410,000	SC/SER	15	Q1-Q4
Identification, codification and dissemination of good practices and learning	3113	40,000	SC	1	Q1
2.1.2 Enhancing EIT's impact					
2.1.2.2 Fostering knowledge exchange through dissemination					
Communications Campaign website hosting, migration, technical support enhancement of a web based tool, brand support	3202	1,500,000	SC	10	Q1-Q4
2.1.2.3 Fostering and Attracting Talent					
Alumni Board Meeting Logistics	3203	330,000	SC/SER	5	Q1-Q2

32 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

Develop and host external Alumni website Alumni Promotion Alumni Event organization Alumni Support services					
2.1.2.4 Enhancing Stakeholder Engagement					
Engagement with institutional and knowledge triangle stakeholders	3204 3205	860,000	NEW FWC/SER/SC	15	Q2-Q4

Annex X: Organisation chart 2019



Organisational structure planned for 2019, including the precise number of each category of staff for each entity as at 31/10/2018. The numbers in brackets represent vacant posts.

Annex XI: Grants 2019

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

Basic act:

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

Legal basis:

Article 90 of the EIT Financial Regulation of 27 December 2013 as amended by Decisions 6/2015 and 11/2016 of the EIT Governing Board, and Article 178 of the Rules of Application of the Financial Regulation for the award of specific grants

Budget line: 3000 KIC grants

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

The Business Plans for 2019 grants must include initiatives that specifically contribute to the implementation of the KICs multiannual strategy. More specifically they should lay down:

- The links between the implementation of multiannual strategy and the individual KIC activities for 2019
- Expected achievements (outputs, outcomes/results)
- Partnership, governance and management, incl. co-location centres
- Financial sustainability strategy
- EIT Regional Innovation Scheme (RIS)
- Contribution to the EIT Community brand identity, communication, dissemination and outreach
- EIT Cross-KIC scheme

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

- innovation activities and investments with European added value, fully integrating the higher education and research dimensions to attain a critical mass and stimulating the dissemination and exploitation of results;
- education and training activities at masters and doctoral level, as well as professional training courses, in disciplines with the potential to meet future European socio-economic needs and which expand the Union's talent base, promote the development of innovation-related skills, the improvement of managerial and entrepreneurial skills and the mobility of researchers and students, and foster knowledge-sharing, mentoring and networking among the recipients of EIT-labelled degrees and training;
- outreach activities and the dissemination of best practices in the innovation sector with a focus on the development of cooperation between higher education, research and business, including the service and financial sectors; and

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

Detailed operational objectives, deliverables, indicators and expected results to be achieved by the KICs are established and set out by the KICs in their annual business plans for 2019 in accordance with Article 6 (2) (d) of the EIT Regulation.

Award criteria:

The 2019 EIT financial contribution to the KICs will be determined as the sum of **support** and **competitive funding**, grant amount earmarked to the EIT RIS activities and contribution to the Cross-KIC activities, based on the decision of the EIT Governing Board on the principles for the determination of the 2019 EIT financial contribution to KICs that will be taken in March 2018.

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

The competitive part of the financial allocation for the 2019 annual grants will be based on the following criteria:

I. 2017 KIC Past Performance
II. 2019 Business Plans, strategy and multi-annual progress

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

The EIT Governing Board will take a decision on maximum EIT financial contribution. The decision will be subject to the final adoption of the EIT budget depending on the adoption of the EU budget. The Director will take the award decisions concerning the grants.

Indicative amount of award:

EIT may award up to EUR 470 million to the six KICs in 2019 – subject to the amount of available commitment appropriations in the EIT Budget 2019.

Maximum possible rate of co-financing:

Up to 100% of KIC Added Value expenditure may be financed for each KIC.

Specific grant agreements:

The actions are implemented through specific grants awarded under framework partnerships, in accordance with Article 90 of the EIT Financial Regulation. The following six Framework Partnership Agreements provide the basis for the conclusion of the yearly Specific Grant Agreements:

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

2. Framework Partnership Agreement with the Knowledge and Innovation Community EIT Digital, represented by EIT Digital IVZW, signed on 26 January 2016.
3. Framework Partnership Agreement with the Knowledge and Innovation Community EIT InnoEnergy, represented by KIC InnoEnergy SE, signed on 7 March 2016.
4. Framework Partnership Agreement with the Knowledge and Innovation Community EIT Health, represented by EIT Health e.V., signed on 25 February 2016.
5. Framework Partnership Agreement with the Knowledge and Innovation Community EIT Raw Materials, represented by EIT Raw Materials GmbH, signed on 8 February 2016.
6. Framework Partnership Agreement with the Knowledge and Innovation Community EIT Food, represented by EIT Food IVZW, signed on 1 March 2018.

Indicative timetable:

Activity	Indicative deadline
GB decision on the determination of the EIT financial allocation for year N	March of year N-1
Invitation to submit the Business Plans	April of year N-1
Submission of the Business Plans	September of year N-1
GB decision on the allocation of the financial contribution of year N to the KICs	November of year N-1
SGA award decision	December of year N-1

A - Eligible costs for equipment, infrastructure and other assets

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

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

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

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

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

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

According to standard H2020 rules, the use of premises would be covered by indirect costs calculated on a 25% flat-rate basis over direct costs. However in case of KICs this activity is directly linked to the implementation of the action and therefore can be attributed to it directly, as a consequence in line with the respective definitions it shall be reported as direct cost. Furthermore, based on the same argumentation, the EIT does not allow KIC LEs/CLCs to claim indirect costs.

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

- Specific Grant Agreement 2019 (SGA 2019), in particular Article 11: allow for declaring as direct cost of subcontracting the expenditure linked to the use of KIC partners' premises by KIC LE / CLCs, subject to the following conditions:
    - The use of premises is limited to the purpose of day-to-day management and operations functions of the KIC;

- The specific eligibility rules laid down for subcontracting apply, in particular best value for money, which can be demonstrated by comparison to available benchmarks, such as usual rental fees of similar quality office space at the same area;
- The tasks to be implemented and the estimated cost of each subcontract shall be set out in Annex 1 of the SGA (Business Plan).

C – Financial support to third parties

The Horizon 2020 Rules for participation foresee, as an optional scheme, that the action may involve financial support to third parties. In this case, the relevant provisions of the H2020 model agreements on financial support to third parties are to be introduced. Financial support to third parties involves funding provided by the beneficiary (i.e. a KIC partner) to one or more recipients that are not party to the grant agreement. The scheme is also called 'cascade funding'.

In order to realise the objectives laid down in the EIT Regulation and the Strategic Innovation Agenda of the EIT, KIC Partners shall be allowed to provide financial support to third parties. The rules governing the provision of financial support to third parties are laid down in the Specific Grant Agreement 2019 (SGA 2019), Article 13, in line with the H2020 specific agreement template.

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

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

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

In the case of sub-grants, the maximum amount of financial support may only exceed EUR 60 000 in exceptional cases, where the EIT has approved that it is necessary to achieve the objectives of the specific action, as described in Annex 1 to the SGA 2019.

XI.2 Grants to be awarded following 2018 Call for KIC proposals (Start-up Grants)

Basic act:

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

Legal basis:

- Article 90 of the EIT Financial Regulation of 27 December 2013 as amended by Decisions 6/2015 and 11/2016 of the EIT Governing Board, and

- Article 190(1)(c) of the Rules of Application for the authorisation of award grants without a call for proposals to bodies with a de jure or de facto monopoly.

  The monopoly situation is justified by the fact that only the two consortia – which will be designated in the area of Added-value Manufacturing and Urban Mobility in November-December 2018 by the EIT GB – will be in the position to be invited to implement the start-up activities and establish the partnership as a Knowledge and Innovation Community.

Budget line: 3000 KIC grants

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

On 12 January 2018, the EIT launched a Call for KICs' proposals in the following two thematic areas: Added-value Manufacturing and Urban Mobility.

As set out in in the 2018 KIC Call text and the Framework of Guidance, the EIT will provide the two newly designated KICs with Start-up Grants, during the set-up phase. The objectives of the start-up phase are:

- Legal readiness
  - Set-up of KIC legal structures
  - Conclusion of KIC Partnership agreements
  - Endorsement of FPA by KIC Partners
- Operational readiness
  - Recruitment & appointment of CEO
  - Recruitment & appointment of KIC Core staff (COO, Thematic Directors, CLC managers)
  - Set up of operational functions at the KIC LE level
  - Development and submission of First Business Plan (2020)
  - Development of the KIC's IP policy
  - Development of the KIC's Procurement Policy
- Fostering EIT Identity
  - KIC's communication policy and EIT visibility and identity
- Other activities

In early 2019 the designated consortia will have to submit their Start-up Plans which shall describe the planned start-up activities to meet the above listed objectives.

Award criteria:

The 2019 EIT Start-up grants to the two newly designated consortia will be determined based on the assessment of their

- Start-up Plans and the
- estimated budgets, including a breakdown of costs for each subcategory of activities.

The assessment will be based on the following criteria:

1. Relevance – The proposed Start-up Plan is adequate and covers the whole scope of start-up activities
(e.g. the legal set-up and the signature of KIC internal agreements and other by-laws; the operational set-up including the recruitment and appointment of the CEO and core KIC staff and the set-up of operational functions at KIC LE level; the preparation of the first Business Plan, the preparation of the KIC's Communication Plan, IP Policy, Procurement Policy)

2. Efficiency – The proposed Start-up Plan (including the proposed budget) ensures good value for money

3. Effectiveness – The proposed Start-up Plan is realistic and ensures that the goals of the Start-up grant are achievable

Indicative amount of award:

From EUR 2 000 000 to 4 000 000 per Start-up grant (maximum EUR 8 000 000 in total)

Maximum possible rate of co-financing:

Up to 100% of start-up expenditure may be financed for each designated consortia.

Grant agreements (Start-up Grant Agreements):

The actions will be implemented through the Start-up Grant Agreements (SUGA) to be signed with the two designated consortia. The two SUGAs will follow the H2020 multi-beneficiary grant agreement model, adapted to the nature of the activities and the EIT specificities.

The one-year duration, the nature of the start-up activities, the context of the start-up agreement and fact that the final objective is to establish the KIC and sign a Framework Partnership Agreement, justify that the beneficiaries are not obliged to sign a consortium agreement.

Framework Partnership Agreement:

In case of appropriate implementation of the SUGAs and their endorsement by the EIT GB, Framework Partnership Agreements may be signed between the EIT and the newly established KICs.

Indicative timetable:

Activity	Indicative deadline
GB decision on the designation of the two new KICs: Added-value Manufacturing and Urban Mobility	December 2018
Designation package: invitation to submit the Start-up Plans	December 2018
Submission of the Start-up Plans	January 2019
Evaluation of the Start-up Plans	February 2019
Start-up grant award decisions by EIT Director	February 2019
Signature of Start-up Grant Agreements	February 2019

A - Eligible costs for equipment, infrastructure and other assets

According to the Horizon 2020 legal framework, as a default option in terms cost eligibility, the depreciation costs of equipment, infrastructure or other assets (new or second-hand) as recorded in the beneficiary's accounts are eligible. Nevertheless, the H2020 model multi-beneficiary grant agreement allows for an alternative option to declare the costs of purchasing equipment, infrastructure or other assets (new or second-hand) as recorded in the beneficiary's accounts. The alternative option is to be used as an exception, only if justified by the nature of the action and the context of the use of the equipment or assets, if provided for in the work programme.

The objective "Set up of operational functions at the KIC LE level" of the start-up grant justifies the need that within the start-up year the newly designated consortia may declare the costs of purchasing equipment, infrastructure or other assets as eligible under Article 6.2.D.2 of the SUGA.

Annex XII: Implementation of the 2019 EIT Awards

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

Legal basis: Article 91 of the EIT Financial Regulation of 27 December 2013, as amended by Decisions 6/2015 and 11/2016 of the EIT Governing Board, and Article 50 of Regulation (EU) No 1290/2013 of the European Parliament and of the Council of 11 December 2013 on the H2020 Rules for participation

Budget line: 3205

Indicative amount: EUR 50.000 for the EIT Venture Award and EIT Innovators Award; EUR 20.000 for the EIT CHANGE Award and EIT Woman Leadership & Entrepreneurship Award. Financial prizes of EUR 20.000 EUR and EUR 10.000 respectively for second and third places for the VENTURE and INNOVATORS Award. Financial prizes of EUR 10.000 EUR and EUR 5.000 respectively for second and third places for the CHANGE and WOMAN Award. No financial prize is foreseen to be awarded for the EIT Public (Citizen) Award.

A) CRITERIA FOR THE EIT AWARDS:

The criteria for participation are as follows:

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

   Admissibility criteria:

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

   Evidence to be provided:

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

   Eligibility criteria:

   The applicant venture:

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

   Evidence to be provided:

   - Registration or incorporation certificate;
   - Description in the template or proof of the receipt of business creation support by a KIC.

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.[33]

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

Evidence

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

Selection criteria: The applicant venture:

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

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

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

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

Criteria (equal weighting)	Explanation
1. Commercial and Business characteristics / potential	✓ Need for (or prospect of) product or service with technical features uniqueness and technology risk addressed, including Intellectual property position ✓ Competitive advantage over potential competitors, including quality and relevance of the description of the business model (pricing, downstream value, scalability, funding strategy) ✓ Addressable market size, potential target customers and customer engagement plan (Go To Market), and sales & profits

[33] 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

	potential
2. Societal impact	✓ Degree of the societal impact in line with the scope of the KIC
3. Team characteristics	✓ Role of the team members ✓ If applicable: identification of short-term talent gaps and a strategy to fill them
4. Pitch/Presentation	✓ Professionalism: the clarity, demeanour and professional delivery of the team and quality and persuasiveness of the oral presentation ✓ Quality of answers during the Q&A portion of the presentation

Evidence to be provided:

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

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

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

The award decision will be made by the EIT Authorising Officer based on the recommendation made by the jury. The EIT Award winner will be announced at the 2019 EIT Innovation Forum - INNOVEIT 2019.

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

   Admissibility criteria:

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

   Evidence to be provided:

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

   Eligibility criteria:

The applicant:

– has graduated from an EIT labelled education programme.

Evidence to be provided:

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

Exclusion criteria:

Applicants will be excluded from participating in the call for nominations if they are in any of the situations of exclusion defined in Article 136 of the EU Financial Regulation.[34]

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

Evidence to be provided by supporting documents:

Applicants must sign a declaration on their honour certifying that they are not in one of the situations referred to in articles 136 and 141 of the EU Financial Regulation, filling in the relevant form attached to the application form accompanying the call for nominations and available at http://eit.europa.eu/activities/entrepreneurship/2019-awards.

Selection criteria: The applicant:

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

Evidence to be provided:

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

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

Criteria (equal weighting)	Explanation
1. Pro-active attitude and entrepreneurial drive	✓ Display of pro-active attitude and initiative ✓ Degree of thinking outside boundaries and (systematic) exploration and generation of new ideas
2. Quality of innovative	✓ Degree to which the achievement is innovative and entrepreneurial and in line with the KIC's societal impact

[34] 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

achievement	
3. Link to EIT labelled education programmes	✓ Quality of the description of how EIT labelled education programmes have supported and facilitated the nominee in obtaining and implementing the initiative
4. Pitch/ Presentation	✓ Quality, creativity and persuasiveness of the innovation story presented ✓ Quality of answers during the Q&A portion of the presentation

Evidence to be provided:

For award criteria 1-3: the template for the EIT CHANGE Award Competition completed by the nominees, which includes a description on how the award criteria are met. It is imperative that the "innovation story" provides information on all criteria so as to enable a proper assessment. As a minimum, the innovation story should describe:

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

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

The award decision will be made by the EIT Authorising Officer based on the recommendation made by the jury. The EIT Award winner will be announced at the 2019 EIT Innovation Forum – INNOVEIT 2019.

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

Admissibility criteria:

- The application has been submitted to the EIT no later than the deadline specified in the call for nominations;
- The applicant team has provided a duly completed template for the EIT Innovators Award Competition.

Evidence to be provided:

The applicant team must submit the duly completed template for the EIT Innovators Award Competition.

Eligibility criteria:

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

– The team has received funding for their project by a KIC between 01/01/2016 and 31/05/2019.

Evidence to be provided:

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

Exclusion criteria:

Applicants will be excluded from participating in the call for nominations if they are in any of the situations of exclusion defined in Article 136 of the EU Financial Regulation[35].

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

Evidence

EIT will perform the check of the exclusion criteria by relaying on the on previously submitted Declarations of Honour of KIC Partner organisations **Selection Criteria:** Applications will be assessed by each KIC based on the following criterion:

– Team must have successfully achieved the pre-commercialization stage

Evidence to be provided:

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

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

Criteria (equal weighting)	Explanation
1. Originality of the new product, process or service	✓ Uniqueness and features of product/process/service ✓ Degree to which product/process/service is disruptive
2. The efficiency and effectiveness of the team and conversion of the idea into the outcome	✓ Resources (time and finances) used to transform the idea (i.e. starting point) into a product/process/service ✓ The degree to which the intended innovation has been achieved ✓ Innovation process – planning, goals, milestones, team
3. Social and potential and real economic impact of the outcome	✓ Prospects to address a societal challenge tackled by the EIT and KICs ✓ Profit potential ✓ Plan/arrangements for commercialisation

[35] 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

4. Pitch/ Presentation	✓ Quality and persuasiveness of the presentation ✓ The clarity, demeanour, and professionalism of the presentation of the team and the business case ✓ Quality of answers during the Q&A portion of the presentation

Evidence to be provided:

1. For award criteria 1-3: Description on how the above award criteria are met are to be presented in the Template for candidate teams and clarified during the presentation.
2. For award criterion 4: The applicants will have to present their application with respect to award criteria 1-3. Under this criterion the quality of the presentation will be assessed.

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

Admissibility criteria:

- The application has been submitted to the EIT no later than the deadline specified in the call for nominations;
- The applicant has submitted the template for the EIT Woman Leadership & Entrepreneurship Competition duly completed;

Evidence to be provided:

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

Eligibility criteria:

The applicant:

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

Evidence to be provided:

Description or proof of belonging to the EIT Community.

Exclusion criteria:

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

Evidence to be provided by supporting documents:

[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

Applicants must sign a declaration on their honour certifying that they are not in one of the situations referred to in articles 136 and 141 of the EU Financial Regulation, filling in the relevant form attached to the application form accompanying the call for nominations and available at http://eit.europa.eu/activities/entrepreneurship/2019-awards.

Selection criteria: The applicant:

- Holds a significant position within the EIT Community as a Woman Leader or Entrepreneur;
- Has demonstrated innovation and entrepreneurship capacity with an impact on the EIT Community and the broader European Innovation eco-systems.

Evidence to be provided:

The "Woman Leadership & Entrepreneurship story" submitted as part of the template for the EIT Woman Leadership & Entrepreneurship Award shall demonstrate the required capacity.

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

Criteria (equal weighting)	Explanation
1. Pro-active attitude and entrepreneurial drive	✓ Display of pro-active attitude and initiative ✓ Degree of thinking outside boundaries and (systematic) exploration and generation of new ideas
2. Quality of Leadership & Entrepreneurial achievements	✓ Degree to which the achievements are significant for the EIT Community and the broader European Innovation eco-systems and as role model to women entrepreneurs and innovators
3. Link to EIT Community	✓ Quality of the description of how the nominee is linked and has been active with the EIT Community
4. Pitch/ Presentation	✓ Quality, creativity and persuasiveness of the Woman Leadership & Entrepreneurship story presented ✓ Quality of answers during the Q&A portion of the presentation

Evidence to be provided:

For award criteria 1-3: the template for the EIT Woman Leadership & Entrepreneurship Award Competition completed by the nominees, which includes a description on how the award criteria are met. It is imperative that the "Woman Leadership & Entrepreneurship story" provides information on all criteria so as to enable a proper assessment. As a minimum, the Woman Leadership & Entrepreneurship story should describe:

- The innovativeness and entrepreneurial/intrapreneurial nature of the nominee's achievement: ("How do you spur innovation and entrepreneurship?")
- The (potential) societal and economic impact of the achievement: ("How does your achievement/activity create societal and economic impact?")
- The achievement that been made by the Nominee, and the impact on the EIT Community and the broader European Innovation eco-systems and as a role model to women entrepreneurs and innovators: ("How has the nominee impacted the EIT Community and the broader European Innovation ecosystem?")

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

The award decision will be made by the EIT Authorising Officer based on the recommendation made by the jury. The EIT Award winner will be announced at the 2019 EIT Innovation Forum – INNOVEIT 2019.

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

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

B) EIT EVALUATION COMMITTEE

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

C) APPOINTMENT AND COMPOSITION OF THE JURIES

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

Each jury will consist of 3 members: external high-level experts (with possible participation of EIT Governing Board Members). The composition of the jury shall include in a balanced manner representatives of higher education, business (creation), innovation and the investor community. Each Jury should also strive to have gender equality as much as possible in their composition. All members shall be experienced specialists with prominence in their field and will be competent to evaluate the nominations given the scope of the different awards. Jury members will be appointed by the responsible Authorising Officer of the EIT.

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

D) INDICATIVE TIMETABLE

Activity	Deadline	Comment
Publication of the call for Nominations	31 March 2019	On EIT website

Deadline for submitting applications to the EIT	31 May 2019	KIC SPOCs to submit nominations to the EIT
Evaluation by EIT	From June to mid-July 2019	Check on completeness documentation and whether the candidates meet the admissibility, eligibility, exclusion and selection criteria
Formal publication of nominees	End of third week of July 2018	On EIT website
Communication campaign	End of July 2019 – 31 December 2019	
Evaluation by the Jury	Before INNOVEIT 2019 – Autumn 2019	
Award decision	During INNOVEIT 2019 – Autumn 2019	During EIT Awards event, prior to announcing the winner of the Award
EIT Awards 2019 ceremony	During INNOVEIT 2019 – Autumn 2019	
Provision of prize	Within one month after the EIT Awards 2019 winners ceremony during INNOVEIT 2019 – Autumn 2019	

Annex XII: Implementation of the 2019 EIT Awards

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

Legal basis: Article 91 of the EIT Financial Regulation of 27 December 2013, as amended by Decisions 6/2015 and 11/2016 of the EIT Governing Board, and Article 50 of Regulation (EU) No 1290/2013 of the European Parliament and of the Council of 11 December 2013 on the H2020 Rules for participation

Budget line: 3205

Indicative amount: EUR 50.000 for the EIT Venture Award and EIT Innovators Award; EUR 20.000 for the EIT CHANGE Award and EIT Woman Leadership & Entrepreneurship Award. Financial prizes of EUR 20.000 EUR and EUR 10.000 respectively for second and third places for the VENTURE and INNOVATORS Award. Financial prizes of EUR 10.000 EUR and EUR 5.000 respectively for second and third places for the CHANGE and WOMAN Award. No financial prize is foreseen to be awarded for the EIT Public (Citizen) Award.

A) CRITERIA FOR THE EIT AWARDS:

The criteria for participation are as follows:

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

   Admissibility criteria:

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

   Evidence to be provided:

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

   Eligibility criteria:

   The applicant venture:

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

   Evidence to be provided:

   - Registration or incorporation certificate;
   - Description in the template or proof of the receipt of business creation support by a KIC.

   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.[1]

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

Evidence

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

Selection criteria: The applicant venture:

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

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

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

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

Criteria (equal weighting)	Explanation
1. Commercial and Business characteristics / potential	✓ Need for (or prospect of) product or service with technical features uniqueness and technology risk addressed, including Intellectual property position ✓ Competitive advantage over potential competitors, including quality and relevance of the description of the business model (pricing, downstream value, scalability, funding strategy) ✓ Addressable market size, potential target customers and customer engagement plan (Go To Market), and sales & profits potential

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

2. Societal impact	✓ Degree of the societal impact in line with the scope of the KIC
3. Team characteristics	✓ Role of the team members ✓ If applicable: identification of short-term talent gaps and a strategy to fill them
4. Pitch/Presentation	✓ Professionalism: the clarity, demeanour and professional delivery of the team and quality and persuasiveness of the oral presentation ✓ Quality of answers during the Q&A portion of the presentation

Evidence to be provided:

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

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

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

The award decision will be made by the EIT Authorising Officer based on the recommendation made by the jury. The EIT Award winner will be announced at the 2019 EIT Innovation Forum - INNOVEIT 2019.

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

Admissibility criteria:

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

Evidence to be provided:

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

Eligibility criteria:

The applicant:

– has graduated from an EIT labelled education programme.

Evidence to be provided:

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

Exclusion criteria:

Applicants will be excluded from participating in the call for nominations if they are in any of the situations of exclusion defined in Article 136 of the EU Financial Regulation.[2]

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

Evidence to be provided by supporting documents:

Applicants must sign a declaration on their honour certifying that they are not in one of the situations referred to in articles 136 and 141 of the EU Financial Regulation, filling in the relevant form attached to the application form accompanying the call for nominations and available at http://eit.europa.eu/activities/entrepreneurship/2019-awards.

Selection criteria: The applicant:

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

Evidence to be provided:

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

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

Criteria (equal weighting)	Explanation
1. Pro-active attitude and entrepreneurial drive	✓ Display of pro-active attitude and initiative ✓ Degree of thinking outside boundaries and (systematic) exploration and generation of new ideas
2. Quality of innovative	✓ Degree to which the achievement is innovative and entrepreneurial and in line with the KIC's societal impact

[2] 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

achievement	
3. Link to EIT labelled education programmes	✓ Quality of the description of how EIT labelled education programmes have supported and facilitated the nominee in obtaining and implementing the initiative
4. Pitch/ Presentation	✓ Quality, creativity and persuasiveness of the innovation story presented ✓ Quality of answers during the Q&A portion of the presentation

Evidence to be provided:

For award criteria 1-3: the template for the EIT CHANGE Award Competition completed by the nominees, which includes a description on how the award criteria are met. It is imperative that the "innovation story" provides information on all criteria so as to enable a proper assessment. As a minimum, the innovation story should describe:

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

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

The award decision will be made by the EIT Authorising Officer based on the recommendation made by the jury. The EIT Award winner will be announced at the 2019 EIT Innovation Forum – INNOVEIT 2019.

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

Admissibility criteria:

- The application has been submitted to the EIT no later than the deadline specified in the call for nominations;
- The applicant team has provided a duly completed template for the EIT Innovators Award Competition.

Evidence to be provided:

The applicant team must submit the duly completed template for the EIT Innovators Award Competition.

Eligibility criteria:

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

– The team has received funding for their project by a KIC between 01/01/2016 and 31/05/2019.

Evidence to be provided:

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

Exclusion criteria:

Applicants will be excluded from participating in the call for nominations if they are in any of the situations of exclusion defined in Article 136 of the EU Financial Regulation[3].

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

Evidence

EIT will perform the check of the exclusion criteria by relaying on the on previously submitted Declarations of Honour of KIC Partner organisations **Selection Criteria:** Applications will be assessed by each KIC based on the following criterion:

– Team must have successfully achieved the pre-commercialization stage

Evidence to be provided:

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

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

Criteria (equal weighting)	Explanation
1. Originality of the new product, process or service	✓ Uniqueness and features of product/process/service ✓ Degree to which product/process/service is disruptive
2. The efficiency and effectiveness of the team and conversion of the idea into the outcome	✓ Resources (time and finances) used to transform the idea (i.e. starting point) into a product/process/service ✓ The degree to which the intended innovation has been achieved ✓ Innovation process – planning, goals, milestones, team
3. Social and potential and real economic impact of the outcome	✓ Prospects to address a societal challenge tackled by the EIT and KICs ✓ Profit potential ✓ Plan/arrangements for commercialisation

[3] 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

4. Pitch/ Presentation	✓ Quality and persuasiveness of the presentation ✓ The clarity, demeanour, and professionalism of the presentation of the team and the business case ✓ Quality of answers during the Q&A portion of the presentation

Evidence to be provided:

1. For award criteria 1-3: Description on how the above award criteria are met are to be presented in the Template for candidate teams and clarified during the presentation.
2. For award criterion 4: The applicants will have to present their application with respect to award criteria 1-3. Under this criterion the quality of the presentation will be assessed.

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

Admissibility criteria:

- The application has been submitted to the EIT no later than the deadline specified in the call for nominations;
- The applicant has submitted the template for the EIT Woman Leadership & Entrepreneurship Competition duly completed;

Evidence to be provided:

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

Eligibility criteria:

The applicant:

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

Evidence to be provided:

Description or proof of belonging to the EIT Community.

Exclusion criteria:

Applicants will be excluded from participating in the call for nominations if they are in any of the situations of exclusion defined in Article 136 of the EU Financial Regulation.[4]

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

Evidence to be provided by supporting documents:

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

Applicants must sign a declaration on their honour certifying that they are not in one of the situations referred to in articles 136 and 141 of the EU Financial Regulation, filling in the relevant form attached to the application form accompanying the call for nominations and available at http://eit.europa.eu/activities/entrepreneurship/2019-awards.

Selection criteria: The applicant:

- Holds a significant position within the EIT Community as a Woman Leader or Entrepreneur;
- Has demonstrated innovation and entrepreneurship capacity with an impact on the EIT Community and the broader European Innovation eco-systems.

Evidence to be provided:

The "Woman Leadership & Entrepreneurship story" submitted as part of the template for the EIT Woman Leadership & Entrepreneurship Award shall demonstrate the required capacity.

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

Criteria (equal weighting)	Explanation
1. Pro-active attitude and entrepreneurial drive	✓ Display of pro-active attitude and initiative ✓ Degree of thinking outside boundaries and (systematic) exploration and generation of new ideas
2. Quality of Leadership & Entrepreneurial achievements	✓ Degree to which the achievements are significant for the EIT Community and the broader European Innovation eco-systems and as role model to women entrepreneurs and innovators
3. Link to EIT Community	✓ Quality of the description of how the nominee is linked and has been active with the EIT Community
4. Pitch/ Presentation	✓ Quality, creativity and persuasiveness of the Woman Leadership & Entrepreneurship story presented ✓ Quality of answers during the Q&A portion of the presentation

Evidence to be provided:

For award criteria 1-3: the template for the EIT Woman Leadership & Entrepreneurship Award Competition completed by the nominees, which includes a description on how the award criteria are met. It is imperative that the "Woman Leadership & Entrepreneurship story" provides information on all criteria so as to enable a proper assessment. As a minimum, the Woman Leadership & Entrepreneurship story should describe:

- The innovativeness and entrepreneurial/intrapreneurial nature of the nominee's achievement: ("How do you spur innovation and entrepreneurship?")
- The (potential) societal and economic impact of the achievement: ("How does your achievement/activity create societal and economic impact?")
- The achievement that been made by the Nominee, and the impact on the EIT Community and the broader European Innovation eco-systems and as a role model to women entrepreneurs and innovators: ("How has the nominee impacted the EIT Community and the broader European Innovation ecosystem?")

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

The award decision will be made by the EIT Authorising Officer based on the recommendation made by the jury. The EIT Award winner will be announced at the 2019 EIT Innovation Forum – INNOVEIT 2019.

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

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

B) EIT EVALUATION COMMITTEE

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

C) APPOINTMENT AND COMPOSITION OF THE JURIES

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

Each jury will consist of 3 members: external high-level experts (with possible participation of EIT Governing Board Members). The composition of the jury shall include in a balanced manner representatives of higher education, business (creation), innovation and the investor community. Each Jury should also strive to have gender equality as much as possible in their composition. All members shall be experienced specialists with prominence in their field and will be competent to evaluate the nominations given the scope of the different awards. Jury members will be appointed by the responsible Authorising Officer of the EIT.

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

D) INDICATIVE TIMETABLE

Activity	Deadline	Comment
Publication of the call for Nominations	31 March 2019	On EIT website

Deadline for submitting applications to the EIT	31 May 2019	KIC SPOCs to submit nominations to the EIT
Evaluation by EIT	From June to mid-July 2019	Check on completeness documentation and whether the candidates meet the admissibility, eligibility, exclusion and selection criteria
Formal publication of nominees	End of third week of July 2018	On EIT website
Communication campaign	End of July 2019 – 31 December 2019	
Evaluation by the Jury	Before INNOVEIT 2019 – Autumn 2019	
Award decision	During INNOVEIT 2019 – Autumn 2019	During EIT Awards event, prior to announcing the winner of the Award
EIT Awards 2019 ceremony	During INNOVEIT 2019 – Autumn 2019	
Provision of prize	Within one month after the EIT Awards 2019 winners ceremony during INNOVEIT 2019 – Autumn 2019	