

**DECISION 44/2021**  
**OF THE GOVERNING BOARD OF**  
**THE EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY (EIT)**

**ON THE AMENDMENT OF DECISION 29/2021 OF THE EIT GOVERNING BOARD,  
AND ON THE AMENDMENT OF DECISION 38/2021 OF THE EIT GOVERNING BOARD  
REGARDING THE CALL FOR PROPOSALS 2021  
FOR A NEW EIT KNOWLEDGE AND INNOVATION COMMUNITY (KIC)  
IN THE CULTURAL AND CREATIVE SECTORS AND INDUSTRIES (CCSI)**

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

Having regard to Regulation (EU) No 2021/819 of the European Parliament and of the Council of 20 May 2021 on the European Institute of Innovation and Technology (recast) (hereafter referred to as the “EIT Regulation (recast)”<sup>1</sup>, in particular Articles 6(c), 9 and 17(2) thereof and point (d) of Section 2 of the Statutes as annexed to the EIT Regulation (recast);

Having regard to Regulation (EU) 2021/695 of the European Parliament and of the Council of 28 April 2021 establishing Horizon Europe – the Framework Programme for Research and Innovation, laying down its rules for participation and dissemination, and repealing Regulations (EU) No 1290/2013 and (EU) No 1291/2013 (hereafter referred to as the “Horizon Europe Regulation”)<sup>2</sup> in particular Articles 24 and 28 thereof;

Having regard to Decision 2021/820 of the European Parliament and of the Council of 20 May 2021 on the Strategic Innovation Agenda of the European Institute of Innovation and Technology (EIT) 2021-2027: Boosting the Innovation Talent and Capacity of Europe and repealing Decision No 1312/2013/EU (hereafter referred to as the “EIT SIA 2021-2027”)<sup>3</sup>, in particular Section 3.3 and Appendix 1 thereof;

Having regard to Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 (hereinafter referred to as the “EU Financial Regulation”)<sup>4</sup>;

Having regard to Decision 21/2019 of the Governing Board of the EIT of 25 September 2019 on the Financial Regulation of the EIT<sup>5</sup>, in particular Article 1 thereof;

Having regard to Decision 29/2021 of the Governing Board of the EIT of 5 July 2021 on the adoption of the evaluation criteria of the EIT’s Call for Proposals 2021 for a new EIT Knowledge and Innovation Community in the Cultural and Creative Sectors and Industries (CCSI)<sup>6</sup>;

<sup>1</sup> OJ L 189, 28.5.2021, p. 61

<sup>2</sup> OJ L 170, 12.5.2021, p. 1

<sup>3</sup> OJ L 189, 28.5.2021, p. 91

<sup>4</sup> OJ L 193, 30.7.2018, p. 1-222

<sup>5</sup> Ref. Ares(2019)6810859

<sup>6</sup> Ref. Ares(2019)4370239

Having regard to Decision 38/2021 of the Governing Board of the EIT of 8 October 2021 on the approval of the Call for Proposals 2021 for a new EIT Knowledge and Innovation Community (KIC) in the Cultural and Creative Sectors and Industries (CCSI)<sup>7</sup>;

#### WHEREAS

- (1) After the approval of Decision 29/2021 of the EIT Governing Board on 5 July 2021 on the evaluation criteria of the Call for Proposals 2021 for a new EIT Knowledge and Innovation Community (KIC) in the Cultural and Creative Sectors and Industries (CCSI) and following the adoption of Decision 38/2021 of the EIT Governing Board of 8 October 2021 on the approval of the 2021 Call for Proposals, the EIT launched the Call for Proposals on 26 October 2021.
- (2) Further to a question received by the EIT regarding the 2021 Call for Proposals, the clerical correction of the weighting of the evaluation criteria in 3.2 “Communications” and 3.3 “Dissemination of results” included in both EIT Governing Board Decisions is necessary. As a result, both Decisions need to be amended respectively.
- (3) According to the Statutes annexed to the EIT Regulation (recast), the EIT Governing Board shall adopt the evaluation criteria and the selection procedure of the KIC, therefore the correction of the evaluation criteria and the correction of the 2021 Call for Proposals shall also be adopted by the EIT Governing Board.

#### HAS DECIDED AS FOLLOWS:

##### *Article 1* *Correction and amendment*

- (1) The evaluation criteria of the 2021 Call for Proposals for a new EIT Knowledge and Innovation Community in the Cultural and Creative Sectors and Industries, as corrected and attached as Annex 1 to this Decision in a consolidated form, is hereby adopted. It shall replace the Annex of Decision 29/2021 of the Governing Board of the EIT.
- (2) The 2021 Call for Proposals for a new EIT Knowledge and Innovation Community in the Cultural and Creative Sectors and Industries, as corrected and attached as Annex 2 to this Decision in a consolidated form, is hereby adopted. It shall replace the Annex of Decision 38/2021 of the Governing Board of the EIT.

##### *Article 2* *Entry into force*

This Decision shall enter into force on the day of its signature. It shall be published on the EIT website and on the Funding and Tenders Portal in order to ensure that the applicants have access to the corrected Decisions.

Done in Budapest on 25 November 2021

[E-signed in ARES]

Gioia Ghezzi  
Chairperson of the EIT Governing Board

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<sup>7</sup> Ref. Ares(2021)6506188

Annex 1 - Evaluation criteria of the Call for Proposals 2021 for a new EIT Knowledge and Innovation Community in the Cultural and Creative Sectors and Industries (corrected)

Annex 2 - The EIT's Call for Proposals 2021 for a new EIT Knowledge and Innovation Community in the Cultural and Creative Sectors and Industries (corrected)



## EVALUATION CRITERIA

# EIT Call for Proposals 2021 for a new EIT Knowledge and Innovation Community in the Cultural and Creative Sectors and Industries (CCSI)

Following the deadline of the EIT Call for Proposals, admissibility, eligibility and exclusion checks will be performed for each proposal.

### 1. Admissibility criteria

Prior to the evaluation, proposals will be examined for compliance with the following admissibility criteria:

- the proposal must be submitted electronically via the proposal submission system operated by the European Commission in accordance with the provisions of the [EU Financial Regulation](#)<sup>1</sup> (Article 149(2));
- all mandatory parts of the proposal must have been completed;
- the proposal must be submitted by the Call deadline.

Only proposals satisfying all of the admissibility criteria shall pass on to the eligibility criteria assessment stage.

Since the working language of the EIT is English, applicants are invited to submit the proposal in English. If the proposal is submitted in any other official language of the European Union, the EIT may ask for the English translation of the specific document from the applicant.

In addition, the proposal must be accessible and legible, otherwise the EIT may request the applicant to resubmit the application document.

### 2. Eligibility criteria

Following the admissibility check, only proposals complying with the following conditions will be considered eligible for further evaluation:

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



- the applying consortium must contain at least three independent partner organisations established in at least three different Member States;
- at least two thirds of the partner organisations forming the consortium are established in different Member States;
- the applying consortium includes at least one higher education institution one research institution and one private company;
- the proposal must be submitted by a consortium containing a maximum of 50 partners.

Only proposals satisfying all of the eligibility criteria shall pass on to the evaluation stage.

### 3. Exclusion criteria

Applicants will be excluded from participation in the Call and from the award if they are in one of the situations referred to in Articles 136(1) of the EU Financial Regulation.

As evidence, the applicants will have to submit a declaration of honour on exclusion criteria and absence of conflict of interest. Following the designation decision, the winning consortium will be requested to submit recently issued evidence (e.g. registration and tax certificates, judicial records) in support of the declaration of honour, in accordance with Article 137 of the EU Financial Regulation.

Only admissible and eligible proposals will be evaluated against the financial and operational capacity criteria.

### 4. Financial capacity criteria

The Coordinator's organisation will be subject to the financial capacity assessment if (and when) the winning consortium has been designated. The Coordinator's organisation will be subject to a financial viability check. Financial capacity will be assessed based on the financial viability check<sup>2</sup>.

At the proposal submission stage<sup>3</sup>, the Coordinator will be asked to confirm that the organisation has carried out a self-check of the financial capacity of the organisation through the financial self-check tool<sup>4</sup> or has been covered by a financial viability check for an EU project for the last closed financial year.

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<sup>2</sup> The organisation's financial viability will be assessed by checking that: it has sufficient liquidity – it is able to cover its short-term commitments, it is financially autonomous, it is solvent - capable of covering its medium and long-term commitments, it is profitable – by generating profits, or at least with self-financing capacity.

<sup>3</sup> This confirmation will be requested on the SEP system as part of the proposal submission forms.

<sup>4</sup> <https://ec.europa.eu/research/participants/lfv/lfvSimulation.do>

If, following the designation decision, the Coordinator's organisation financial viability would be assessed as 'weak' or 'insufficient':

- the Coordinator has to step down from his role but can participate in any other; in this case, the applying consortium must put forward a solution, including the appointment of a new Coordinator and reassignment of the coordination tasks;
- the consortium's activities will be subject to additional monitoring and reporting based on an action plan;
- if no acceptable solution or action plan would be presented by the Coordinator, the KIC designation/start-up phase may be terminated, and the designated consortium is cancelled.

Following the provisions of Article 198(5) of the EU Financial Regulation, public bodies, including Member State organisations, international organisations, or legal entities whose viability is guaranteed by a Member State or a Horizon Europe associated country, will be exempted from the financial capacity check.

## 5. Operational capacity criteria

1) The Coordinator's familiarity with the Call's theme and experience of coordinating and/or participating in international projects related to innovation, research and education, (separately or together), as well as familiarity with the European Union's financial procedures, is proven through having:

- participated in at least one project with a total budget (allocated or coordinated) exceeding EUR 3 million;
- coordinated at least one project with at least two other partners (three in total) from at least three different European countries and from at least two sides of the Knowledge Triangle;
- participated in at least two EU financed projects.

The Coordinator should provide references for the above required projects as evidence of his/her operational capacity (one project may meet several of the above criteria). The projects should have been successfully completed, the final implementation date of the projects should not be earlier than 31 December 2017, and the minimum budget of the projects should be higher than EUR 300.000 to make the reference eligible. All reference projects should be related to the relevant thematic area.

2) The capability and necessary experience of the key members of the Interim Management Team, namely the CEO (Chief Executive Officer), COO (Chief Operational Officer), Chief Financial Officer (CFO) are evidenced through them having:

- at least 7 years work experience relevant to the position (i.e. tasks in the Interim Management of the designated consortium);
- for the CEO, 7 years, and for the COO 5 years work experience in the Call's thematic field;
- at least 5 years work experience in an international environment (including implementation of international projects).

Relevant curriculum vitae (maximum four pages) in Europass format<sup>5</sup> covering the related professional qualifications, work experience in international environment and management expertise shall be attached to the Coordinator’s Motivation and Commitment Declaration.

Only proposals that pass the operational capacity verification will be evaluated by the external experts.

## 6. Technical evaluation criteria

Further to the Horizon Europe criteria requirements<sup>6</sup>, the following EIT specific technical evaluation criteria will be applied:

Table 1 – Technical evaluation criteria

EXCELLENCE 40 points max.	QUALITY & EFFICIENCY OF IMPLEMENTATION 25 points max.	IMPACT 35 points max.
<b>TOTAL 100 points</b>		
<p><b>1.1 STRATEGIC APPROACH</b></p> <p>Relevance, specificity and added value of the strategic approach aiming at excellence and proposed focus within the theme; applicability of the EIT KIC model to tackle the CCSI societal challenge via a multidisciplinary approach by integrating the knowledge triangle and fostering entrepreneurship and innovation throughout Europe. Relevance and specificity of the Consortium’s strategy to become a sustainable institutionalised European Partnership.</p> <p><i>[15 points max]</i> <b>[0-5 points; weighting: 3]</b></p>	<p><b>2.1. OPERATIONS</b></p> <p>Relevance and quality of the management and governance plans; effectiveness of the operational structure including selection and connectivity of co-location centres and demonstration how the knowledge triangle integration approach will be implemented on the operational level in an efficient manner. This should also include clear reference to how the EIT Regional Innovation Scheme is integrated.</p> <p><i>[10 points max]</i> <b>[0- 5 points; weighting: 2]</b></p>	<p><b>3.1 IMPACT</b></p> <p>Planned pan-European impact in line with the EIT Impact Framework for each of the following impact pathways, demonstrated by relevant KPIs:</p> <ul style="list-style-type: none"> <li>- Societal impact relevant to the CCSI societal challenge</li> <li>- technological/ economic/innovation impact by influencing the creation and growth of companies, creating of new innovative solutions, direct and indirect jobs and mobilising additional public and private investments)</li> <li>- educational impact by strengthening human capital</li> </ul>

<sup>5</sup> <https://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions>

<sup>6</sup> Article 28 and Annex III HE Regulation

## 1.2 INNOVATION POTENTIAL

Consortium's innovation potential to implement the future KIC's strategy, demonstrated by the combined quality and commitment of the partners (including SMEs), forming a diverse, balanced, collaborative and world-class/excellent partnership to improve the innovation capacity of local ecosystems including through the EIT Regional Innovation Scheme in accordance with EIT Strategic Innovation Agenda (2021-2027) and demonstrated openness to integrate new partners.

*[15 points max]*

[0- 5 points; weighting: 3]

## 1.3 SYNERGIES

Demonstrated added value and readiness to establish concrete synergies and complementarities, positioning of the future KIC towards other relevant public, private and third sector initiatives at EU, Member State and other levels.

*[10 points max]*

[0- 5 points; weighting: 2]

## 2.2 KIC BUSINESS MODEL AND FINANCIAL PLAN

Feasibility of the future KIC's business model and financial plan (including the generation of funding from non-EIT sources as set out in the EIT SIA/ attraction of co-funding from partners) aiming at financial sustainability in the long-term. Quality and relevance of the future KIC's plan for the management and exploitation of intellectual property supporting the KIC's business model as well as plans to generate other type of revenues.

*[15 points max]*

[0- 5 points; weighting: 3]

in research and innovation, enhancing innovative and entrepreneurial skills both at individual and organisational levels.

*[25 points max]*

[0-5 points; weighting: 5]

## 3.2 COMMUNICATIONS

Quality and relevance of the future KIC's plans for communications including the contribution to the EIT Community brand identity.

*[5 points max]*

[0- 5 points; weighting: 1]

## 3.3 DISSEMINATION OF RESULTS

Quality and relevance of dissemination plans for KIC results, including sharing good practices within, between and beyond the KICs, across EU Member States, regions and institutions to ensure maximum impact.

*[5 points max]*

[0- 5 points; weighting: 1]

## 7. Hearing with the EIT Governing Board and designation of the EIT KIC

Following the approval of the evaluation results by the EIT Governing Board, the representatives of those proposals reaching the threshold of 70% points at the Panel of Experts evaluation stage will be invited to a hearing of the EIT Governing Board.



At the evaluation stage of the Governing Board Hearing, the overall strategic rationality and consistency of the EIT KIC model presented in the proposal will be assessed. This will be done by evaluating the proposals from a holistic perspective against the three main criteria: Excellence, Quality & Efficiency of Implementation and Impact. In particular, the aspects shown in table 2 are key to the EIT KIC model and will be assessed:

**Table 2 – Evaluation criteria for Hearing with the EIT Governing Board**

<b>EXCELLENCE</b> 10 points max.	<b>QUALITY &amp; EFFICIENCY OF IMPLEMENTATION</b> 10 points max.	<b>IMPACT</b> 10 points max.
<b>TOTAL 30 points</b>		
Adaptability and suitability of the EIT KIC model for the proposed strategic approach aiming at excellence by the applicant and potential contribution to the EIT’s strategic objectives.  <b>[0- 5 points; weighting: 2]</b>	Feasibility and quality of the proposed KIC operational model and its plan towards financial sustainability, taking into account lessons learnt from current KICs. Feasibility and quality of the plan for the management of the interim period.  <b>[0- 5 points; weighting: 2]</b>	Consistency of the applicant’s KIC model, its potential and feasibility to achieve a significant and sustainable systemic impact in line with the EIT’s overall objectives and EIT Impact Framework.  <b>[0- 5 points; weighting: 2]</b>

The Governing Board’s score will be calculated as the average of the individual scores of the Governing Board members. The sum of the points from the Governing Board Hearing will be added to the points obtained at the technical evaluation stage (Panel of Experts stage). The proposal receiving the highest number of points out of the maximum of 130 points can be designated by the EIT Governing Board. The EIT GB can designate one applicant and may establish a reserve list with one applicant.



## European Institute of Innovation and Technology

# EIT Call for Proposals 2021 for a new EIT Knowledge and Innovation Community (KIC) in the Cultural and Creative Sectors and Industries (CCSI)

Version 2.0  
30 November 2021





HISTORY OF CHANGES			
Version	Publication Date	Change	Page
1.0	26. 10. 2021	Initial published version	
2.0	30.11.2021	Correction of clerical mistake in table 1 (weighting of communications and dissemination of results)	20
		Addition to useful documents (EIT Innovation Model and EIT Brand Book)	27



## European Institute of Innovation and Technology (EIT) Call for Proposals 2021 for a new EIT Knowledge and Innovation Community (KIC) in the Cultural and Creative Sectors and Industries (CCSI)

Deadline for the submission of proposals:  
**24 March 2022 [17:00 Brussels local time]**

### 1. Introduction

The European Institute of Innovation and Technology (EIT) is a key driver of sustainable European economic growth and competitiveness. It reinforces the innovation capacity of the EU and its Member States to address the grand challenges facing European society.

During the 2021 to 2027 period, the EIT contributes to the general objectives of [Horizon Europe – the Framework Programme for Research and Innovation](#) by integrating the entrepreneurship-driven ‘Knowledge Triangle’ of business, higher education and research to boost disruptive innovation across Europe.

To further enhance its impact and to incentivise the innovations needed to meet new societal challenges, the EIT will, as established in the [EIT Regulation](#) and [EIT Strategic Innovation Agenda \(SIA\) 2021-2027](#) gradually expand its portfolio of Knowledge and Innovation Communities (KICs). With this Call for Proposals, the EIT launches the selection process for **a new KIC in the thematic area of cultural and creative sectors and industries** as described in the [factsheet](#).

The EIT Community is characterised by a focus on results and an ambition to achieve long-lasting impact in the way the EU approaches and manages innovation. It is therefore critical that all KICs are designed and have a focussed strategy so that they **achieve substantial impact on the societal challenge** through successful innovations and at the same time **create sustainable innovation ecosystems**. To achieve this, they should put in place appropriate governance and management systems and ensure openness and transparency in their activities to identify and support the most promising innovations and entrepreneurs in Europe. In line with the EIT Innovation Model, each KIC must develop and implement a financial sustainability strategy, which includes returns from successful innovations that allow to maintain its innovation ecosystem and activities beyond the period during which the EIT provides financial support. Furthermore, as part of the Partnership Agreement to be concluded with the EIT, the KIC should ensure compliance with fundamental principles applicable to public funds and each KIC has to adhere to the EIT principles of good governance.



## 2. Background

### 2.1 The EIT

Europe has excellent business, education and research organisations, leading to inventions whose innovation potential should be fully exploited. Europe's research and innovation systems should also be further integrated by developing poles of excellence to compete at a global level and by fostering closer collaboration between organisations from the Knowledge Triangle. Moreover, to create and nurture high-growth companies and capture the value of research and innovation outputs, Europe must do more and better to instil an entrepreneurial culture throughout society.

The EIT was created in 2008 to enhance Europe's ability to innovate by integrating, for the first time at the EU level, education and entrepreneurship with research and innovation. To achieve this goal, the EIT follows an 'investor approach', which stands for a focus on identifying the best strategic opportunities and selecting a portfolio of world-class partnerships – the KICs – to deliver them.

Through its KICs, the EIT develops and tests new models of how innovation is approached, managed, financed and delivered in Europe. The EIT has created new ecosystems in which innovation thrives and has generated breakthroughs in the way in which higher education, research and business cooperate. Ultimately, the EIT significantly boosts and accelerates the innovation process - from idea to product and service, from student and researcher to entrepreneur, from lab to the market; thereby triggering a change towards a more entrepreneurial mindset across the EU and beyond.

As a European Institute, the EIT shares new, innovative approaches and good practices emerging from its activities to the benefit of the entire European Union and its future generations.

The EIT is an integral part of Horizon Europe, the EU Framework Programme for Research and Innovation 2021-2027. To promote cross-fertilisation, the EIT and its KICs exploit synergies and complementarities with existing European and other relevant policies and programmes.

The EIT's legal framework can be found in the [EIT Regulation](#) and the [EIT Strategic Innovation Agenda 2021-2027](#).

### 2.2 EIT KICs

An EIT KIC is an integrated partnership<sup>1</sup> bringing together leading companies, higher education institutions, research organisations and other stakeholders in the innovation process to tackle

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<sup>1</sup> In accordance with Article 2(2) of the EIT Regulation, 'Knowledge and Innovation Community' or 'KIC' means a large-scale Institutionalised European Partnership, as referred to in Regulation (EU) 2021/695, of higher education institutions, research organisations, companies and other stakeholders in the innovation process in the form of a strategic network, regardless of its legal form, based on joint mid- to long-term innovation planning to meet the EIT challenges and contribute to attaining the objectives established under Regulation (EU) 2021/695.



pressing societal challenges through the development of products, services and processes and also by nurturing innovative, entrepreneurial individuals. A KIC connects excellence-driven innovation hubs, the Co-location Centres<sup>2</sup>, to become leading centres of excellence, competing and collaborating with other innovation hubs across the world.

A KIC follows a long-term innovation and impact-driven strategy, operating with a business logic and a results-oriented approach to contribute to the achievement of the EIT's overall mission, the priorities laid down in the [EIT Strategic Agenda 2021-2027](#) and the attainment of the general objectives established in Horizon Europe.

A KIC delivers a whole range of world-class activities bringing together actors from different sides of the Knowledge Triangle (business, education and research) encompassing the whole innovation value chain within a particular field. A KIC's portfolio of activities typically includes, inter alia: entrepreneurial education and training programmes, research and innovation projects, and incubation of and support to start-ups and scale-ups. The EIT also encourages close collaboration between all of its KICs.

A KIC is established as a legally and financially structured transparent partnership with a substantial degree of autonomy to set up its own governance system based on good governance principles provided by the EIT. A strong commitment by KIC partners, including financial support, is indispensable. It is mandatory for the KICs to remain open and flexible to attract new partners who bring added value to the partnership.

Achieving financial sustainability in the long-term is a unique feature of the EIT's innovation model. In this context, a KIC must develop and implement a revenue-generating strategy to maintain its innovation ecosystem and activities beyond the period during which the EIT provides financial support through grant agreements.

In pursuing financial sustainability, the KIC should look for a diversification of its revenue and investment sources by mobilising funds from other public and private sources and to attract and engage the widest possible range of relevant new partners. The KIC should aim to maximise the share of contributions from public and private sources and from income generated by its activities and to pursue and achieve financial sustainability at the latest before the expiry of the Partnership Agreement with the EIT.

The EIT Regional Innovation Scheme (RIS) is mandatory for all KICs and an integral part of its multi-annual strategy. EIT RIS activities support the improvement of innovation capacity of countries, and regions in those countries, which are classified as modest and moderate innovation performers

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<sup>2</sup> In accordance with Article 2(3) of the EIT Regulation, 'co-location centre' means a physical hub, established in an open and transparent manner, which promotes links between and active collaboration among knowledge triangle actors and acts as a focal point for knowledge exchange and through which the KICs' partners are able to access facilities and the expertise needed to pursue their common objectives.



according to the [European Innovation Scoreboard](#), as well as the Outermost Regions, and facilitate the integration of new partners from those regions and countries into the KIC's communities. The KIC's EIT RIS activities should be aligned with the [EIT RIS Implementation Framework \(2022-2027\)](#) and deliver on the EIT RIS objectives presented in the EIT legislative framework.

In addition, a KIC is expected to take part in the **EIT Higher Education Institutions (HEI) Initiative** helping higher education institutions to build their capacity to innovate and to teach innovation and entrepreneurship.<sup>3</sup>

### 2.2.1 Impact

Together with excellence, impact has been one of the guiding principles of the EIT since its creation. In a context of economic frailty, demonstrating a tangible and measurable impact is essential. The EIT Community<sup>4</sup> is characterised by a focus on results and on achieving long-lasting impact in the way the EU approaches and manages innovation. It is therefore critical that the KIC demonstrates substantial impact at the socioeconomic level over time, and significant progress towards achieving its mission and objectives. The KIC should harvest intellectual, human, material and financial resources to create valuable outputs such as innovation communities, high quality curricula, start-ups, innovative products, services, technologies, through which it develops and sustains value-added business, enhances competencies necessary for innovation and entrepreneurship, and for developing solutions to major societal challenges.

A KIC is expected to create the following impacts:

- **technological/economic/innovation impact** by influencing the creation and growth of businesses, as well as the creation of new innovative solutions to address the global challenges, creating direct and indirect jobs and mobilising additional public and private investments;
- **scientific and educational impact** by strengthening human capital in research and innovation, enhancing innovative and entrepreneurial skills both at individual and organisational levels and fostering the creation and diffusion of knowledge and innovation openly within society;
- **societal impact**, including the impact derived by the delivery of systematic solutions within and beyond the EIT Community, also through Cross-KIC activities<sup>5</sup>, by addressing EU policy

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<sup>3</sup> The EIT piloted the HEI Initiative in 2021 for an initial period of 3 years. Subject to a positive evaluation of the pilot stage, the initiative is expected to continue.

<sup>4</sup> In accordance with Article 2(8) of the EIT Regulation, 'EIT Community' means the EIT and the active community of individuals and legal entities which benefited or benefit from the EIT support or financial contribution.

<sup>5</sup> "Cross-KIC activities" means activities that aim to enhance cooperation and synergies between KICs, foster a more inter-disciplinary approach and create a critical mass among KICs to tackle topics of common interest (EIT Regulation 2021/819)



priorities in the Cultural and Creative Sectors and Industries (CCSI) through innovative solutions, engagement with citizens and end-users and by strengthening the uptake of innovative solutions in these areas in society.

This KIC approach to building systemic impact should be aligned with and contribute to Horizon Europe impact pathways approach as well as the [EIT Impact Framework](#)<sup>6</sup> KPIs.

### 2.2.2 People & Talent

Whether innovation projects, entrepreneurial education courses or business creation, acceleration and coaching, a KIC puts people at the centre of all its activities. It provides talented individuals with the opportunity to start a company, design a product, launch a service, get a new degree, and advance their careers. It enables them to move – across national borders for new jobs, studies or tasks, or across the boundaries between industrial sectors or academic disciplines. Providing these opportunities is important; it should be reflected in the KIC's management model, its long-term strategy, its drive for excellence, and its portfolio of activities.

### 2.2.3 Partnership

The KIC is an integrated partnership, more specifically an 'Institutionalised European Partnership' under Horizon Europe. It operates within the EIT Community that brings together businesses (including SMEs), educational institutions, research organisations, and other innovation stakeholders such as public authorities and NGOs. From this core stems a network that enables national and cross-border collaboration, and offers the benefits of regional ecosystems, partners' facilities, factories, and classrooms for joint programmes and projects.

A KIC should be a **diverse and dynamic partnership**. The partnership is an essential feature of the KIC and it must bring together players from across the knowledge triangle in a balanced and collaborative manner. This diversity of partners is also essential as no two companies, universities or research institutes are the same and people within these companies, higher education or research institutions are also unique in terms of their skills, gender, culture, age, experience, etc.

A KIC should be an **autonomous, open and transparent partnership**. The partnership is responsible for setting up its internal organisation and agreements. It must embrace a strong growth strategy and ensure full openness to new partners by raising awareness among stakeholders and enabling their participation, and by setting out transparent criteria for external organisations to join the partnership during the KIC's lifetime. Therefore, the KIC shall make available the partner entry and exit criteria, the application process for becoming a KIC partner and the redress procedure on its website. Moreover, calls for innovation activities and start-ups should as a rule be fully open, in order to attract the best talents and ideas with the highest innovation potential.

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<sup>6</sup> Decision 7/2021 of the Governing Board of the EIT of 7 May 2021 on the EIT Key Performance Indicators (EIT KPIs)





The size of the partnership may vary during the KIC's lifetime, but is expected to increase rapidly after the start-up year. The initial consortium of partners that applies for this Call for Proposals has a crucial role in defining the core strategic elements of the KIC, successfully setting up its legal and operational readiness, developing the EIT identity, and starting to implement the KIC's first activities. To define this together with the initial partners, a KIC receives EIT support during the first year through a Start-Up Grant Agreement. As the volume and scope of activities grow in the following years, a KIC should then bring in new partners, provided they add value to the partnership, based on excellence and innovation relevance.

#### 2.2.4 The EIT Innovation Hubs: Co-location Centres and RIS hubs

A KIC brings together organisations of different sectors, countries and disciplines. This is enabled physically through EIT co-location centres or Innovation Hubs which are the main instrument for managing activities and knowledge flow.

A '**co-location centre**' (CLC) is a physical hub, established in an open and transparent manner, that promotes links between and active collaboration among knowledge triangle actors. It acts as a focal point for knowledge exchange through which a KIC's partners are able to access facilities and the expertise needed to pursue their common objectives there.

A KIC may set up five to ten CLCs with partners in close proximity, which is essential to facilitate interaction among members of the regional community. CLCs are the focal point for the KIC's activity within these areas of focus. These Innovation Hubs should bring together organisations from across the knowledge triangle to foster innovation and entrepreneurship. When selecting the locations of the CLCs, KICs should also consider geographical diversity in order to be able to tap into the innovation potential throughout Europe.

An '**EIT RIS hub**' means a physical hub, established by a KIC and forming part of its structure, in a Member State or in a Horizon Europe associated country targeted by the EIT [Regional Innovation Scheme \(RIS\)](#) that serves as focal point for the KIC's activities and for the mobilisation and involvement of local knowledge triangle actors in the activities of the KIC.

RIS Hubs are a central element of the EIT RIS' 'place-based' innovation approach and a crucial tool in supporting the objective of attracting and facilitating the integration of potential new partners in the KIC, address the local ecosystem needs in EIT RIS countries and regions<sup>7</sup>, as well as, to bridge the innovation gap within Europe. RIS Hubs can have a single country-focus, a regional-focus or a multi-country focus. EIT RIS Hubs could pave the way to the establishment of a CLC in the targeted region.

As part of the KIC's strategy, which fundamentally includes synergies with other initiatives, the innovation capacity and potential impact of all Innovation Hubs together must be greater than their

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<sup>7</sup> Countries and regions eligible to participate in the EIT RIS are also fully eligible to participate in all other EIT KIC activities.



individual strengths. They should give the KIC critical mass on a European scale, forming a continent-spanning network that enables partners to tap into the best talents, ideas and resources. A KIC should choose a hub model best suited to its strategy. The management structure of a hub should also conform to principles of good governance, in particular reflecting the diversity in the composition of the partners (ensuring a proper balance within the knowledge triangle), ensuring openness to new partners, an open and high-quality decision-making process, and separating the supervisory function from the operations.

Finally, KICs are incentivised by the EIT to set up joint CLCs and RIS Hubs in locations where more than one KIC is present in order to maximise synergies, achieve a critical mass and higher visibility in the local innovation ecosystem and to take full advantage of efficiency gains.

### 2.2.5 Contributing to the EIT Community branding and communication

The EIT Community is a thriving community that brings together innovators and organisations from the EIT, its KICs, and the EIT Alumni. The EIT Community brand unites all who innovate with the EIT Community: innovators, entrepreneurs, students, organisations from business, education, research, civil society, authorities and last but not least, citizens.

It is important that the KIC is consistent in its approach to the EIT branding and communications. Since EIT grants are financed by European Union funds, a KIC and its beneficiaries must actively engage in communication activities to promote the projects and to publicly acknowledge EIT and EU support. A KIC should therefore have a communications strategy in place and annual communications plan focused on their innovation and entrepreneurship approach, activities, and results.

When communicating, a KIC must contribute to the development of an innovative ecosystem and must adhere to the EIT Community Brand guidelines.

### 2.2.6 Dissemination of results

A KIC shares and exchanges information, results and lessons learned from its activities and achievements with external stakeholders across the European innovation landscape through outreach and dissemination activities, thereby promoting a faster uptake of innovation models across the EU. The KIC must put forward its results, products and companies, to the market and to society at large. Dissemination, exploitation and communication all aim to help maximising the impact of the knowledge triangle actions.

The objective of dissemination is to make the results available, i.e. transfer knowledge and results with the aim to enable others to use and take up these results. The objective of exploitation is to make effectively use the results through scientific, economic, political or societal exploitation routes, in order to turn R&I actions into concrete value and impact. To reach this and to ensure an integrated approach together with communication activities, the KIC should define a dissemination strategy (in line with their IP policy) as well as annual plans.



Moreover, by identifying, analysing and sharing good and novel innovation practices, the KIC should ensure that knowledge generated within its activities is disseminated and capitalised upon for the benefit of people and organisations, including those not directly benefiting from working with the EIT Community.

### 2.2.7 Synergies

As a dynamic partnership, a KIC must have a strong collaborative organisational culture. Seeking collaboration at local, national and regional levels should be a core element of a KIC's synergies portfolio, bringing more actors into the knowledge economy and giving a greater push to open innovation in the EU. A KIC is therefore expected to develop a strategy for synergies and a roadmap to achieve its objectives by identifying:

- **Who:** with whom to work with
- **What:** activities of mutual interest
- **Where:** in which areas/programmes/policies
- **When:** the timeline of developing the collaboration
- **Why:** the added value of this collaboration

In this way, a KIC gradually develops an extensive network of collaborating organisations at different dimensions and levels, thematic and horizontal, strategic and operational. Furthermore, it works closely with the EIT, which fosters synergies and interaction between KICs as well as with other actors at institutional level. A KIC seeks to establish a structured dialogue with the relevant European Commission services, to provide input and feedback to the relevant fields of policy-making. Furthermore, it continuously seeks consistency with and contributes to the EU priorities, cooperation with other relevant EU programmes and stakeholders, and explores possibilities within new initiatives, through close interaction and consultative dialogues. The EIT's new KIC should in particular strive for synergies with Creative Europe Programme, European Digital Innovation Hubs, Cohesion Policy Funds, InvestEU Advisory Hub, Single Market Programme and Enterprise Europe Network etc. In addition, close cooperation with the European Innovation Council is encouraged particularly in supporting and accelerating innovative start-ups and scale-ups.

### 2.2.8 Governance & management

The choice of an appropriate legal entity in order to deliver the strategic agenda of a KIC is crucial. It integrates the partners but must avoid conflicts of interest, and is the focal point for any interaction between the EIT and the partnership. It is the KIC Legal Entity (KIC LE) that, mandated by the KIC partnership, signs the [Partnership Agreement](#) and the [Grant Agreements](#) with the EIT.

The legal and governance structure chosen by a KIC should reflect the initial commitment of the various partners and its business model. But more importantly, it should have a bearing on their performance and long-term commitment. In addition, the choice of legal entity determines the



governance structures of the KIC. Whatever the structure, its leading principle must be business-like logic and flexibility to make quick decisions. The governance of a KIC must ensure a high degree of independence of its members and all individuals must be committed to the successful implementation of the KIC's strategy and avoidance of conflicts of interests.

The legal entity's size and staffing must be proportionate to the size of the partnership and its activities, ensuring smooth management and operation of the KIC in an effective and efficient way. The legal entity must act in the best interest of the KIC, safeguarding its goals, mission and identity independently from the particular interest of individual partners. A KIC may decide to follow a membership fee model in the beginning to secure other sources of funding. However, membership systems should not prevent openness of the partnership and can in no way be tied to privileged access to funding for innovation projects. It could give the KIC initially room for operational flexibility and could mitigate cash liquidity risks until returns from successful innovations and activities can sustain the ecosystem.

The KIC should ensure a top-quality governance and management including excellent staff that are guided by the values of the EIT Community and are committed to deliver on EU policy priorities in the sector. The governance and organisation of a KIC should be well thought-out, taking the knowledge triangle integration process as a starting point. Within principles of good governance, a KIC is free to define its own internal organisation and management structure – but experience shows that complexity in governance structures should be avoided, and a strong, lean and flexible management approach is needed to implement a KIC strategy and to sustain the ecosystem in the long run.

The KIC should aim to develop a clear structure for collaboration among partners so that the mission of the EIT can be fully achieved. This governance will be the basis for the successful implementation of the strategy and future financial sustainability of the KIC. It should have **clear leadership** with a Chief Executive Officer (CEO), supported by an executive team consisting of top management positions such as a Chief Financial Officer (CFO) and Chief Operating Officer (COO). They should have executive power over the management and finances of the KIC. The partners should be represented together with independent members by participation in Boards and Assemblies. The members of the governance structure must act in the best interest of the KIC, safeguarding its goals, mission and identity, in an independent way. A KIC and its partners must have a code of good conduct including a policy on conflicts of interest and an Anti-Fraud Strategy.

In order to emphasise best practices and ensure compliance with fundamental principles applicable to public funds, the EIT has set out **principles of good governance** in Article 6 of the [Partnership Agreement](#). In particular, the KIC governance and management structure must:

- ensure compliance with the provisions of Article 10 of the Horizon Europe Regulation and the criteria for the selection, implementation, monitoring, evaluation and phasing out laid down in Annex III of the Horizon Europe Regulation;
- reflect diversity, in particular with regard to gender, geographical and professional background;



- reflect the diversity in the composition of the KIC, in particular the balance within the knowledge triangle;
- separate ownership and membership from operational management;
- separate the supervisory functions from the operations;
- have a size which allows the KIC to function in an effective and efficient way;
- separate the decisions on activities, on KIC funding schemes and distribution of funding from their implementation;
- ensure that at least half of the members — including the chairperson — of the body with supervisory functions are independent from the KIC partners;
- be composed of high-quality members who are selected in a transparent and competitive procedure;
- have an effective supervision or ownership over the entities with a CLC role.

Furthermore, the KIC will be steered by the EIT Governing Board, which provides strategic direction to the EIT and its KICs. The EIT will closely monitor the KIC's implementation of the good governance principles and the EIT Governing Board will take corrective measures if needed.

The KIC must have an effective operational structure to implement the KIC Strategic Agenda and the KIC Business Plans.

### 2.2.9 Openness and transparency

Openness and transparency are particularly emphasised in the EIT Regulation and the EIT Strategic Innovation Agenda 2021-2027. These notions cover various aspects of the KIC operations which are defined in the [Partnership Agreement](#).

**Openness:** the KIC must ensure continuous openness during implementation, notably for priority setting, and must involve all relevant partners and stakeholders to maximise its impact. The KIC must develop and implement an ambitious growth strategy, be open to new partners by raising awareness among stakeholders and enabling their participation, launching open calls not restricted to partners and remain open during its lifetime. The KIC must ensure a high degree of openness when managing KIC funding schemes and design calls and selection processes to attract the most impactful innovations and entrepreneurs in Europe.

**Transparency:** the KIC must be transparent, by publishing on its website and providing the EIT with information and key documents in due time about the KIC's vision, objectives and main activities, as defined in the KIC Strategic Agenda; KIC set-up and governance; KIC partnership issues, e.g. partner entry and exit criteria and application process for becoming a KIC partner and redress procedure. The KIC shall transparently publish the main documents relating to its activities, such as the summary of the Business Plans, annual reports and information on ongoing activities, outcome and results, calls for RIS hubs. The KIC shall publish its open funding schemes on the EU Funding & Tenders Portal under Horizon Europe.



## 2.2.10 Business model, financial plan and sustainability

One of the key features of the EIT is that each KIC must aim to become [financially sustainable](#) within a period of 7 to 15 years after its designation. From the start, a KIC is expected to have a strong business logic and mind-set aiming to build assets and generate revenues from its activities, and include mechanisms to ensure their sustainability over time.

**Financial sustainability** means the capacity of a KIC to finance its knowledge triangle activities independently from EIT contributions. EIT funding shall be replaced with other sources, both private and public (regional, national, European, international), in particular via the generation of various revenue streams (e.g. return on investments, revenue sharing, licensing, equity stakes in start-ups, commercialising education programmes, selling services and consulting etc.). Therefore, a KIC must decide what its unique selling proposition will be, which assets it can create, what value it can add, and what business opportunities could make an impact on the societal challenge and also facilitate financial sustainability in the medium-term. A market analysis, including how and when to achieve a competitive position in the European and global marketplaces and how to use successful innovation to create revenues, is essential. It must also plan how to raise capital. As a KIC develops, its financial needs increase – and that has consequences on how the KIC attracts complementary funding for its operations. Therefore, partners’ commitments, including financial support from the beginning, is crucial.

The EIT financial contribution is allocated so that it balances the requirement to support the KICs’ long-term strategy while rewarding each KIC for its excellence, impact ambition and implementation in the mid-term. As set out in the EIT Regulation, the EIT contribution to the KICs shall gradually decrease over time in compliance with the funding rates defined in the EIT Strategic Innovation Agenda 2021-2027 as follows:

	Start-up	Ramp-up	Maturity	Exit from EIT grant
Years	1*-4	5-7	8-11	12-15
EIT funding rate	Up to 100%	Up to 80%	Up to 70%	50% at year 12, decreasing by 10 percentage points per annum

*\*Year 1 is for the start-up grant*

The KIC or its partner organisations may apply for Union financial contribution, in particular in the framework of Union programmes and funds, in accordance with their respective rules. In that case, such contribution shall not cover the same activity already funded under another European Union programme. Contributions from partner organisations to the financing of KICs shall be determined in accordance with the funding rates defined in the EIT SIA and reflect the KIC’s strategy for financial sustainability.



### 3. Topic of the Call for Proposals

For information on the thematic scope of this KIC, please consult the [SIA fact sheet on cultural and creative sectors and industries](#), also available in the annexes of this call.

### 4. Indicative budget to the KICs in the 2021-2027 period

For the period 2021-2027, the EIT is funded through a financial contribution from Horizon Europe set at EUR 2 726 000 000 in current prices, with an additional amount of EUR 210 000 000 in constant 2018 prices.

The EIT budget covers three main components during this period:

- (1) expenditure for the existing eight KICs (reflecting that for three of them the partnership agreements will come to an end by 2024) and the launch of two new KICs (one in 2022 or 2023 and a second one in 2026);
- (2) EIT administrative expenditure; and
- (3) expenses for preparation, monitoring, control, audit, evaluation and other activities and expenditures necessary for managing and implementing the activities of the EIT, as well as evaluating the achievement of its objectives in accordance with Article 12(6) of the Horizon Europe Regulation.

In accordance with the EIT Strategic Innovation Agenda 2021-2027, around **EUR 2 854 000 000** (96 % of the total EIT budget) is envisaged to fund existing and new KICs in the period of 2021-2027 of which:

- (a) at least 10 % and a maximum of 15 % shall be dedicated to the RIS;
- (b) a maximum of 7 % shall be dedicated to Cross-KIC activities, including support for KICs for which the Partnership Agreement is expired or terminated;
- (c) a maximum of 3 % shall be dedicated to a pilot higher education initiative of three years.

The budget for the launch of two new KICs (one in CCSI and a second KIC to be launched in 2026 in the field of Water, Marine and Maritime Sectors and Ecosystems) is around EUR 300 000 000. The indicative amount for the Start-up Grant is up to EUR 6 million (see Chapter 7.3 below). It shall be used to finance the start-up activities and initial pilot actions to prepare for the first year of full operations and business plan implementation expected to start on 1 January 2024.

The grant amounts which will be allocated to the new KIC as from 2024 will be subject to EIT Governing Board funding allocation decisions.



## 5. Timetable, proposal preparation and submission

This section contains an overview on the preparation and submission of a KIC proposal - further information is available at the Call for Proposals page of the EIT website: <https://eit.europa.eu/our-activities/call-for-eit-communities/2021> or directly through the Funding & Tenders Portal <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/participant-register>.

The electronic submission service of the Funding & Tenders Portal will open on 26 October 2021. Only proposals submitted through the electronic proposal submission system will be accepted.

### 5.1 Timetable

The submission and evaluation procedure will be managed as follows:

	Steps	Date and time
(a)	Publication of the call for proposals	26 October 2021
(b)	Deadline for submitting applications	24 March 2022 17.00 Brussels time
(c)	Evaluation period: - EIT evaluation of the admissibility, eligibility, selection criteria - Expert evaluation of the award criteria	24 March – May 2022 (indicatively)
(d)	Governing Board decision on the expert evaluation phase	May 2022(indicatively)
(e)	Invitation to the hearings	June 2022 (indicatively)
(f)	<b>Hearings with the EIT Governing Board, designation decision</b>	<b>June 2022 (indicatively)</b>
(g)	Information to applicants	June 2022 (indicatively)
(h)	Invitation for submission of Start-up Plan (only for the successful and designated consortium)	July 2022 (indicatively)
(i)	Submission of Start-up Plan	September 2022 (indicatively)
(j)	Signature of Start-up Grant Agreement	End of 2022 (indicatively)
(k)	Signature of Partnership Agreement	End of 2023 (indicatively)

### 5.2 Proposal content and structure

The proposal will contain three sections:

- **Part A** – this part contains administrative information on the proposal, the Coordinator and partners, including declarations that they are not in a situation leading to exclusion

(Template A – Application form and DoH template)





- **Part B1** – this part includes the main body of the proposal and the following elements should be included:
  - **KIC excellence**, including the KIC strategic approach, key identified thematic areas, innovativeness and KIC partnership innovation potential, readiness to establish concrete synergies and complementarities with other relevant initiatives (maximum 20 pages)
  - **KIC implementation**, including the KIC’s leadership principles, team profile requirements, key considerations for setting up operational structures and co-location centres, KIC business model and financial plan (including estimated EIT and non-EIT financial resources) and plans for attracting financial resources and achieving long-term financial sustainability, and a plan for the management and exploitation of intellectual property (maximum 10 pages)
  - **KIC impact**, including planned pan-European impact on the societal challenge, human capital, job creation, economic growth demonstrated by the strategy, Key Performance Indicators (KPIs) and KIC Scoreboard, KIC communications strategy, and outreach (in particular EIT Regional Innovation Scheme); and dissemination plans including the contribution to building the EIT Community brand identity (maximum 20 pages)

(Template B1 – Proposal)

- **Part B2** – this part contains the estimated financial resources

(Template B2 – Estimated financial resources)

- **Part B3** – this part contains a declaration from the legal representative of each partner on their motivation and endorsement of the proposal, and their commitment, including financial commitment (indicative budget per partner), to the objectives and aims of the KIC. The partners in the Motivation and Commitment declarations should provide information about their linked third parties, which are planned to be involved in the KIC’s activities. In addition, the Coordinator should attach the operational capacity evidence, including the relevant project references, and the self-compliance check table and the CVs of the key members of the Interim Management Team.

(Template B3 – Motivation and commitment letters)

Proposals may be submitted in any of the official languages of the European Union. Please note, however, that the working language of the EIT is English. Therefore, proposals and documentation submitted in English facilitate the evaluation process. Nonetheless, the choice of proposal’s language will not have an impact on the evaluation. The EIT appreciates documentation presented in an orderly way, which is clear and easy to read.



## 6. Evaluation procedure and criteria (admissibility, eligibility, exclusion, selection and award criteria)

### 6.1 Admissibility criteria

Prior to the evaluation, proposals will be examined for compliance with the following admissibility criteria:

- the proposal must be submitted electronically via the proposal submission system operated by the European Commission in accordance with the provisions of the [EU Financial Regulation](#)<sup>8</sup> (Article 149(2));
- all mandatory parts of the proposal must have been completed;
- the proposal must be submitted by the Call deadline.

Only proposals satisfying all of the admissibility criteria shall pass on to the eligibility criteria assessment stage.

Since the working language of the EIT is English, applicants are invited to submit the proposal in English. If the proposal is submitted in any other official language of the European Union, the EIT may ask for the English translation of the specific document from the applicant.

In addition, the proposal must be accessible and legible, otherwise the EIT may request the applicant to resubmit the application document.

### 6.2 Eligibility criteria

Following the admissibility check, only proposals complying with the following conditions will be considered eligible for further evaluation:

- the applying consortium must contain at least three independent partner organisations established in at least three different Member States;
- at least two thirds of the partner organisations forming the consortium are established in different Member States;
- the applying consortium includes at least one higher education institution one research institution and one private company;
- the proposal must be submitted by a consortium containing a maximum of 50 partners.

Only proposals satisfying all of the eligibility criteria shall pass on to the evaluation stage.

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<sup>8</sup> Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012



### 6.3 Exclusion criteria

Applicants will be excluded from participation in the Call and from the award if they are in one of the situations referred to in Articles 136(1) of the [EU Financial Regulation](#).

As evidence, the applicants will have to submit a declaration of honour on exclusion criteria and absence of conflict of interest. Following the designation decision, the winning consortium will be requested to submit recently issued evidence (e.g. registration and tax certificates, judicial records) in support of the declaration of honour, in accordance with Article 137 of the [EU Financial Regulation](#).

Only admissible and eligible proposals will be evaluated against the financial and operational capacity criteria.

### 6.4 Financial capacity criteria

The Coordinator's organisation will be subject to the financial capacity assessment if (and when) the winning consortium has been designated. The Coordinator's organisation will be subject to a financial viability check. Financial capacity will be assessed based on the financial viability check<sup>9</sup>.

At the proposal submission stage<sup>10</sup>, the Coordinator will be asked to confirm that the organisation has carried out a self-check of the financial capacity of the organisation through the financial self-check tool<sup>11</sup> or has been covered by a financial viability check for an EU project for the last closed financial year.

If, following the designation decision, the Coordinator's organisation financial viability would be assessed as 'weak' or 'insufficient':

- the Coordinator has to step down from his role but can participate in any other; in this case, the applying consortium must put forward a solution, including the appointment of a new Coordinator and reassignment of the coordination tasks;
- the consortium's activities will be subject to additional monitoring and reporting based on an action plan;
- if no acceptable solution or action plan would be presented by the Coordinator, the KIC designation/start-up phase may be terminated, and the designated consortium is cancelled.

Following the provisions of Article 198(5) of the [EU Financial Regulation](#), public bodies, including Member State organisations, international organisations, or legal entities whose viability is guaranteed by a Member State or a Horizon Europe associated country, will be exempted from the financial capacity check.

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<sup>9</sup> The organisation's financial viability will be assessed by checking that: it has sufficient liquidity – it is able to cover its short-term commitments, it is financially autonomous, it is solvent - capable of covering its medium and long-term commitments, it is profitable – by generating profits, or at least with self-financing capacity.

<sup>10</sup> This confirmation will be requested on the SEP system as part of the proposal submission forms.

<sup>11</sup> <https://ec.europa.eu/research/participants/lfv/lfvSimulation.do>



## 6.5 Operational capacity criteria

1) The Coordinator's familiarity with the Call's theme and experience of coordinating and/or participating in international projects related to innovation, research and education, (separately or together), as well as familiarity with the European Union's financial procedures, is proven through having:

- participated in at least one project with a total budget (allocated or coordinated) exceeding EUR 3 million;
- coordinated at least one project with at least two other partners (three in total) from at least three different European countries and from at least two sides of the Knowledge Triangle;
- participated in at least two EU financed projects.

The Coordinator should provide references for the above required projects as evidence of his/her operational capacity (one project may meet several of the above criteria). The projects should have been successfully completed, the final implementation date of the projects should not be earlier than 31 December 2017, and the minimum budget of the projects should be higher than EUR 300.000 to make the reference eligible. All reference projects should be related to the relevant thematic area.

2) The capability and necessary experience of the key members of the Interim Management Team, namely the CEO (Chief Executive Officer), COO (Chief Operational Officer), Chief Financial Officer (CFO) are evidenced through them having:

- at least 7 years work experience relevant to the position (i.e. tasks in the Interim Management of the designated consortium);
- for the CEO, 7 years, and for the COO 5 years work experience in the Call's thematic field;
- at least 5 years work experience in an international environment (including implementation of international projects).

Relevant curriculum vitae (maximum four pages) in Europass format<sup>12</sup> covering the related professional qualifications, work experience in international environment and management expertise shall be attached to the Coordinator's Motivation and Commitment Declaration.

Only proposals that pass the operational capacity verification will be evaluated by the external experts.

## 6.6 Technical evaluation (award) criteria

Further to the [Horizon Europe criteria](#) requirements<sup>13</sup>, the following EIT specific technical evaluation criteria will be applied:

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<sup>12</sup> <https://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions>

<sup>13</sup> Article 28 and Annex III of the Horizon Europe Regulation



Table 1 – Technical evaluation criteria

<b>EXCELLENCE</b> 40 points max.	<b>QUALITY &amp; EFFICIENCY OF IMPLEMENTATION</b> 25 points max.	<b>IMPACT</b> 35 points max.
<b>TOTAL 100 points</b>		
<p><b>1.1 STRATEGIC APPROACH</b></p> <p>Relevance, specificity and added value of the strategic approach aiming at excellence and proposed focus within the theme; applicability of the EIT KIC model to tackle the CCSI societal challenge via a multidisciplinary approach by integrating the knowledge triangle and fostering entrepreneurship and innovation throughout Europe. Relevance and specificity of the Consortium’s strategy to become a sustainable institutionalised European Partnership.</p> <p><i>[15 points max]</i> <b>[0-5 points; weighting: 3]</b></p> <p><b>1.2 INNOVATION POTENTIAL</b></p> <p>Consortium’s innovation potential to implement the future KIC’s strategy, demonstrated by the combined quality and commitment of the partners (including SMEs), forming a diverse, balanced, collaborative and world-class/excellent partnership to improve the innovation capacity of local ecosystems including through the EIT Regional Innovation Scheme in accordance with EIT Strategic Innovation Agenda (2021-2027) and</p>	<p><b>2.1. OPERATIONS</b></p> <p>Relevance and quality of the management and governance plans; effectiveness of the operational structure including selection and connectivity of co-location centres and demonstration how the knowledge triangle integration approach will be implemented on the operational level in an efficient manner. This should also include clear reference to how the EIT Regional Innovation Scheme is integrated.</p> <p><i>[10 points max]</i> <b>[0- 5 points; weighting: 2]</b></p> <p><b>2.2 KIC BUSINESS MODEL AND FINANCIAL PLAN</b></p> <p>Feasibility of the future KIC’s business model and financial plan (including the generation of funding from non-EIT sources as set out in the EIT SIA/ attraction of co-funding from partners) aiming at financial sustainability in the long-term. Quality and relevance of the future KIC’s plan for the management and exploitation of intellectual property supporting the KIC’s business model as well as plans to</p>	<p><b>3.1 IMPACT</b></p> <p>Planned pan-European impact in line with the EIT Impact Framework for each of the following impact pathways, demonstrated by relevant KPIs:</p> <ul style="list-style-type: none"> <li>- Societal impact relevant to the CCSI societal challenge</li> <li>- technological/ economic/innovation impact by influencing the creation and growth of companies, creating of new innovative solutions, direct and indirect jobs and mobilising additional public and private investments)</li> <li>- educational impact by strengthening human capital in research and innovation, enhancing innovative and entrepreneurial skills both at individual and organisational levels.</li> </ul> <p><i>[25 points max]</i> <b>[0-5 points; weighting: 5]</b></p> <p><b>3.2 COMMUNICATIONS</b></p> <p>Quality and relevance of the future KIC’s plans for communications including the contribution to the EIT Community brand identity.</p> <p><i>[5 points max]</i> <b>[0- 5 points; weighting: 1]</b></p>



<p>demonstrated openness to integrate new partners.</p> <p><b>[15 points max]</b></p> <p><b>[0- 5 points; weighting: 3]</b></p> <p><b>1.3 SYNERGIES</b></p> <p>Demonstrated added value and readiness to establish concrete synergies and complementarities, positioning of the future KIC towards other relevant public, private and third sector initiatives at EU, Member State and other levels.</p> <p><b>[10 points max]</b></p> <p><b>[0- 5 points; weighting: 2]</b></p>	<p>generate other type of revenues.</p> <p><b>[15 points max]</b></p> <p><b>[0- 5 points; weighting: 3]</b></p>	<p><b>3.3 DISSEMINATION OF RESULTS</b></p> <p>Quality and relevance of dissemination plans for KIC results, including sharing good practices within, between and beyond the KICs, across EU Member States, regions and institutions to ensure maximum impact.</p> <p><b>[5 points max]</b></p> <p><b>[0- 5 points; weighting: 1]</b></p>
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## 6.7 Hearing with the EIT Governing Board and designation of the EIT KIC

Following the approval of the evaluation results by the EIT Governing Board, the representatives of those proposals reaching the threshold of 70% points at the Panel of Experts evaluation stage will be invited to a hearing of the EIT Governing Board.

At the evaluation stage of the Governing Board Hearing, the overall strategic rationality and consistency of the EIT KIC model presented in the proposal will be assessed. This will be done by evaluating the proposals from a holistic perspective against the three main criteria: Excellence, Quality & Efficiency of Implementation and Impact. In particular, the aspects shown in table 2 are key to the EIT KIC model and will be assessed:

Table 2 – Evaluation criteria for Hearing with the EIT Governing Board

<p><b>EXCELLENCE</b> 10 points max.</p>	<p><b>QUALITY &amp; EFFICIENCY OF IMPLEMENTATION</b> 10 points max.</p>	<p><b>IMPACT</b> 10 points max.</p>
<p><b>TOTAL 30 points</b></p>		
<p>Adaptability and suitability of the EIT KIC model for the proposed strategic approach aiming at excellence by the applicant and</p>	<p>Feasibility and quality of the proposed KIC operational model and its plan towards financial sustainability, taking into account lessons learnt from</p>	<p>Consistency of the applicant’s KIC model, its potential and feasibility to achieve a significant and sustainable systemic impact in line with the EIT’s</p>



<p>potential contribution to the EIT's strategic objectives.</p> <p><b>[0- 5 points; weighting: 2]</b></p>	<p>current KICs. Feasibility and quality of the plan for the management of the interim period.</p> <p><b>[0- 5 points; weighting: 2]</b></p>	<p>overall objectives and EIT Impact Framework.</p> <p><b>[0- 5 points; weighting: 2]</b></p>
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The Governing Board's score will be calculated as the average of the individual scores of the Governing Board members. The sum of the points from the Governing Board Hearing will be added to the points obtained at the technical evaluation stage (Panel of Experts stage).

The proposal receiving the highest number of points out of the maximum of 130 points can be designated by the EIT Governing Board. The EIT GB can designate one applicant and may establish a reserve list with one applicant.

## 6.8 Information for applicants

The applicants are invited to send in any questions they might have on the EIT Call for Proposals until **3 February 2022 via the following functional mailbox: [EIT-KICs-Call-2021@eit.europa.eu](mailto:EIT-KICs-Call-2021@eit.europa.eu)**. Replies will be given until 24 February 2022.

All questions together with their answers will be published on the [EIT Call page](#) on the EIT website. It is therefore strongly recommended that applicants regularly check the above-mentioned website.

With a view to equal treatment, EIT Governing Board members and EIT staff cannot give prior opinion on the admissibility, eligibility, quality or any other relevant element of a specific proposal.

Following the KIC designation by the EIT Governing Board, all applicants will receive written feedback on the evaluation of their proposals. Letters to unsuccessful applicants will state the name of the successful applicant and the grounds on which the decision was taken.

## 6.9 Informing the public about the final result

The EIT will publish the results of the 2021 Call for Proposals on its website.



## 7. Legal and financial provisions

### 7.1 Procedure for complaints and appeal

#### 7.1.1 Evaluation review procedure:

In accordance with Article 30 of the Horizon Europe Regulation, an applicant may request an evaluation review if it considers that the applicable evaluation procedure has not been correctly applied to its proposal.

**Only the procedural aspects of an evaluation may be the subject of a request for an evaluation review. The evaluation of the merits of a proposal shall not be the subject of an evaluation review.** Applicants must base their complaint on the information included in the letter addressed to them stating the grounds on which the decision was taken, possibly with reference to the conditions and criteria laid down in the Call for Proposals.

A request for redress, from the Coordinator and addressed to the EIT Director, may be submitted through the functional mailbox [EIT-KICs-Call-2021@eit.europa.eu](mailto:EIT-KICs-Call-2021@eit.europa.eu) within **30 days** of the date on which the EIT informs the Coordinator of the evaluation results.

To be admissible, a complaint must:

- relate to a specific proposal;
- be received within 30 days after the communication of evaluation results;
- be submitted in writing;
- be submitted by the Coordinator of the original proposal identified as Participant 1 on the proposal application form (Part A).

An **evaluation review committee** shall provide an opinion on the procedural aspects of the evaluation, and shall be chaired by and include staff of the relevant funding body and the Commission who were not involved in the evaluation of the proposals. The evaluation review committee may recommend one of the following:

- a) a re-evaluation of the proposal to be carried out primarily by evaluators who were not involved in the previous evaluation; or
- b) confirmation of the initial evaluation.

An evaluation review shall not delay the selection process for proposals that are not the subject of that review.

On the basis of the Committee's opinion, a decision will be taken by the EIT Director and the Coordinator of the respective consortium will be notified in writing.





### 7.1.2 Lodging a complaint to the European Ombudsman:

Applicants who believe that there was a maladministration regarding the evaluation of their application may lodge a complaint to the European Ombudsman within **two years** of the date on which they became aware of the facts on which the complaint is based:

European Ombudsman

1 avenue du Président Robert Schuman

CS 30403 F-67001 Strasbourg Cedex

France

Tel.: (+33) 3 88 17 23 13 Fax: (+33) 3 88 17 90 62

Website: [www.ombudsman.europa.eu](http://www.ombudsman.europa.eu)

Contact form (for general inquiries): <http://www.ombudsman.europa.eu/shortcuts/contacts.faces>

Complaint form (for launching a complaint):

<http://secure.ombudsman.europa.eu/atyourservice/secured/complaintform.faces>

### 7.1.3 Launching an action for annulment before the General Court of the European Union:

Applicants may lodge an action for annulment against the designation decision. This must be done within two months of receipt of the notification letter (see point 6.8). Any request for redress or any complaint for maladministration will have neither the purpose nor the effect of suspending the time-limit for lodging an action for annulment. The court responsible for hearing actions for annulment is the General Court:

General Court

Rue du Fort Niedergrünewald

L-2925 Luxembourg

Tel.: (352) 4303-1 Fax: (352) 4303 2100

E-mail: [GeneralCourt.Registry@curia.europa.eu](mailto:GeneralCourt.Registry@curia.europa.eu)

URL: <http://curia.europa.eu>

## 7.2 Designation does not result in grant award

The designation of the winning consortium by the EIT Governing Board does not result in the award of a grant.

## 7.3 Start-up grant

The EIT may award a start-up grant of up to **EUR 6 000 000**, indicatively, to the designated partnership to cover activities for legal readiness, operational readiness and fostering EIT identity and other initial KIC activities to support the efficient setting up.



Therefore, shortly after the official notification of the designation decision of the EIT Governing Board, the designated consortium will be **invited to submit a Start-up Plan** within a short time following the designation decision.

The Start-up Plan will be evaluated by the EIT according to the following Horizon Europe award criteria: excellence, quality and efficiency of the implementation, and impact. An EIT panel will be appointed to assess the start-up plan and the start-up grant requested by the KIC. The **start-up grant agreement** may be signed following the award decision of the EIT Director.

The start-up grant may cover the eligible costs of, inter alia, the following activities: establishment of legal structures, including the set-up of the KIC Legal Entity; recruitment and appointment of a CEO and other core staff; coordination and signature of the internal agreements formalising the engagement of partner organisations; setting up key business processes and establish internal policies; preparation of the first KIC Business Plan. In addition, when justified, the EIT start-up grant agreement may also finance some initial higher education, research and innovation, business creation, Cross-KIC and RIS activities that directly contribute to the rolling out of the first KIC Business Plan.

## 7.4 Contractual relations between the EIT and the KICs

### 7.4.1 Start-up grant agreement

As explained under point 7.3 above, further to the award of the start-up grant, the EIT may sign a start-up grant agreement (following the [Horizon Europe Model Grant Agreement](#)) with the designated KIC in order to ensure financial support for the start-up phase.

The start-up grant agreement is a multi-beneficiary grant agreement which will be concluded between the consortium submitting the proposal (represented by the Coordinator) and the EIT. The start-up grant agreement will have the duration until the end of the start-up period (December 2023).

### 7.4.2 Partnership Agreement and Grant Agreement

The long-term cooperation between the EIT and each KIC will be formalised through a seven-year [Partnership Agreement](#), which will be concluded between the KIC (represented by the KIC Legal Entity) and the EIT. This agreement lays down provisions regarding the objectives of the KIC, KIC partnership rules and the internal roles and responsibilities within the KIC, and the most important principles regarding good governance, sound portfolio management, openness and transparency, KIC activities, monitoring and reporting, reviews and evaluations of the KIC. All provisions of the Partnership Agreement must be transposed in the KIC's legal and operational arrangements, including the agreements signed by the KIC Legal Entity with the KIC partners.

The EIT intends to sign the Partnership Agreement with the designated KIC upon the successful completion of milestones during the start-up phase as approved by the EIT Governing Board.



The Partnership Agreement may be extended for an additional seven-year period in accordance with the provisions of the EIT Regulation, subject to a positive assessment and decision by the EIT Governing Board.

Within this framework, the EIT may award grants to a KIC formalised through annual or multiannual (i.e. up to three years) Grant Agreements (GA) which follow the [Horizon Europe Model Grant Agreement](#). The EIT will make the funding allocation decisions, following the funding allocation principles adopted by the EIT Governing Board. Grants may be awarded separately in particular for Cross-KIC activities and shared services, RIS activities, and the Higher Education Initiative action.

The model Partnership Agreement and the Horizon Europe Model Grant Agreement are annexed to the Call.

## 7.5 Financial provisions

In accordance with the EIT Strategic Innovation Agenda 2021-2027, from the total grant budget foreseen for the period of 2021-2027:

- (a) at least 10 % and a maximum of 15 % shall be dedicated to the RIS;
- (b) a maximum of 7 % shall be dedicated to Cross-KIC activities, including support for KICs for which the partnership agreement is expired or terminated;
- (c) a maximum of 3 % shall be dedicated to a pilot higher education initiative of three years.

**Maximum funding rate:** as mentioned in Section 2.2.10 above, the EIT financial contribution to the KICs may cover up to 100 % of the total eligible costs of KIC added-value activities in the initial stages of a KIC's life cycle. Such a contribution shall gradually decrease over time in accordance with the funding rates set in the SIA.

The financing modalities are defined in accordance with the [EIT Principles for financing, monitoring and evaluating KIC activities](#) and the [EU Financial Regulation](#).

The **form of grant**, the **reimbursement rate** and the **types of costs**, including the **eligible costs** are indicated in Articles 5-6 of the [Horizon Europe Model Grant Agreement](#).

## 7.6 Publicity

By the KIC:

In accordance with Article 8 of the Partnership Agreement and Article 17 of the Horizon Europe Model Grant Agreement, the KIC must promote its activities and results, and must acknowledge the European Union's contribution in all publications or in conjunction with activities for which the grant is used. In this respect, the KIC is required to give prominence to the name and emblem of the EIT on all their publications, posters, programmes and other products realised in line with the EIT



Community Brand Book. If this requirement is not fully complied with, the grant may be reduced in accordance with the provisions of the Grant Agreement.

By the EIT:

Annual ex-post publication: All information relating to grants awarded in the course of a financial year shall be published on the internet site of the EIT no later than 30 June of the year following the financial year in which the grants were awarded. The EIT will publish the name of the KIC, the subject of the grant, the amount awarded as well as a list of KIC Partners and their locality.

## 7.7 Gender equality and ethical principles

Gender equality and ethical principles shall be complied with in accordance with the provisions laid down in the Horizon Europe rules (see Annex 5 of the Horizon Europe Model Grant Agreement).

## 7.8 Data protection

The reply to any call for proposals involves the recording and processing of personal data (such as name, address and CV). Such data will be processed pursuant to Regulation (EU) 2018/1725<sup>14</sup> of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC. Unless indicated otherwise, any personal data will be processed solely for evaluation purposes under the call for proposals the EIT acting as data controller. Details concerning the processing of your personal data are available in the privacy statement at: <https://eit.europa.eu/who-we-are/legal-framework/data-protection>.

If you would like to exercise your rights under Regulation (EU) 2018/1725, or if you have comments, questions or concerns, or if you would like to submit a complaint regarding the collection and use of your personal data, you can contact the data controller at [EIT-KICs-Call-2021@eit.europa.eu](mailto:EIT-KICs-Call-2021@eit.europa.eu) by explicitly specifying your request. The tenderer's personal data may be registered in the Early Detection and Exclusion System (EDES) if the applicant is in one of the situations mentioned in Article 136 FR. For more information, see the privacy statement on [http://ec.europa.eu/budget/explained/management/protecting/protect\\_en.cfm](http://ec.europa.eu/budget/explained/management/protecting/protect_en.cfm) ).

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<sup>14</sup> OJ L 295, 21.11.2018, p. 39



## ANNEXES

### Documents for information

- a. [SIA fact sheet on cultural and creative sectors and industries](#)
- b. [Model Partnership Agreement](#)
- c. [Horizon Europe Model Grant Agreement](#)
- d. [EIT Governing Board Decision on EIT KPIs \(2021-2027\)](#) and [EIT Simplified Impact Framework](#)
- e. [RIS Implementation Framework \(2022-2027\)](#)
- f. [EIT Principles for financing, monitoring and evaluating KIC activities](#)
- g. [Privacy statement](#)
- h. [EIT Innovation Model](#)
- i. [EIT Brand Book](#)