EIT Digital 2021

Join us in boosting entrepreneurship and education for a strong digital Europe

Contents

1 Executive Summary

On March 5, 2020, EIT Digital launches the construction of the 'EIT Digital 2021' activities and accepts submissions until May 7, 2020. EIT Digital 2021 is aimed at **entrepreneurial minds planning to launch a digital tech startup or product (Innovation Factory), or to deliver entrepreneurial digital tech education programmes (Entrepreneurial Academy)**. The selection will be finalised by the end of June 2020. Activities are typically expected to start on January 1, 2021.

The EIT Digital work programme 2021 is guided by the EIT Digital Strategic Innovation Agenda 2020-2022, which identifies the five focus areas of our strategy: **Digital Tech, Digital Industry, Digital Cities, Digital Wellbeing and Digital Finance**. We consider these to be the key strategic areas to work on for a strong digital Europe.

EIT Digital will co-invest in selected proposals to create value for a strong digital Europe. The activities are typically executed in and around the EIT Digital Co-Location Centres (CLCs) for community building.

1.1 Strategic areas

The EIT Digital Strategic Innovation Agenda 2020-2022 (SIA) identifies our five strategic areas. It is highly recommended to read about these areas in the SIA. An overview is available on **page 15 of the SIA**. More details on each area:

- **Digital Tech** - secure IoT, data sovereignty and Artificial Intelligence based solutions: page 16
- **Digital Cities** - "city as a data platform" based solutions for sustainable cities: page 17
- **Digital Industry** - data platform-based sustainable digital industry solutions: page 18
- **Digital Wellbeing** - solutions for quality of life improvement through sensing and data analysis: page 19
- **Digital Finance** - sovereign embedded payment solutions in digital finance: page 20

1.2 The EIT Digital Innovation Factory

The EIT Digital Innovation Factory supports pan-European entrepreneurial teams to launch new startups and new products. **With our pre-incubation support, selected activities will be embedded in our European ecosystem and receive a financial co-investment to package their technology, sign up customers and attract investors.**

New startups or new products created by pan-European teams from education, research and business **organisations** are a focus for EIT Digital.

In EIT Digital 2021, our ambition is to build a strong innovation activity portfolio of **70% of startup-creating activities, and 30% of product-launching activities.**

Market or societal **impact** on the one hand, and contribution to the financial **sustainability** of EIT Digital on the other hand, are the two main dimensions of the EIT Digital Innovation Factory 2021.

We support entrepreneurial teams that are creating tangible **impact.** Proposals should address a specific business pain in any of our **five Strategic areas** (section 1.1), build a specific plan leveraging a technology solution and presenting a clear go-to-market route by launching a startup or a product.

Selected activities will receive a co-investment from EIT Digital, with a return on investment expectation. Proposals are therefore requested to contribute to the financial **sustainability** of EIT Digital either through equity (for startup creation) or financial return mechanism (for product launch).

Pan European innovation teams of two to five complementary organisations with a joint innovation plan are recommended.

In 2021, through agile, intensive pan European collaboration supported by EIT Digital, your team will create a startup or package a product as the result of your innovation activity. Successful activities will have immediate customer and investor traction.

1.3 The EIT Digital Entrepreneurial Academy

Entrepreneurial education is a cornerstone in creating a Europe where industry and key public sectors are populated, on all levels, with knowledgeable, innovative and entrepreneurial people - people that in their personal capacity drive the innovation economy and create open and effective public organisations.

The **EIT Digital Entrepreneurial Academy** provides support for development and deployment of programmes and courses with business development-oriented components. The education paradigm is that learning must emulate the speed of business to meet disruptive technology and business model changes. Changing the scenario to integrate the learning of rapidly evolving technology with generic/transversal skills, and where continuous lifelong learning is an integrated part of work, is the only way to handle the needed speed. EIT Digital does this by:

- EIT Labelled **Master and Doctoral** educational programmes breeding engineers and researchers with an entrepreneurial mindset
- EIT Digital Certified **Professional Education** at the technology and innovation front
- EIT Digital **Summer School** based on business development-oriented education through real case studies

EIT Digital adopts a Blended Education approach where students develop cutting edge digital knowledge merged with innovation and entrepreneurship skills. Under EIT Digital 2021, we seek for Activity proposals for our Master School, Professional School and Summer School.

In response to the EIT requirement to become sustainable, EIT Digital is developing and deploying its sustainability approach, which includes financial return on investment of its activities. **Partners are invited to co-invest with us and benefit from the impact of improved Education contributing to the digital transformation of Europe and creation of a European talent pool and a digitally-skilled workforce**.

1.4 No innovation without education

Connecting innovation and education is fundamental in EIT Digital.

Get a **strong competitive advantage by integrating Innovation and Education Activities** in your proposal.

Have a proposal for the Digital Innovation Factory? Get access to the entrepreneurial talents of our Academy by offering internship positions to our students in your Innovation Activity. Benefit from the entrepreneurial skills of our graduates by involving them in your team.

Have a proposal for the Digital Entrepreneurial Academy? Include real business challenges from our Innovation Activities in your Summer School proposal. Develop a professional learning programme aligned

with our Strategic Areas to help companies and organisations to acquire the right leadership capacity, workforce skills, and corporate culture needed for the digital transformation.

1.5   How to participate

EIT Digital is a partnership organisation. This implies that proposers are expected to be or become Partner of EIT Digital. Organisations that are not yet a Partner are expected to submit their application for partnership latest at the moment of submission of the proposal.

Recommendation to Partners, especially to new Partners, is to be in contact with EIT Digital before submission in order to ensure full understanding of the requirements.

More information including details on how to submit your activity plan are available at www.EITDigital.eu/EITDigital2021.

1.6   Transition from Horizon 2020 to Horizon Europe and Brexit

Transition from Horizon 2020 to Horizon Europe

The EIT Digital Business Plan 2021 will be executed under the new Horizon Europe Framework Programme that will run from 2021 till 2027. The transition from the legal framework underpinning Horizon 2020 to the legal framework underpinning Horizon Europe is still under discussion and is expected to be finalized in the course of this year. This transition may have implications for the requirements on the final EIT Digital Business Plan 2021 Activities. These implications will be made available to proposers through the EIT Digital 2021 Intranet page as soon as they are communicated by the European Commission. While proposers can take the current legal framework underpinning Horizon 2020 as a starting point, they should be aware of the transition and its possible implications. Be informed that the EIT Grant Agreements will be derived from the overall Horizon Europe Model Grant Agreement. Once again, proposers will be informed as soon as further information becomes available.

Brexit

The Withdrawal Agreement between the EU and the UK entered into force on February 1, 2020. Such Withdrawal Agreement provides for a transition period until December 31, 2020. Therefore, for 2020, the UK contributes to and participates in the implementation of the Union budgets, which means that UK entities remain eligible for grants and procurement procedures as if the UK was a Member State (Article 137 of the Withdrawal Agreement). For the UK's participation in the current Multiannual Financial Frameworks (MFFs), such as "Horizon 2020", applicable European Union law, including the rules on financial corrections and on clearance of accounts, shall continue to apply to the UK after 31 December 2020 until the closure of those programmes and activities (Article 138 of the Withdrawal Agreement).

However, as of March 2020, the long-term relationship between the EU and the UK remains subject of negotiations yet to come. If no agreement is reached by the end of the transition period, and the transition period is not extended, a no-deal Brexit would be the default outcome in 2021. Therefore, it is currently not predictable whether the EU's future relationship with the UK will be the same as with other Associated Countries.

If the UK will be an Associated Country under Horizon Europe, the eligibility of UK Partners will continue after December 31, 2020. If the UK will not be an Associated Country under Horizon Europe, in principle, all UK entities will be ineligible for EU funding and the participation of UK entities will have to follow the

Horizon Europe Regulation for the participation of entities from third countries. In this case, the EIT will have to develop strict criteria based on the European Commission guidelines.

For the above-mentioned reasons, UK Partners can apply to EIT Digital 2021, but their eligibility will need to be further assessed and verified in the course of 2020, after the transition process to a stable relationship between the EU and the UK will be complete.

2 EIT Digital Innovation Factory

The EIT Digital Innovation Factory supports pan-European entrepreneurial teams to launch new startups and/or new products. With our pre-incubation support, you will be embedded in our European ecosystem and receive a financial co-investment to package your technology, sign up customers and attract investors.

New startups or new products created by pan-European teams from education, research and business **organisations** are a focus for EIT Digital. In EIT Digital 2021, our ambition is to build a strong innovation activity portfolio of **70% of startup-creating activities, and 30% of product-launching activities.**

More specifically, an innovation activity proposal needs to be submitted to a **specific strategic area** (section 1.1) by a team of typically 2 to 5 complementary organisations. It should be an agile, entrepreneurial, project that belongs to one of two distinct types:

- It intends to create a startup
- It intends to launch a "Minimum Viable Product" (MVP)

Activity proposals will be evaluated with respect to (i) their market or societal **impact** and (ii) their contribution to the **financial sustainability** of EIT Digital. Note that proposals with very low impact or very low sustainability stand a very slim chance of being selected. The review mechanism of the proposals is detailed in Annex B.2.

2.1 Impact

In the EIT Digital Innovation Factory, startup creation Activity proposals will be highly appreciated. The commitment and credibility of the founding team from the perspective of a potential investor will be elements that will strengthen the proposal. In addition, the commitment of a set of Partners (founding Partners) on becoming shareholders of the new venture will further strengthen the proposal. Spinoff creation from universities, research & technology organisations, or established companies, is a focus for EIT Digital.

If you are an existing entity launching an MVP, the involvement of a clearly identified business line that will lead the Activity is an element that will strengthen the proposal.

In either case, you must "begin with the end in mind" and pinpoint the specific "business pain" that you are trying to solve. That could be an explicit, unmet need (e.g. voiced by customers) or an implicit, latent need (that you have identified). You need to describe how you package mature research results and adequate technologies to address that particular need in an impactful manner, and how your solution will concretely benefit the users. The inclusion of a customer or early adopter explicitly engaged in the Activity will strengthen the proposal.

A key Partner is the Business Champion. It is an organisation that designs/packages the product ("product owner") and brings it to the market. The Business Champion needs to commit to the go-to-market in the proposal, based on breakthrough technologies and validated research results provided by the technology provider and in relation to a launching customer. Examples of credible Business Champions include: for startup creation activities, the startup that will be created as an outcome of the Activity; for product launch activities, the business line of a corporation leading the Activity (in this case, it is recommended that the Lead Partner is the Business Champion).

For agility, we recommend a limited group of Partners per Activity (two to five Partners); each Partner should identify and propose engaged and entrepreneurial team members (including a strong Activity Leader preferably from the Business Champion). The suggested line-up of Partner teams should run like a venture, and as a guideline, it should look as follows:

Technology Provider	Business Champion	Customers
Partner 3 - Supply Specific technology that will be packaged in the product.	Partner 1 – Innovation Vehicle Product owner, go-to-market.	Partner 2 - Demand Customer actually involved in the Activity.

From a timeline perspective, the first half of the year 2021 should be dedicated to technology and product packaging (minimal viable product is ready, startup is incorporated). The second half of the year 2021 should be focused on go-to-market, customer deployment, and investor engagement.

Additional elements that will strengthen the proposal are:

- **No innovation without education**:
  - Activities are encouraged to offer 3 to 6 months internships to EIT Digital Master School **students** during the course of the Activities. Activities need to express their interest in the submission system at proposal stage and to plan the adequate budget in the submission system.
  - In addition, selected Activities may also engage a Post-Master Professional, hired by EIT Digital and working at the EIT Digital CLCs, to work on technology and/or business model. Activities can express their willingness to engage a Post-Master professional in the submission system.
- **Respect of the guidelines and recommendations** provided in this document.

Please refer to Annex A and Annex B.2 to understand the review mechanism.

2.2 Sustainability

In the context of the EIT Digital sustainability strategy, Innovation Activities are requested to contribute to the financial sustainability of EIT Digital either through equity (for startup creation) or financial return mechanism (for product launch). In case the Activity does not deliver on its sustainability commitments due to Partners being substantially in default, EIT Digital reserves the right to adjust the final balance payment.

For the Activity type "**startup creation**", EIT Digital expects to receive an equity share in consideration of the grant received by the Activity.

First, the startup (with limited liability) will need to be incorporated by at least one of the Innovation Activity Partners ("founding Partner(s)"), who will initially own 100% of the shares.

Then, the founding Partner(s) will sign a Share Transfer Agreement with EIT Digital, aligned with the Innovation Activity commitments on EIT Digital equity level.

As a guideline, the level of (existing) ordinary shares expected to be transferred by the founding Partner(s) to EIT Digital is the following:

- EIT Digital's equity share is determined by the EIT financial contribution as a percentage of the total budget of the Activity. In other words, EIT Digital equity percentage = 0.5 x EIT financial contribution / KAVA.
  Example: EIT Digital receives a 30% equity in a startup resulting from an Innovation Activity with 60% EIT financial contribution and 40% co-funding.

In addition:

- It is recommended that a substantial amount of equity in the startup is allocated to the management team of the startup.
- Innovation Activity Partners need to provide adequate "Freedom to Operate" to the startup for the commercialisation of the results of the Innovation Activity – as an example, IP licensing for background knowledge in exchange for equity in the startup, fair agreement for activity results transferred to the startup.

For the Activity type "**product launch**", EIT Digital expects to receive a financial return up until five years after the completion of the Activity (i.e. by end of 2026). In the Activity proposals, Activity Partners commit to an annual return based on the projected revenue of the Activity. This will be an important factor in the evaluation process, and it is strongly recommended that this amount is forecast realistically.

It should be noted that the sustainability mechanism depicted in the proposal should not assume any additional support to be provided by EIT Digital (e.g. sales support, additional co-investment etc.).

Sustainability commitments of the Activity proposals accepted in the EIT Digital Business Plan will be included in the Internal Agreement Grant (IAG) formalised between each Partner and EIT Digital at the beginning of the year.

Please refer to Annex A and Annex B.2 to understand the review mechanism.

2.3   Additional information

Process

The detailed process including requirements, criteria and evaluation methodology for Innovation Activity Proposals is detailed in Annex A and Annex B.

Proposals involving Cross-KIC Collaboration

Proposals involving cross-KIC collaboration are welcome. The proposals should be submitted as sub-projects to the respective KICs and will be evaluated by those KICs. The proposals should demonstrate the

need for multidisciplinary collaboration and should contain at least one Partner from each KIC, including at least one business Partner. Partners should request EIT financial support from the KIC in which they are a Partner (in case they are Partner in multiple KICs, they should only ask EIT financial support from one KIC). Activity proposals that fall into this category need to indicate this in their proposals via the box that is provided for this purpose.

Early Bird Activity start in 2020

To facilitate an agile execution of the entrepreneurial projects that want to start already in 2020, EIT Digital offers the opportunity to apply for the Early Bird support. Innovation Activities that want to apply for this support, must indicate it in their submission for 2021 in the "Innovation Activity Specifics" tab. Here, the proposal authors should also indicate how they intend to split the budget between 2020 and 2021 EIT Digital Business Plans. If the Early Bird proposal is accepted, then the additional 2020 Activity will be included in the Business Plan 2020 amendment that EIT Digital will submit in September 2020.

Please note that only proposals ranked A or B are potentially eligible for Early Bird support (see Annex A for details on the placement mechanism).

3 EIT Digital Entrepreneurial Academy

3.1 Schools

Education in EIT Digital is organised into four Schools, Master School, Industrial Doctoral School, Professional School and Summer School, which together form the EIT Digital Entrepreneurial Academy. However, the Doctoral School is not part of EIT Digital 2021. A common thread of online education runs across all schools, although it is prevalent in the Master School and Professional School. Notably, Innovation and Entrepreneurship (I&E) Education is developed and delivered across the schools. EIT Digital seeks to use this as an opportunity to bring greater innovation into the education that it delivers, ensuring enhanced alignment with the changing business and technology practices brought about by the digital transformation.

For more information about the EIT Digital Academy please refer to the EIT Digital Strategic Innovation Agenda 2020-2022 page 26.

Master School

The EIT Digital Master School educates digital engineers with advanced knowledge in key digital technology areas, combined with Innovation and Entrepreneurship skills that lead to a unique digital transformation set of competencies for students. The goal is to establish a globally recognised digital Master education brand.

The two-year Master School programme portfolio comprises nine key digital topics answering to the digital competencies needed in the future.

Proposals for improving I&E Education and Blended Masters should also be presented under the Master School section.

Professional School

The EIT Digital Professional School teaches new digital competencies to European professionals using blended online and face to face learning. The new digital competencies learned in the context of the global digital transformation we are living in, create the personal platform that the European professionals need for a career change or a career promotion. The blended format allows for parallel work and study. The EIT Digital Professional School will focus on developing and deploying a portfolio of courses that address the identified needs of European professionals.

Summer School

The EIT Digital Summer School organises a two-week programme which combines state-of-the-art excellence in key digital technologies as well as societal and industrial applications with an expertise in Innovation and Entrepreneurship (I&E). The Summer Schools are open for students of the EIT Digital Master School, PhD students and other students and young professionals who want to deep dive in emerging technologies and learn how to create new businesses using these technologies.

3.2   Education Activity Proposals

3.2.1   Mindset

To complement its existing entrepreneurial education in the Master, Professional and Summer School, EIT Digital seeks Activity Proposals of the following kind:

EIT Digital Master School

EIT labelled Master programmes

EIT Digital is seeking **proposals for joining existing Master programmes**

The proposals for new entries/exits will be reviewed in terms of how well they integrate with the existing education offering of the EIT Digital Master School. Evaluation criteria will include, but will not be limited to course content, location, potentials to attract students, opportunities for internships and characteristics of the local ecosystem. Proposals for new entries should have the potential to enrol at least 15 students in the first year of operation, with a possible yearly increase. Proposals for new exits should have the potential to enrol at least 10 students in the first year of operation, with a possible yearly increase. The proposal must outline specification plans to meet those recruitment targets.

The EIT Digital Master School welcomes applications from new Partner universities to join the Network. We are keen to work with new Partners who can add value to our existing activities, benefit from our comprehensive Partner network, and help us achieving greater impact. Proposals from underserved or underrepresented geographical areas are particularly welcome.

It is noteworthy to highlight the key role of the Innovation and Entrepreneurship (I&E) minor in EIT-labelled Master programmes. When offering a programme of the EIT Digital Master School, Partner universities commit to offer an integrated I&E Minor in accordance with the current EIT Digital I&E Education specifications and implementation guidelines and EIT Digital University Cooperation Agreement (for additional information, please refer to the EIT Digital 2021 Intranet page).

The following support is available to EIT Digital Partner institutions:

- Access to EIT Digital pedagogical assets (courses implementation guidelines, online contents, etc.)
- Access to the EIT Digital I&E teacher's community of practice, for practices sharing, continued improvement, joint development of educational assets, collaborative innovation in I&E Education
- Access to deep pedagogical cooperation with the other universities (which the 'I&E Education community of practice' is all about), so as to develop their own educational assets
- Engagement with EIT Digital industry Partners through the Summer Schools and the other Master School challenge-based courses (like the 2nd year I&E Study course)

Blended Masters

In EIT Digital 2021, EIT Digital seeks proposals from Partner Universities on the production of Blended Masters based on Campus Master programmes. EIT Digital will provide production support through its online support team, where learning design and media production competencies are available. Also support for interfacing with Coursera is available.

For Business Plan 2021, EIT Digital seeks proposals for Coursera specialisations (3-4 MOOCs plus a capstone, equivalent to 5 ECTS) that are aligned with one of the following requirements:

- One specialisation (equivalent to 5 ECTS) that can be used by the Entry Universities in the Embedded Systems programme to award 5 ECTS to the students who complete it
- Two specialisations (equivalent to 10 ECTS) that can be used by the Entry University in the Data Science programme to award 10 ECTS to the students who complete it
- Two specialisations (equivalents to 10 ECTS) that can be used by the Entry Universities in the Cyber Security programme to award 5+5 = 10 ECTS to the students who complete it

In addition, the following requirements apply:

- Detailed financial sustainability mechanisms and income forecasts
- Proposals for specialisations that include digital credentials and are designed in a way that makes them an attractive standalone certification for working professionals are particularly welcome

Innovation and Entrepreneurship (I&E) Education

EIT Digital seeks proposals from Partner Universities aiming at further developing its blended and distributed I&E Education throughout the EIT Digital Academy:

- Blended I&E Education: **further improving the EIT Digital I&E courses** offered across the EIT Digital network of universities, by:

  1. Producing and/or remixing necessary online I&E contents – and harmonising their use in EIT Digital courses – to strengthen the EIT Digital differentiation and signature in entrepreneurial education. Topics should contribute to enhancing current EIT Digital School(s) coverage in following areas: technology-based innovation and entrepreneurship, digital transformation, soft skills and entrepreneurial skills assessment.

  2. And/or deploying tools (LMS services, online contents packages, etc.) to increase the quality, scalability (in number of students, number of universities) and efficiency of the blending models and pedagogical methods used in target EIT Digital I&E courses.

3. And/or adapting EIT Digital courses and online I&E contents to new types of participants (professionals, …) and formats fitting the EIT Digital Schools.

- **Distributed I&E Education**: Offering a wide and differentiated EIT Digital pan-European I&E Education experience to EIT Digital students, leveraging the EIT Digital network of universities and online I&E contents, by:

  1. Deploying suitable and scalable settings to engage students in distributed online cross-universities collaborations.

  2. And/or deploying advanced I&E courses accessible online/remotely to students from all partner universities, towards virtual mobility, using EIT Digital online I&E contents, aligned with EIT Digital Focus areas and Master School programs.

EIT Digital Professional School

The EIT Digital Professional School provides courses in collaboration with Partners who commit into a 3-year collaboration with EIT Digital Professional School. During the first year, the course is developed and deployed for the first time. During the next two years, the course is deployed several times (at least 4 times). The revenues generated are shared by EIT Digital and the involved Partners.

Professional School blended courses combine online (eLearning and/or mobileLearning) with face to face classes. EIT Digital uses a format where online modules are offered before the face to face seminar. The online modules typically correspond up to 5 ECTS, and the face to face seminars are 1-5 days. The Blueprint of the EIT Digital Professional School includes 3 online modules, each will be available online for one week before the face to face classes, total 3 weeks. The online modules and face to face classes should reflect real business development experiences, digital transformation applications and technology aimed at business cases. Innovation and Entrepreneurship (I&E) is one characteristic subject in the Professional School courses.

The Professional School course production should be characterised by customer driven co-development, participation and sharing. Customer driven co-development of the courses may include the potential customer companies in the development of the courses. Participation includes the participation of the co-development companies in the actual courses, i.e. the companies send paying participants to the course. Sharing means sharing of knowledge and benefits. The developed content must be available to all course participants when it is ready for delivery. The course revenues will be shared between EIT Digital Professional School and the course provider.

Proposals that add value to the current course portfolio offering are particularly welcome. Different ways to add value include, but are not limited to:

- addressing topics that attract large numbers of participants, as demonstrated by e.g. Letters of Interest of potential customer companies
- addressing topics that complement existing courses towards a holistic approach to digital transformation
- addressing topics that are strongly aligned with Europe´s strategic goals in digital transformation

The Professional School topics cover case areas that are aligned with the EIT Digital Strategic areas described in Section 1.1, referring to areas where the innovation and digital transformation potential is high.

When making a proposal for a Professional School course, Partners commit to complying with the then current EIT Digital Professional Schools implementation guidelines. The target is to have several editions of the course during the 3-year period which include half a year of development and at least one deployment of the course, followed by two years of deployment of the course with at least two editions per year. The Partner is responsible for any necessary upgrading of the content.

EIT Digital Summer School

The EIT Digital Summer School is continuously increasing the total number of participating students with the ambition of further growing in the coming years.

The Summer Schools are open to EIT Digital Master School students and external participants, i.e. students from non-partner and partner universities and professionals from non-partner and partner companies/organisations. Local Summer School organisers are encouraged to be active in engaging non-EIT Digital students and industry professionals to join the Summer Schools.

One of the main targets is to increase local impact through stronger local engagement; to this end, local companies and universities are invited to collaborate with the local Summer School organisers. There may be several Summer Schools running in parallel in one location.

EIT Digital Summer Schools are seeking proposals for continuing with the existing summer school format. Proposals that add value to the current EIT Digital Summer Schools offering are particularly welcome. Different ways to add value include, but are not limited to:

- offering topics and locations with the potential to attract large number of participants
- offering topics that complement the existing programmes towards a holistic approach to digital transformation
- offering topics that are strongly aligned with Europe´s strategic goals in digital transformation.

It is noteworthy to highlight the key role of the Innovation and Entrepreneurship (I&E) Education in the Summer Schools. The following support is available to EIT Digital partner institutions:

- access to EIT Digital pedagogical assets (implementation guidelines, online contents, etc.)
- access to the EIT Digital I&E teachers' community of practice, for practices sharing, continuous improvement, joint development of education assets, collaborative innovation in I&E Education
- engagement in pedagogical cooperation with the other universities, becoming a member of the I&E Education community of practice to develop joint and own education assets and methods
- engagement with EIT Digital industry partners through the Summer Schools activities.

The Summer Schools' topics cover business case areas that are aligned with the EIT Digital focus areas, referring to areas where the innovation and digital transformation potential is high. Professional business coaches lead the summer school teams to create new business models and cases.

When making a proposal for a Summer School, partners commit to comply with the organisational guidelines and offer I&E Education in accordance with the then current EIT Digital Summer Schools I&E Education implementation guidelines.

3.2.2 Process

The detailed process including requirements, criteria and evaluation methodology for Education Activity Proposals is described in Annex A and Annex C.

3.2.3 Sustainability

EIT Digital is focusing its activities towards achievement of its financial sustainability. The EIT Digital Academy, as part of EIT Digital, also seeks to achieve this goal.

For **Master School programmes**, the number of enrolled students is relevant as well as the income generated through certificates and tuition fees.

Professional School course proposers are required to commit to sharing course revenues over a period of three years. EIT Digital co-finances course development and marketing, while partners do provide content and teachers for the online and face to face classes. Professional School courses proposals shall contain:

- Three-year commitment for exploitation of the courses
- High level exploitation plan and projected revenue for the 3 years
- At least one edition in 2021
- Minimum of 5 editions during the 3 years
- Minimum of 15 paying participants per edition
- Cost and revenue sharing model for exploitation.

During the execution phase of the Professional School courses, a full description of the exploitation details will be included as a deliverable to be delivered by the end of February 2021, aligned with the EIT Digital 2021 proposal commitments; this deliverable shall include detailed cost and revenue sharing distribution and specific details concerning each individual partner (operational and administrative details).

For **Summer School**, the potential number of external participants is an important point for decision on the proposals. The participation of external paying students constitutes a key element for the sustainability of the summer school.

Please note that sustainability commitments of the Activity proposals accepted in the EIT Digital Business Plan 2021 will be included in the Internal Agreement Grant (IAG) formalised between each Partner and EIT Digital at the beginning of the year.

Annex A.   Process Summary

A.1. Proposal Preparation

All Activity proposals (for new Activities as well as for the continuation of currently running Activities) need to be prepared and submitted via the EIT Digital 2021 submission system that can be reached via the EIT Digital 2021 Intranet page. It is the responsibility of each Activity/Task Leader to obtain full commitment from all Partner organisations participating in the Activity/Task (including his/her own) prior to submitting the proposal. All Activity proposals for 2021 need to be formally submitted (via the submit button in the EIT Digital 2021 submission system) prior to the submission deadline.

For each submitted proposal, a feedback tab is made available in the submission system. This feedback tab will contain the feedback to the proposal authors after the final selection. It will also contain the allocated budget and the required modifications to the submission, to be completed by July 15, 2020.

A.2. Submission and review process

EIT Digital works with annual cycles in calendar years. EIT Digital 2021 is the construction of our work programme for the year 2021.

Selected activities will be part of the draft EIT Digital Business Plan 2021 (BP2021) submitted to the EIT in mid-September 2020. Depending on the EIT Digital final budget allocated by the EIT in November-December 2020, the final BP2021 may not contain all of the selected activities.
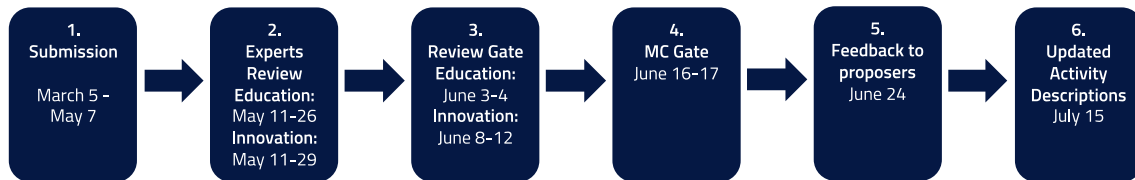
The communication that will be made to applicants in terms of A, B, C, and X placement on or around June 24, 2020 has the following meaning:

- A. Almost certainly included in final Business Plan 2021
- B. Likely to be included in final Business Plan 2021
- C. Low likelihood to be included in final Business Plan 2021
- X. Not included in final Business Plan 2021

There are six main steps in the process between the Activity proposal submission and the MC Gate (see timeline below):
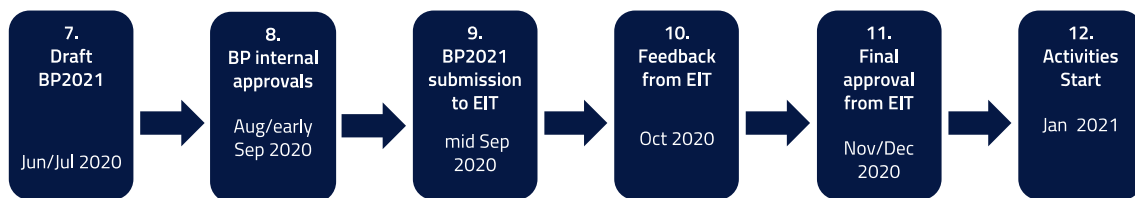
1. **Submission**: Applicants submit their complete Activity proposals, taking into account the guidelines provided in this document. **Deadline: May 7, 2020 at 6pm CEST. This is a hard deadline and no extension will be granted.** Submitted Activity proposals (in line with the submission guidelines) will be reviewed according to the selection criteria described in the Annex B.2 for Innovation Activities and Annex 1.C.2. for Education Activities and following the gated evaluation process described in steps 2-5 below.

2. **Experts Review** (first gate): Submitted proposals are assessed by independent experts. Each expert individually evaluates each proposal's potential based on the selection criteria described in Annex B.2 (for Innovation Activities) and Annex 1.C.2 (for Education Activities). Each reviewer also provides free text comments to each Activity Proposal to explain their assessment, provide recommendations to the Review Gate, or provide feedback to applicants.

3. **Review Gate** (second gate): Experts come together and discuss each proposal based on their own individual assessments. They also take into account requirements and guidelines of this document. The goal is to reach a consensus evaluation of each proposal that integrates and supersedes individual assessments.

4. **MC Gate** (third gate): The Management Committee (MC) of EIT Digital analyses the Review Gate outcomes and recommendations in order to build a strong strategic portfolio for BP2021. The outcome is the final ABCX placement for each proposal, as well as possible budget changes or changes in the Activity descriptions.

5. Applicants will find the **feedback** to their proposals in terms of ABCX, including any additional change request, in the feedback tab of the submission system **on or around June 24, 2020**. Note that for proposals involving organisations that are applying for EIT Digital partnership, proposal acceptance is pending EIT Digital Supervisory Board's approval of the partnership application.

6. **Between June 24 and July 15, 2020, authors of proposals placed A, B and C will need to implement the required modifications** as stated in the feedback tab of the submission system. These may

include adjustment to the content of the Activity (output, KPIs, descriptions, etc.) as well as budget changes (EIT financial support, co-funding, KCA). Activity Leaders will need to liaise with their teams to prepare the final Activity configuration and correct the financials in the submission system by July 15, 2020. If the change is not effective by the end of July 15, 2020, then the financials will be linearly adjusted for all Activity Partners in order to meet the target values.

1. Submission March 5 – May 7	2. Experts Review Education: May 11–26 Innovation: May 11–29	3. Review Gate Education: June 3–4 Innovation: June 8–12	4. MC Gate June 16–17	5. Feedback to proposers June 24	6. Updated Activity Descriptions July 15

After the MC Gate, the EIT Digital Business Plan 2021 preparation starts. The picture below shows the main steps that will lead to the final submission of the Business Plan 2021 to the EIT:

7. EIT Digital prepares **the draft EIT Digital Business Plan 2021** (BP2021) which includes A, B and C ranked proposals.
8. The draft BP2021 goes through **internal approvals by the EIT Digital governance bodies**: Management Committee (MC), Supervisory Board (SB) and General Assembly (GA).
9. EIT Digital submits the **draft BP2021 to the EIT** for review.
10. EIT Digital receives **feedback from the EIT** on the draft BP2021. The Activity Leader may be required to implement necessary changes within the proposal on request from the EIT.
11. Final decision on Activities included in the **final BP2021**. Note that the final BP2021 may not contain all of the selected activities included in the draft BP2021. This is subject to the EIT Digital final budget allocated by the EIT in **November-December 2020**.
12. **Activities are expected to start on January 1, 2021**.

7. Draft BP2021 Jun/Jul 2020	8. BP internal approvals Aug/early Sep 2020	9. BP2021 submission to EIT mid Sep 2020	10. Feedback from EIT Oct 2020	11. Final approval from EIT Nov/Dec 2020	12. Activities Start Jan 2021

A.3. Complaint procedure

EIT Digital will, in good faith, resolve possible complaints regarding the outcomes of the process described in this document in a transparent and timely manner. A complaint should be placed by the proposers to the attention of the relevant Node Director. The complaint needs to be substantiated by factual underpinning of the alleged mistakes in the feedback provided by EIT Digital.

In order to respect the tight timeline described in Annex A.2, the following will apply:

- Publication of the results: on or around June 24, 2020
- Proposers should bring the complaint to the attention of the relevant Node Director within 5 business days from the publication of the results (i.e. by July 1, 2020)

- The Node Director examines the complaint and, if appropriate, puts it on the agenda of the next EIT Digital Management Committee Meeting (July 3, 2020)
- The EIT Digital Management Committee will examine the complaint in its meeting of July 3, 2020 and will take a final decision

Annex B.   Guidelines for the EIT Digital Innovation Factory

B.1. Submission Guidelines

Each Innovation Activity proposal submission is expected to include the following key elements:

1. Communication

   - Simple video with elevator pitch included in submission system (max 90 seconds).
   - Commitment to cooperate with EIT Digital on communications about the outcomes and results of the Activity.

2. Freedom to Operate

   - Commitment to facilitate go-to-market, including establishment of IP licensing agreement (delivered before the end of Q2 of the Activity execution year) to allow Business Champion (or created startup) to freely operate and commercialise the results of the Activity.

3. Financials

   - Minimum co-funding: All Activity proposals must have minimally 40% of KAVA co-funding at the time of the submission (for the Activity on the whole). Higher co-funding will be appreciated in the review and have a beneficial consequence on equity guideline for the founding Partner(s) in the case of a startup creation, however, it will not substitute proper sustainability mechanism.
   - For Partner organisations of the type "Research" or "Higher Education" as defined in the Partner Information Form (PIF), the minimum required co-funding is 20%. Higher co-funding contribution will be appreciated by the Activity Partners to get to 40% minimum co-funding at the Activity level.
   - Maximum EIT financial support: 15% of the total Activity budget (KAVA + KCA).
   - EIT Digital investment should be balanced between participating Partners.
   - Maximum EIT Digital co-investment:

     o Startup creation proposals may request up to EUR 600k of EIT financial support

- - - o Maximum amount of EIT financial support for product launch proposals is capped at EUR 400k.
        - In the case of a product launch proposal that is a follow-up activity led by a startup created by a past EIT Digital Activity (in 2018, 2019 or 2020), the cap in EIT financial support is EUR 250k. As a guideline, it is recommended that the startup benefits from about 2/3rd of the financial support of the Activity.

      o Please note that these are not target but maximum amounts. The review mechanism will take the "value for money" into account.
  - EIT financial support provided to micro-SMEs cannot exceed EUR 250k across all EIT Digital activities.

4. Partners

  - Typically, 2-5 complementary organisations with strong level of involvement and a clear role for each contributing Partner.
  - Set of Partners must come from at least two different countries.
  - At least one business partner involved.

5. Team

  - A committed team with well identified individual team members.
  - Individual team members should be involved with minimally 50% of their time (i.e. minimally 0.5 FTE).
  - The Activity Leader should be involved with 100% of his/her time, i.e. a full FTE.
  - Commitment to Activity execution approach "run like a venture" (incl. list of key roles and associated names; a setup like a startup founding team would be recommended for both product and startup creation Activities). In case of startup creation activities, strong commitment from individual team members to join the startup will be appreciated. The commitment of a set of Partners on becoming shareholders of the new venture will further strengthen the proposal.
  - Short description of the main skills and experiences of the Activity Leader and two further key Activity contributors that are relevant for the Activity.

B.2. Selection Criteria

Innovation Activity proposals (in line with the submission requirements) will be reviewed according to impact and financial sustainability following the gated evaluation process described in Annex A. Note that proposals with very low impact or very low sustainability evaluation stand a very slim chance of being placed as A, B or C.

The assessment by independent individual external experts will be based on the questions reported in the table below. Reviewers are asked to score each proposal with respect to each question (scale of 1 to 5 with 5 being the best assessment) and provide a textual comment for each question, as well as an assessment for the whole proposal.

Questions for Innovation Activity external experts (first gate)

Dimension	Question	
Relevance	Question 1	Does the activity address a compelling business pain, with a clear economic and/or societal impact for EIT Digital (SIA 2020-2022) and for Europe?
Feasibility	Question 2	Is the activity leveraging a technology that is mature enough to address the identified business pain?
Feasibility	Question 3	Is the product positioning convincing, in terms of functionalities, differentiation, adequation to business case?
Desirability	Question 4	How do you judge the proposed innovation in the competitive landscape?
Desirability	Question 5	Is the launching customer put forward in the proposal compelling? Will the venture and/or the product launched by the activity be attractive to customers and/or investors?
Viability	Question 6	Is the business case specific, solid and well presented?
Viability	Question 7	Are the financial projections realistic and substantiated by reasonable and credible key assumptions?
Viability	Question 8	Is the business champion credible to bring the proposed product or service to the market?
Team	Question 9	Is the work plan (milestones, deliverables, way of working) credible and agile to make the activity successful?
Team	Question 10	Is the setup of Partners and individual team members entrepreneurial, with clear accountability, complementary technical and business roles and a focused approach to make the Activity impactful?

After the individual review by the external experts, EIT Digital runs a Review Gate meeting (second gate) in which these experts come together and evaluate each proposal based on their own individual assessments. The goal is to reach a consensus evaluation of each proposal that integrates and supersedes individual assessments. Its outcome is both the impact evaluation and the sustainability evaluation of each proposal.

The contribution to EIT Digital's financial sustainability of each proposal is evaluated according to the following guidelines:

- For startup creation activities, the better the alignment with the EIT Digital equity guidelines (i.e. EIT Digital equity percentage = 0.5 EIT financial contribution / KAVA, described in section 2.2), the higher the sustainability evaluation. As an example, if the overall Activity co-funding is 40%, then the EIT Digital equity guideline is 30%.
- For product launch activities, the higher the financial return to EIT Digital, up until 5 years after completion of the Activity, the higher the sustainability evaluation. However, it is strongly encouraged to forecast a realistic financial return.

Afterwards, during the third and final gate, the EIT Digital Management Committee (MC) analyses the Review Gate outcome and recommendations and makes a final selection in order to build a strong strategic portfolio for BP2021. The outcome is the final ABCX placement for each proposal, as well as possible change requests to Activity budget and descriptions.

Annex C.   Guidelines for the EIT Digital Entrepreneurial Academy

C.1.   Submission Guidelines

The submission requirements differ for the different types of Activity proposals.

EIT Digital Master School

1. **Proposals to join existing programmes**

Proposals for joining existing Master programmes need to contain the following information:

- Programme
- Exit or Entry year
- Recruitment targets for the next five years
- Specialisation offered (if Exit year)

In addition to the information above, proposals for new Partner universities to join the EIT Digital Master School should include information about:

- How the University will meet the requirement of cooperating with an existing EIT Digital Co-Location Centre or Satellite.
- Timeline to sign the EIT Digital Master School Cooperation Agreement (for additional information, please refer to the EIT Digital 2021 Intranet page.

The following elements should also be described:

- Course content: alignment with EIT Digital strategic focus areas, integration with the existing education offering of the EIT Digital Master School, and industrial relevance. It is strongly recommended that industrial partners are involved in the development of the course content
- Location: proposals from underserved or under-represented geographical areas are welcome
- Potential to attract students:
  - New entries should have the potential to enrol at least 15 students in the first year of operation, with a yearly increase of at least one student.
  - New exits should have the potential to enrol at least 10 students in the first year of operation, with a yearly increase of at least one student.
  - It is important to outline specification plans to meet these recruitment targets.
- Opportunities for internships and characteristics of the local ecosystem.

- Financials: aligned to the EIT Digital University Cooperation Agreement (for additional information, please refer to the <u>EIT Digital 2021 Intranet</u> page) and a KAVA co-funding (for the Activity on the whole) between 30% and 40%.
- It is noteworthy to highlight the key role of the Innovation and Entrepreneurship (I&E) minor in EIT-labelled Master programmes. When offering a programme of the EIT Digital Master School, Partner universities commit to offer an integrated I&E Minor in accordance with the current EIT Digital I&E education specifications and implementation guidelines and EIT Digital University Cooperation Agreement (for additional information, please refer to the <u>EIT Digital 2021 Intranet</u> page).

2. Blended Masters

In EIT Digital 2021, EIT Digital seeks proposals from Partner Universities on the production of Blended Masters based on Campus Master programmes. EIT Digital will provide production support through its online support team, where learning design and media production competencies are available. Also support for interfacing with Coursera is available.

For Business Plan 2021, EIT Digital seeks proposals for Coursera specialisations (3-4 MOOCs plus a capstone, equivalent to 5 ECTS) that are aligned with the following requirements:

- One specialisation (equivalent to 5 ECTS) that can be used by the Entry Universities in the Embedded Systems programme to award 5 ECTS to the students who complete it
- Two specialisations (equivalent to 10 ECTS) that can be used by the Entry University in the Data Science programme to award 10 ECTS to the students who complete it
- Two specialisations (equivalents to 10 ECTS) that can be used by the Entry Universities in the Cyber Security programme to award 5+5 = 10 ECTS to the students who complete it
- Detailed financial sustainability mechanisms and income forecasts
- Proposals for specialisations that include digital credentials and are designed in a way that makes them an attractive standalone certification for working professionals are particularly welcome
- In the proposal, the project team should be able to demonstrate prior experience of successfully designing, producing and deploying MOOCs
- Minimum co-funding: All Activity proposals must have minimally 40% of KAVA co-funding at the time of the submission (for the Activity on the whole). Higher co-funding will be appreciated in the review
- Maximum EIT financial support: 20% of the total Activity budget (KAVA + KCA)

3. Innovation and Entrepreneurship (I&E) Education
- Format:
  o Courses compliance with the target EIT Digital School(s) I&E education specifications
  o Online contents compliance with EIT Digital online production guidelines
  o Blended learning based on EIT Digital online I&E contents

- Requirements:
  o Proposed development(s) show(s) clear and quantifiable impact on the target course(s) or content(s) in 2021
  o Proposed solution(s) show(s) clear possibility and plan (eventually over more than 1 year) for deployment across the EIT Digital Partner universities involved in target EIT Digital School(s)

- o Proposed solution(s) show(s) scalability properties, in number of students and in number of universities, that are consistent with target EIT Digital School(s) objectives

EIT Digital Professional School

- Format and Blueprint:
  - o Courses are in blended format. Blended learning combines online and face to face seminars. The Blueprint of the professional school includes 3 online modules, each will be available online for one week, total 3 weeks, before the face to face classes which last one to five days. The online modules and face to face classes should reflect real business development experiences, digital transformation applications and technology to business cases. I&E Innovation and Entrepreneurship is one characteristic subject in the professional school courses.
  - o Online assignment (up to 40h)
  - o Face to face interactive seminar (1 to 5 days) with real case study coming from participant for instance.
  - o Digital Transformation topics with industrial and/or societal impact. The selection of the topic should be made following a market study on existing needs of the industry(ies)
- Requirements:
  - o Well-defined target group and market analysis will be an asset for the proposal.
  - o Curricula mapped against e-skills framework (e.g. https://www.ecompetences.eu/)
  - o Curricula mapped against industry specific career paths where available
  - o Teaching capability and capacity
  - o Commitment to run at least 5 face to face editions of the course over a 3-year period
  - o Provide seminars material agenda, topics at least 12 weeks before the f2f seminar start
  - o Accept to make YouTube teasers for sales promotion
  - o Agree on revenue sharing
  - o Alignment with the EIT Digital Strategic areas (see Section 1.1)
- Financials:
  - o Minimum co-funding: All Activity proposals must have minimally 40% of KAVA co-funding at the time of the submission (for the Activity on the whole). Higher co-funding will be appreciated in the review
  - o Maximum EIT financial support: 20% of the total Activity budget (KAVA + KCA)

EIT Digital Summer Schools

- Format
  - o Blended format
  - o Pre-assignment on I&E
  - o Face to face two-week interactive on Focus Area area-related case studies
  - o Digital transformation area with industrial impact
  - o Minimum 4 ECTS accreditation
- Requirements
  - o Capacity for 50 and up learners per Summer School
  - o Only proposals for Summer Schools in July and August will be evaluated
  - o Proven track record of local engagement e.g. external participants and/or business cases

- o   Teaching and organising capability and capacity
- Financials
  - o   Minimum co-funding: All Activity proposals must have minimally 40% of KAVA co-funding at the time of the submission (for the Activity on the whole). Higher co-funding will be appreciated in the review
  - o   Maximum EIT financial support: 20% of the total Activity budget (KAVA + KCA)

C.2.   Selection Criteria

New Education Activity proposals will be reviewed by external reviewers based on the following elements:

- Strategic Importance
- Outreach and Impact
- Quality
- Market Relevance
- Sustainability (if applicable)

Questions for Education Activity external experts (first gate)

Dimension	Question	
Strategic Importance	Question 1	How well the proposal aligns with EIT Digital Focus Areas and Strategic Innovation Agenda 2020-2022?
	Question 2	How strong is the integration of Education, Research and Business in the proposal?
Impact	Question 3	How well are the outcomes and societal impact defined?
Quality of Proposal and Team	Question 4	How well is the proposal (workplan, KPIs, roadmap, quarterly milestones, roles, responsibilities, outputs, outcomes, deliverables) defined?
	Question 5	How the team members profiles' and previous experience on successfully implementing education activities ensure the proposal's successful implementation?
	Question 6	How well does the activity promote the programme to the Partners and students/customers?
	Question 7	How well is the value analysis (cost/benefit analysis) and forecasted revenues calculated? [applies to PSL and SSC only]
Market Relevance	Question 8	How precisely has the market been analysed?
	Question 9	How the proposal helps bridging the digital skill gap?
	Question 10	How strong is the integration and engagement (KPI commitment) of Industrial Partners in the proposal?

The assessment by independent individual external experts will be based on the questions reported in the table above. Reviewers are asked to score each proposal with respect to each question (scale of 1 to 5 with 5 being the best assessment) and provide a textual comment for each question, as well as an assessment for the whole proposal.

After the individual review by the external experts, EIT Digital runs a Review Gate meeting (second gate) in which these experts come together and evaluate each proposal based on their own individual assessments. The goal is to reach a consensus evaluation of each proposal that integrates and supersedes individual assessments. Its outcome is both the impact evaluation and the sustainability evaluation of each proposal.

Afterwards, during the third and final gate, the EIT Digital Management Committee (MC) analyses the Review Gate outcome and recommendations and makes a final selection in order to build a strong strategic portfolio for BP2021. The outcome is the ABCX placement for each proposal, as well as possible budget changes, or possible changes in the Activity descriptions.

Annex D. Additional Information

This Annex includes important additional information related to formal requirements on KPIs, financial aspects and partnership for Activities that will be included in the EIT Digital Business Plan 2021. It is therefore important that proposers read this section carefully taking also into account the information provided in section 1.6 on the transition from Horizon 2020 to Horizon Europe and Brexit.

A dedicated EIT Digital 2021 Intranet page (requiring a valid EIT Digital Intranet account to be accessed) contains further essential information for proposal authors and provides access to the submission system. This page is the main location for all information, documents and communications related to EIT Digital 2021.

D.1. Key Performance Indicators (KPIs)

Each Activity needs to define its target values for a set of relevant KPIs, consisting of:

- **EIT-Level KPIs (EIT KPIs)**: defined by the EIT for the entire EIT community (KICs).
- **KIC-Internal KPIs (INT KPIs)**: defined by EIT Digital as additional monitoring parameters.
- **Activity Specific Quantifiable Targets (ASQTs):** defined by individual Activity proposers and requested to define additional, measurable, Activity-specific targets which can demonstrate the impact of its implementation.

In order to define their KPI targets, proposal authors need to be aware of the acceptance requirements of EIT-level and KIC-internal KPIs. Without the required evidence documentation, EIT-level KPIs will not be accepted in the formal Activity review process led by the EIT. Please note that financial penalties may be applied by the EIT and EIT Digital in case of under-delivery, including under-achievements in any of the 3 above categories of targets and KPIs. Further information on KPIs is available on the EIT Digital 2021 Intranet page.

As valuable KPI achievements may also materialise during subsequent years, Partners will be asked to support the reporting of KPI results related to their Activity even after its official end.

D.2. New Partners

For organisations to be able to participate in EIT Digital Activities, they need to be formally Partners. Organisations that are not formal EIT Digital Partners can apply for registration to be able to submit proposals and eventually become EIT Digital Partners. The initial set of information required for this is to be provided via the questionnaire available here. In order to be included in the Business Plan 2021, new Partners need to be fully registered by November 1, 2020 otherwise they will be taken out of the Activity and this may jeopardize the Activity being eventually included in the final version of the Business Plan.

D.3. Financial Aspects

The financial justification of the Activity is detailed in the EIT Digital 2021 Submission System (tab "5. Budgets"). This section contains all the details on the budget needed in order to implement the Activity.

The budget information needs to be precise and correct and take into account the requirements from the relevant Model Grant Agreement. The Model Grant Agreement is a very important document defining the general framework under which activities need to operate. As described in section 1.6, the transition from Horizon 2020 to Horizon Europe may have implications for the requirements set for the final EIT Digital Business Plan 2021 Activities. These implications will be made available to proposers through the EIT Digital 2021 Intranet page as soon as they are communicated by the European Commission. In the meantime, proposers can take the current legal framework underpinning Horizon 2020 as a starting point and refer to the Horizon 2020 Annotated Model Grant Agreement (AMGA). Prior to submitting proposals, and in particular before completing tab "5. Budgets", proposers are encouraged to refer to the relevant sections of the AMGA and other area-specific information and supporting documents available on the EIT Digital 2021 Intranet page. Also, it's important that budget is assigned to the correct cost category:

A. Personnel costs (to calculate cost per FTE)
B. Sub-contracting
C. Financial support to third parties
D. Other Direct Costs with the following subcategories: Travel, Equipment Depreciation, Cost of Other Goods and Services and Cost of large infrastructure
E. Indirect cost. This is a flat rate of 25% over A and D and is automatically calculated
F. Lump sum costs (for Education Activities only)

In terms of AMGA and EIT Digital 2021 submission system content and requirements, please note the following:

- the "action": refers the EIT Digital Business Plan including its annexes.
- costs need to be allocated to one or more tasks and defined in the EIT Digital 2021 submission system. Tasks define how the work is broken down between Partners and how much each part of the work costs. In the submission system, these tasks are called Catalyst Tasks.
- "Annex 1": refers to the Annex 1 of the EIT Digital Business Plan where all the Activity details and targets are reflected.
- Financial Support to Third Parties (or sub-granting) can be used to allocate budget to third parties outside the partnership. The budget limit per subgrantee across all proposals is € 60k and the selection process should be open, transparent and follow all applicable rules (as defined in the Model Grant Agreement). It is recommended to make a limited use of this cost category.
- Sub-contracting: needs to be explicitly defined in the Business Plan Annex I and follow all the applicable rules, especially with regards the avoidance of conflict of interests.

- Full Time Equivalents (FTE): We strongly recommend a commitment of at least 0.2 FTEs per Partner and Task Leader/Contributor in order to ensure a meaningful involvement and the allocation of enough capacity to the specific task. Please refer to potentially stricter FTE requirements within individual Areas/Segments. Also, the cost per FTE is a very important review parameter for EIT.
- It is possible to model the budget of a Task based on planning assumptions with similar characteristics, while the reporting will have to be based on actual costs, incurred in 2021, which cannot exceed the approved budget.

Proposers also need to refer to other relevant articles in the AMGA for further details and restrictions related to cost eligibility and categories.

Carrier Tasks (or KCAs) do not represent costs required to carry out the proposed plan. Instead, KCAs are costs which relate to past or parallel tasks strongly leveraged by the Activity. KCAs can span over several years starting from 2010 and up to 2021. KCA costs spanning several years must be split per year in the proposal (1 Carrier Task per year). Please also note that the same KCA cannot be reported twice (including in 2 different proposals). For further information on KCAs, please see the Frequently Asked Question section on the EIT Digital 2021 Intranet page.