

Business Plan 2023 – 2025

2nd Call for proposals for Activities to be executed in 2023 - Business Creation Pre-Accelerator

EIT MANUFACTURING- VERSION FINAL



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Abbreviations

BP	Business Plan
FSM	Financial Sustainability Mechanism
IER	Individual Evaluation Report
KIC	Knowledge and Innovation Community
KPIs	Key Performance Indicators
MGA	Model Grant Agreement
MT	Management Team
PMO	Programme Management Office
RIS	Regional Innovation Scheme
ESR	Evaluation Summary Report
SO	Strategic Objectives

Keywords

Activity	Everything that EIT Manufacturing does is organized into Activities. Each Activity belongs to one Segment, each Segment to one Area. Each Activity should contribute to the integration of the knowledge triangle of innovation, education and business creation, including the establishment, administrative and coordination activities of the KICs, and contributing to the overall objectives of the EIT
Activity Leader	The Activity Leader is the person nominated for each activity as the main contact point between the entities involved in the activity and EIT Manufacturing. This person is affiliated with the Lead Partner of the activity. The Activity Leader can nominate or revoke an unlimited number of contacts from the entities involved in the activity.
Area	EIT defines several areas in which it operates: Education; Innovation and Research; Entrepreneurship; Communication, Dissemination and Outreach; Regional Innovation Scheme; and Management and Coordination.
Business Plan	The document specifying the detailed plan of EIT Manufacturing for the upcoming years. Based on the draft Business Plan submitted in September (and some other criteria) EIT decides on the budget available to EIT Manufacturing in the following year. The Business Plan will then be adjusted to match the assigned budget and forms the basis for the internal activity agreements of EIT Manufacturing with its partners.
Call for Proposals	The call is the instrument used to allocate grant funding by EIT Manufacturing to consortia of organizations, individuals, or third parties to support the deployment and development of the Strategic Agenda through activities. EIT Manufacturing uses two types of calls: (1) general call aligned with the corresponding Business Plan (BP). This type of call involves all Thematic Areas of EIT Manufacturing (before the year of BP implementation), and (2) ad-hoc call, normally involving only one Thematic Area, which aims to complete or balance the portfolio outlined in the respective BP, through the allocation of the non-committed budget of the BP or the allocation of additional funding not initially included in the respective BP (during the year of the BP implementation).

Call Guidelines	Document where the terms, conditions, and criteria of any call for proposals are defined and stated according to the principles of transparency, equal treatment, open competition, and sound procedural management.
Call Report	Document summarising the results of the call and its most important outputs, including the ranking list.
CLC	Co-location Centre/affiliate of EIT Manufacturing
Deliverable	Deliverables are documents encapsulating the outputs (e.g. building blocks of the proposal information or data mapping, a design report, a technical diagram, an infrastructure or component list, a software release upon which the end product/solution or service depends) that must be produced during the activity lifecycle.
EIT Core KPIs	Set of indicators defined by the EIT that reflects the EIT operational objectives for education, entrepreneurship, and innovation. These KPIs are used to measure how effectively a consortium is meeting the objectives of the EIT
Evaluation Process	Process by which EIT Manufacturing examines the quality of a proposal to decide if it should receive EIT funding.
Evaluation Panel	Group of at least 3 evaluators + 1 rapporteur with specific expertise in a specific area/segment of the call, aiming to evaluate a set of eligible proposals submitted to a call.
Evaluation Report	A written report, covering all proposals and the process behind the individual evaluation results from the consensus meetings (an evaluation panel comprising evaluators and a rapporteur) that is forwarded to the EIT Manufacturing Management Team.
Evaluation results list	List of proposals in order of scoring, based on the evaluation process results.
Evaluation Summary Report	Following the completion of the evaluation process, a final Evaluation Summary Report is made for each proposal, summarising the strengths, weaknesses, risks, and commercial and social value of the proposal. It is an expert deliverable drafted by the rapporteur and reflecting the expert consensus on a specific proposal.
Individual Evaluation Report	Applications to the calls are assessed individually by external expert evaluators according to the terms and criteria stated in the call for proposals' text. Each evaluator issues individual reports for each eligible application.

KIC	Knowledge and Innovation Community” – EIT Manufacturing is one of the 9 KICs that operate under the regulations of EIT.
KIC Specific KPIs	Set of indicators defined by EIT Manufacturing that reflects the societal challenge that the KIC is addressing.
Milestone	Control points to chart progress. They may correspond to the completion of a key deliverable that allows the next phase of work to begin.
Model Grant Agreement	Model Grant Agreement is used in Horizon Europe programme financed by the European Commission.
Panel review	All the written external evaluations are discussed in a consensus meeting where the points of scoring, convergence and divergence are discussed and debated. The evaluation panel reviews all the individual evaluations made on submitted proposals. and reach a consensus about their scoring and ranking. The results of the panel review are set out in the minutes and the call report
Pillar	Used as a synonym of Area
	.
Ranking list	Ranking of proposals selected for funding by the EIT Manufacturing Management Team.
Rapporteur	Member of the evaluation panel who facilitates the discussion during the consensus meeting by synthesizing the individual evaluations of the panel experts and writing the minutes and the evaluation summary report, including the evaluation results for each proposal as per the conclusions of the panel.

1. Call summary

Disclaimer: this document provides the applicants with detailed information on the Business Creation Pre-Accelerator CALL for Proposals 2023 of the EIT Manufacturing Business Plan 2023-2025. The information given is subject to revision, according to new potential rules or requirements provided by EIT and/or by the EC.

Call for Proposals Main Features	
Dates	<p><i>Call opening:</i> 9th September 2022</p> <p><i>Call closing full application:</i> 10th November 2022 at 19:00 CET</p> <p><i>Eligibility and admissibility check:</i> 14th November 2022</p> <p><i>Evaluation of proposals completed:</i> 14th December 2022</p> <p><i>Communication of results:</i> 19th December 2022</p>
Total Budget allocated to this call	100.000 EUR
Link to the submission portal	The <u>PLAZA platform</u> will be available as of 9 th September 2022 at 9am CEST
List of documents to be submitted	<ul style="list-style-type: none"> • Application form available on the PLAZA platform
List of documents to take into consideration	<ul style="list-style-type: none"> • Call Q&A • Horizon Europe Model Grant Agreement • EIT Manufacturing Strategic Agenda • Appeal procedure • Eligibility of expenditures • List of KPIs • Proposal template

	<ul style="list-style-type: none"> • Video tutorials for the online registration and submission)
<p>Evaluation criteria</p>	<p><i>Evaluation criteria assessed by the independent experts:</i></p> <ul style="list-style-type: none"> • Excellence, novelty, and innovation, • Impact and financial sustainability, • Quality and efficiency of the implementation, including sound financial management • Strategic fit, • European dimension, <p><i>Strategic evaluation criteria assessed by the EIT Manufacturing Selection Committee:</i></p> <ul style="list-style-type: none"> • Business Creation (BC) Portfolio fit, • Partnership ecosystem (start-up).

2. General conditions

2.1 EIT Manufacturing mission and strategic objectives

Mission

EIT Manufacturing will put Europe at the centre of a global revolution and boost manufacturing innovation in Europe by connecting people with skills, technologies with markets, and innovators with investors. Technological progress is now exponential, and it is changing the industrial, social and competitive landscape faster than ever before. Our aim is not only to adapt to this revolution, but to lead it. To do so, we need to overcome value network fragmentation and bring stakeholders together. We need to make better use of our knowledge and our strengths to create value and deploy agile mechanisms to accelerate and steer innovation, shaping the future role of manufacturing in our society. With the needs, concerns and ideas of economy and society at its core, the mission of EIT Manufacturing is to empower its partners and stakeholders to fundamentally transform the manufacturing system and meet the global demands of present and future generations. In 2022, EIT Manufacturing has launched a Call for Proposals (for Activities to be executed starting in 2023) always keeping in mind and building upon the experiences and lessons learnt from previous years. Our goal is to drive the community one step further in the achievement of its long-term goals. Activities of EIT Manufacturing are aimed towards achieving the strategic objectives of the Knowledge and Innovation Community (KIC). The programmes are the instruments to implement the activities of EIT Manufacturing. Proposals addressing the Call 2023 will be solicited through an open and transparent call process open to all entities who are eligible for funding under the Horizon Europe programme. This document describes the goals and the process of the call, as well as an outline of how an ambitious, convincing and integrated portfolio of Activities will be selected. The chosen Activities will start in 2023.

All activities of EIT Manufacturing serve the purpose of targeting four focus areas – its flagships – to help solve the most pressing challenges for a greener and more competitive European manufacturing and society.

- **Flexible Production Systems for Competitive Manufacturing.** Emerging technologies enable almost limitless flexibility in product design and production, allowing full customisation.

- **Low Environmental Footprint Systems & Circular Economy for Green Manufacturing.** Using new technology to minimise use of resources, energy, and material in production systems enables new circular business models.
- **Digital & Collaborative Solutions for Innovative Manufacturing Ecosystems.** Collaboration and business on digital platforms and value networks enables companies to create new and highly efficient value chains.
- **Human-machine co-working for socially sustainable manufacturing.** Smart use of automation and robots enables great workplaces, flexible production, and sustainable human work.

Further details on the strategic focus of the Business Creation Thematic Pillar are given in Section 3.

Strategic objectives

Five strategic objectives (SOs), as set out in the Strategic Agenda 2021-2027, which steer our activities and ambitions, and will help respond to major challenges shared by the manufacturing industry and society as a whole

- SO1 - Competitive Manufacturing Skills and Social Sustainability
- SO2 - Powerful Manufacturing Innovation Ecosystems
- SO3 - Globally competitive and resilient manufacturing
- SO4 - Environmentally sustainable manufacturing
- SO5 - Manufacturing fit for the Digital Age

2.2 Knowledge triangle integration

EIT Manufacturing aims to promote European education, research and business entities (the 3 sides of the Knowledge Triangle), this open call aims to focus on the expected impact of the activities results.

2.3 Types of EIT Manufacturing membership

The EIT creates ecosystems. The EIT Manufacturing ecosystem already includes more than 190 entities in 2022.

To stimulate a dynamic ecosystem, different memberships models are offered by the EIT Manufacturing. The models differ in terms of rights and obligations, as well as a financial contribution, and reward long-term, strategic engagement of partners.

- **Non-Member organizations participating to an activity of EIT Manufacturing will get automatically the status of Activity Partner. If they wish, they can also submit an application to become a Member of the EIT Manufacturing Association.** **Activity Partner** they pay an annual fee of 10,000 EUR to access the EIT Manufacturing ecosystem (events, newsletter, social network, etc.).
- **Member** they are members of the EIT Manufacturing, and they pay an annual fee which vary according to type of organization. They have a voting right in the Partner Assembly, they collectively define the strategic priorities and orientations of the KIC and can participate actively to the life of the KIC community.
- **Partner affiliated entity** they are affiliated entity to a Member, and they do not pay an annual fee. They have the same access rights as the Member.

Detailed description of all models and related benefits, as well as the registration and condition for membership is outlined on our website: <https://www.eitmanufacturing.eu/partners/partnership-models/>

2.4 Applicants registration process

Before submitting a proposal, all applicants (Activity Leader and consortium members) must register on the [EU Participant Portal](#) and obtain a PIC number and on the [PLAZA submission tool](#)¹. Additionally, if the proposal is selected for funding, all applicants will need to validate the PIC number previously obtained.

2.5 Entities eligible for funding

Applicants from Member States (MS) of the European Union (EU) and Horizon Europe Associate Countries are welcome to submit proposals and eligible for funding.

An entity not coming from the EU or the Third countries associated is nevertheless allowed to participate but it should ensure its financial support from the applicable national or other funding sources.

¹ The registration process is outlined in the Video tutorials for the online registration and submission

Please consider that:

- for applicants based in the United Kingdom their participation follows the conditions described [here](#)
- for applicants established in Switzerland their participation is not currently covered by an EU agreement and, as a matter of consequences, applicants established in Switzerland are not eligible for funding.

All EIT Manufacturing partners are eligible to apply for funding, nevertheless, an entity does not need to be an EIT Manufacturing Partner to apply for funding. Access to Agora, our online community platform, is provided to entities to help build up proposal consortia.

The call for proposal can lay down additional partnership conditions in paragraph 3.5.

Please note that the total maximum EIT funding per year for all entities participating in the 2023 Calls is € 1,500,000

At most, the following number of LTPs of a Member may receive funding per year through the 2023 Calls:

- Members being large enterprises, research institutes and universities: 5
- Members being mid-sized companies: 2

Please take this into account when creating the proposals.

2.6 Gender equality and inclusiveness

As per Horizon Europe Regulation, legal entities from Member States and Associated Countries **that are public bodies and public or private research organizations or higher education establishments must have a gender equality plan**, covering the following minimum process-related requirements:

- publication: a formal document published on the institution's website and signed by the top management.
- dedicated resources: commitment of resources and expertise in gender equality to implement the plan.
- data collection and monitoring: sex/gender-disaggregated data on personnel (and students, for the establishments concerned) and annual reporting based on indicators.

- training: awareness-raising/training on gender equality and unconscious gender biases for staff and decision-makers.

Content-wise, it is recommended that the gender equality plan addresses the following areas, using concrete measures and targets:

- work-life balance and organizational culture.
- gender balance in leadership and decision-making.
- gender equality in recruitment and career progression.
- integration of the gender dimension into research and teaching content.
- measures against gender-based violence, including sexual harassment.

A self-declaration will be requested at the proposal stage and the gender equality document will be requested once the activity is funded. If all the above-mentioned mandatory requirements are met through another strategic document, such as a development plan or an inclusion or diversity strategy, it can be considered equivalent. This requirement does not apply to other categories of legal entities, such as private for-profit organisations, including SMEs, non-governmental or civil society organisations.

A transition/grace period for calls with deadlines in 2022 is granted in order for applicants to implement this requirement.. Applicants must also take all measures to promote equal opportunities between men and women in implementing the proposal and, where applicable, in line with their gender equality plan. They must aim to achieve, to the extent possible, a gender balance at all levels of personnel assigned to the proposal, including at the supervisory and managerial levels.

2.7 EU taxonomy for sustainable activities

Proposals are expected to comply with the ‘do no significant harm’ principle as per Article 17 of Regulation (EU) No 2020/852 on the establishment of a framework to facilitate sustainable investment (i.e. so-called EU Taxonomy Regulation²). Proposals are expected to be designed in a way that do not significantly harming to any of the six environmental objectives of the EU Taxonomy Regulation.

- (a) climate change mitigation;
- (b) climate change adaptation;

² <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex:32020R0852>

- (c) the sustainable use and protection of water and marine resources;
- (d) the transition to a circular economy;
- (e) pollution prevention and control;
- (f) the protection and restoration of biodiversity and ecosystems.

2.8 Ethics

For all activities co-funded by the EU, the ethical dimension is an integral part of the work from beginning to end, and ethical compliance is seen as pivotal to achieve real excellence. When preparing a proposal, it is required to read through the EU Ethics Self-assessment guide to check the compliance of your activities with:

- human rights and protection of human beings
- animal protection and welfare
- data protection and privacy
- health and safety
- environmental protection
- artificial intelligence

In case ethical issues concern your proposal, you shall describe how you will address them.

2.9 Open science and social science

Open science practices could be implemented as an integral part of the proposal. According to the Horizon Europe Programme Guide, Open science is an approach based on open cooperative work and systematic sharing of knowledge and tools as early and widely as possible in the process. Open science practices include early and open sharing of research (for example through preregistration, registered reports, preprints, or crowd-sourcing); research output management; measures to ensure reproducibility of research outputs; providing open access to research outputs (such as publications, data, software, models, algorithms, and workflows); participation in open peer-review; and involving all relevant knowledge actors including citizens, civil society and end users in the co-creation of R&I agendas and contents (such as citizen science).

Please note that this does not refer to outreach actions that may be planned as part of communication, dissemination, and exploitation activities. If you believe these practices are appropriate for your proposal, please acknowledge it in the submission phase.

Your proposal could be contributing to the **social sciences or/and the humanities dimension** of EIT Manufacturing. If you believe this dimension, as described in the Horizon Europe Programme Guide, is appropriate for your proposal please acknowledge it in the submission phase.

3. Call specific conditions

3.1 Call thematic and expected results

Purpose

- Piloting the establishment of a manufacturing startup pre-acceleration programme (“CREATE”) through coordination of 5 pre-selected virtual incubation activities towards building the strongest Virtual Industry 4.0 Incubator in Europe.

Topic description

- The objective of the CREATE Programme is to launch the next generation of European high-growth manufacturing businesses. This activity purpose is to coordinate 5 already existing pre-acceleration programs to address the early-stage needs: young entrepreneurs to create startups, spinoffs, and startups (< 2 years old, low commercial revenues). The programs are structured to provide hands-on support in three stages: (1) opportunity validation (scouting and formation), (2) team validation (coaching and mentoring) and (3) business validation (access-to-market and access-to-finance readiness).
- It should be run by organizations, which have expertise and capabilities similar to incubators and accelerators. The coordination of the pre-acceleration programme should monitor the 5 already existing pre-acceleration programs along the Business Creation value-generation chain from scouting new opportunities (technologies, patents, entrepreneurs), delivering value-adding CREATE services in the three stages described above through introducing matured CREATE candidates to the already established so-called dealflow assessment process of the Business Creation pillar.

Expected outcomes & impacts

- The programme should support 30 early stage activities / startups (ready to create a viable business, not innovative activities which are already financed under the Innovation pillar) starting in 2023. At least 50% of the supported early stage ventures / startups shall be from RIS countries. The concept should be evaluated at the end of the activity to prepare a decision how future pre-acceleration services shall be structured and organised by the BC pillar to make them scalable for the following years.

- It is highly recommended to limit the deliverables to a maximum of 10 candidate companies to be introduced to the dealflow assessment process of the Business Creation pillar (thereof minimum 50% from RIS countries).
- The deliverables enumerated below are strongly recommended and can be complemented with other Deliverables that the Proposers consider valuable and necessary:
 - SWOT assessment of companies/activities selected into the programme
 - Product / technology ideation or development report
 - Commercial activities engagement report
 - Mentoring & Consulting report
 - Report of social impact from the KIC activity

Examples

Some examples of specific types of activities that can be addressed include:

- Scouting of the most promising early stage ventures / startups
- Operational support to startups in their early stage (e.g. hosting)
- Coaching and mentoring, notably with defining and executing a clear business plan building
- Supporting early stages in their business development: introduction to potential customers, initiation of business deals.

Ideally, the programme provides those services in a structured way.

3.2 Mandatory KPIs

Every proposal should at least contribute to one of the KPI presented below. The contribution will be evaluated in the evaluation process in the Impact criteria (section 4). Please, note that once the KPI value is submitted it will not be possible to amend it (only increase of the value possible), it will remain as is for the target to be achieved by the end of the activity.

Proposing a higher target than the minimum required, but still credible and justified, will be positively evaluated. Please, note that once the KPI value is submitted it will not be possible to amend it (only increase of the value possible); it will remain as is for the target to be achieved by the end of the activity.

KPI	Short title	Target
EITHE03.1	Supported Start-ups/Scale-ups	30
EITHE03.2-EITRIS	EIT RIS Start-ups/scale-ups Supported	15
EITHE06.1	Investment attracted by KIC supported start-ups/scale-ups	100.000€
E06.2-EITRIS	investment attracted by KIC supported EIT RIS start-ups/scale-ups	50.000€

3.3 Additional KPIs

Every proposal should contribute to at least two KIC specific KPIs listed below. The contribution will be evaluated in the evaluation process in the Impact criteria (section 4)

KPI	Short title	Target
KIC.B01	# of Manufacturing clients introduced to start-ups and SMEs, through the KIC Activity	15
KIC.B03	# of "Qualified Business Analysis" delivered, through the KIC Activity	30
KIC.B04	# Business Creation reputation building events organized through the KIC Activity	2

3.4 Proposal Duration

This call is open to proposals with a duration of **six months**, including a regular review on performance and spending.

3.5 Partnership additional requirements

For activity proposals addressed to the Business Creation Pillar the following additional requirements apply.

- The Activity Leader is responsible for the coordination of the activity, including the implementation of the workplan, the execution of the budget, the submission of the deliverables, and the impact achievements of the overall activity. The role of Activity Leader is open to any entity participating to the call for proposals.
- It is expected that the applicant has access to a broad European network of industrial organizations from different verticals.

3.6 Dissemination, communication, and exploitation of the results of the activities

Applicants need to respect the provisions of Article 16 regarding the Intellectual Property Rights (IPR) — Background And Results — Access Rights And Rights and Article 17 regarding Communication, dissemination and visibility of the (Model) Grant Agreement³.

Applicants should engage in dissemination, communication and exploitation of the results of the activities.

COMMUNICATION, DISSEMINATION AND EXPLOITATION
WHY THEY ALL MATTER AND WHAT IS THE DIFFERENCE?

Communication:
Promote your action and results

Inform, promote and communicate your activities and results

Reaching multiple audiences
Citizens, the media, stakeholders

How?

- Having a well-designed strategy
- Conveying clear messages
- Using the right media channels

When?
From the start of the action until the end

Why?

- Engage with stakeholders
- Attract the best experts to your team
- Generate market demand
- Raise awareness of how public money is spent
- Show the success of European collaboration

Legal obligation of your Grant Agreement

Dissemination:
Make your results public

Open Science: knowledge and results (free of charge) for others to use

Only to scientists?
Not only but also to others that can learn from the results: authorities, industry, policymakers, sectors of interest, civil society

How?
Publishing your results on:

- Scientific magazines
- Scientific and/or targeted conferences
- Databases

When?
At any time, and as soon as the action has results

Why?

- Maximise results' impact
- Allow other researchers to go a step forward
- Contribute to the advancement of the state of the art
- Make scientific results a common good

Legal obligation of your Grant Agreement

Exploitation:
Make concrete use of results

Commercial, Societal, Political Purposes

Only by researchers?
Not only, but also:

- Industry including SMEs
- Those that can make good use of them: authorities, industrial authorities, policymakers, sectors of interest, civil society

How?

- Creating roadmaps, prototypes, softwares
- Sharing knowledge, skills, data

When?
Towards the end and beyond, as soon as the action has exploitable results

Why?

- Lead to new legislation or recommendations
- For the benefit of innovation, the economy and the society
- Help to tackle a problem and respond to an existing demand

Legal obligation of your Grant Agreement

What else? Acknowledge the EU funding!

³ https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/general-mga_horizon-euratom_en.pdf

3.7 Funding principles

The total maximum EIT funding allocated to this call is up to 100.000 EUR. The amounts will be allocated according to the below estimation.

The funding will be paid in two instalments for each activity year:

- First payment will be done as soon as EIT Manufacturing receives the funding from EIT, and all contractual arrangements are signed and sent back to EIT Manufacturing;
- The final payment will be done once the activity will have provided its final reporting for the year and that EIT Manufacturing and EIT will approve the financial and technical performance.

Funding will be allocated to successful applicants provided that the relevant (Model) Grant Agreement between EIT Manufacturing and EIT is in place.

3.8 Eligible of expenditures

The consortium will need to submit the total budget and the breakdown per cost category:

- Employee costs,
- Travel expenses,
- Costs of goods and services,
- Indirect costs (fixed rate of 25% on the above costs),
- Subcontracting (to the limit of 20.000 Euros), Financial support to third party (to the limit of 60 000 Euros) - not eligible for this call

The budget needs to be detailed per task and associated to the milestones of the activity to enable a proper assessment.

At the end of each reporting period (closing as of 31/12) the actuals costs should be reported per category and some audits can be conducted to ensure the appropriate respect of the use of the public financial funds received.

For more information about the costs, you can refer to the Horizon Europe Model Grant Agreement and the document “Eligibility of expenditures”.

3.9 Financial sustainability

To enable the EIT Manufacturing to gradually become financially independent from EIT funding, a Financial Sustainability (FS) Strategy has been defined. This FS strategy is based on a mix of both active earned income and passive investment revenue. These revenue streams will be complemented by financial contributions coming from activities funded by the EIT Manufacturing.

All activities should contribute to the financial sustainability of the KIC by bringing innovation and new companies in the European market to reinforce the competitiveness, create jobs and develop the appropriate skills for students and professionals.

To ensure this, each proposal should have a credible commercialisation strategy, indicating how the service and/or product will reach the market and what will be the impact.

Participating in a activity within EIT Manufacturing framework provides you the opportunity to be part of an active Ecosystem with a dedicated point of contact all along the duration of your activity, as well as the expertise from EIT Manufacturing teams. This service support. This opportunity provided during the duration of the activity should be reflected by a contribution to the long-term financial sustainability of EIT Manufacturing, this involvement and service received from EIT Manufacturing will participate to the successful launch of the product/service to be commercialized.

This financial contribution can take different form and should be part of your proposal at the submission stage.

This contribution can take different forms, as per below:

- Fixed sum to be paid at the end of the activity by startups entering the Business Creation startup portfolio
- Success criteria when the startup's service / product is commercialized/implemented in production. This success criteria shall be a revenue sharing.
- Equity shares for a newly created start-up that would like to provide shares in consideration of service support received from EIT Manufacturing.
- Other – to be discussed during the monitoring of the activity. By default, the fixed sum payable at the end of the activity will apply.

All proposals must provide a Financial Sustainability Mechanisms (FSM):

- Provide accurate and relevant details about the expected result and the target group,
- Specify the contribution to EIT Manufacturing (as per described above),

This initial proposed FSM will be revised during the activity implementation and a Commercial Agreement will be signed with EIT Manufacturing before the end of the activity. All proposals must have a formal Milestone for the signature of a Commercial Agreement in their workplans, no later than month 4. Such a Commercial Agreement will be monitored after the finalisation of the activity. This is to enable evaluation of the impact generated by the activity's outputs, including the FSM.

3.9 Activity reporting

EIT Manufacturing monitors the status (performance, budget and impact) of all supported activities through an activity review.

The activities are monitored on a quarterly basis including a more thorough mid-term review to ensure the quality of the delivery:

- Midterm review
 - The review will address the technical part of the activity and the cost completion.
 - Following the review, the organization participating in the activity will have the possibility to submit an amendment to their budget and review their workplan. Any change will have to be approved by EIT Manufacturing.
- Final reporting:
 - A final assessment by the end of the activity in which the activity leader of the activity must submit all deliverables, KPI and final results achieved.
 - All the costs incurred during the activity to be claimed.

The final payment of the activity will be done based on the actual costs incurred and the successful completion of the activity (performance).

At all stages of activity development, EIT Manufacturing will confirm that the activity is on track and can be pursued, otherwise mitigation measures could be taken and might

lead to the interruption of the activity and as a consequence, to the reduction of the funding originally agreed.

All activity outputs, including KPIs, must be achieved within the activity lifecycle

All granted applications will need to comply with the rules and procedures defined in the Horizon Europe MGA⁴, with special attention to Article 16 (Intellectual Property Rights) and Article 17 (Communication, Dissemination and Visibility).

3.10 Mandatory deliverables

Given that EIT Manufacturing is an economic activity within Pillar 3 of Horizon Europe, the primary objectives are to create sustainable wealth, jobs, and skills. As such, consortia should focus on providing deliverables and outputs linked to product development, market launch and start-up creation. In response to this focus, deliverable reporting should be limited to key actions, supporting commercial exploitation and company creation. **The minimum core deliverables expected from an activity are shown below in the table. This provides the minimum requirements on compliance. Additional deliverables may be needed, depending on product/service solution and partners can add them to the deliverables list at proposal submission stage.**

The activity can prepare additional internal documentation and technical reports to ensure adequate management and development of final product/services and solutions. In case of a failure to deliver on activity outcomes or delays, these internal documents may be provided to EIT Manufacturing as support and mitigation. Nonetheless, these documents are internal and should be managed as such.

Deliverable (number)	Deliverable name	Delivery date (in months)
DEL01	Plan for dissemination and exploitation including communication activities	Within the first 2 months of the activity
DEL02	SWOT assessment of companies/activities selected into	At the end of the activity

⁴ https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/general-mga_horizon-euratom_en.pdf

	the programme including the dealflow assessment result	
DEL03	Product / technology ideation or development report	For the mid-term review and at the end of the activity
DEL04	Commercial activities engagement report (signed "Business Creation support review form")	At the end of the activity
DEL05	Mentoring & Consulting report	For the mid-term review and at the end of the activity
DEL06	Report of social impact from the KIC activity	At the end of the activity
DEL 07	Gender equality plan	Only public or private research organizations or higher education establishments if applicable
DEL 08	Publishable summary of the achievements to be used as dissemination material by EIT Manufacturing	By the end of the activity
DEL 09	Scaleup Support Agreement	Within the first 9 months of the activity

The activity can prepare additional internal documentation and technical reports to ensure adequate management and development of final product/services and solutions. In case of a failure to deliver on activity outcomes or delays, these internal documents may be provided to EIT Manufacturing as support and mitigation. Nonetheless, these documents are internal and should be managed as such.

4. Proposal preparation and submission

4.1 Guidance and support on proposal preparation

To guarantee the maximum support from EIT Manufacturing to both current and potential partners and stakeholders, three different support offers will be provided during the proposal preparation process: The Video tutorials for the online registration and submission, the call information events and, lastly, the EIT Manufacturing call contact points.

Video tutorial for the online submission

EIT Manufacturing has developed the *Video tutorial for the online submission*, to ensure that all interested parties have access to the relevant and necessary information to support the call preparation and submission. The *Video tutorials for the online registration and submission* provides clear information on how, when, where and what the applicant must submit to EIT Manufacturing to participate in any area of the calls for Business Plan 2023-2025. The video is available in the web portal.

Call information event

The EIT Manufacturing will carry out a series of events before and during the publication of the call.

- On the 5th of September an online info day will be held in Agora to introduce the thematics of the call;
- On the 19th of September a call Q&A dedicated session to allow applicants to find out more about certain topics of interest.
- 3rd of October – Q&A session about financial Sustainability and commercialization strategy.
- 17th of October – Q&A session about eligibility of expenditures.
- All organizations will have access to Wide Ideas matchmaking platform to share their ideas.

Specific information on the call content as well as on general procedures (call calendar, submission process, evaluation process, financial aspects, reporting) will be provided by the EIT Manufacturing team and are available in our webportal as well as our online platform Agora.

Call Contact points

In parallel to the call information events, all applicants may contact EIT Manufacturing to ask questions and clarify any points on general/technical procedures and call content.

These are the communication channels that may be used:

Type of contact	Email
Operational questions (Plaza, guidelines, process, eligibility, etc.)	support@eitmanufacturing.eu
Agora sphere	Click here

4.2 Proposal submission process

All Activity Leaders must submit the proposals via the PLAZA e-submission platform.

The PLAZA platform will be available from 9th September 2022 at 9am CEST.

Please note that new registrations to the PLAZA platform will be accepted at the latest 10 days before the closing of the Call for Proposals.

The deadline for the submission of the proposals is

- ***Call closing full application:*** 10th November 2022 at 19:00 CET

4.3 Call calendar

An indicative timeline is outlined below⁵:

Activity	Date
<i>Call opening</i>	9 th September 2022 – 9:00 CEST
<i>Deadline for the submission of full proposals</i>	10 th November 2022 – 19:00 CET
<i>Proposals selection process completed</i>	14 th November 2022
<i>Evaluation of proposals</i>	14 th December 2022
<i>Final feedback to the proposers</i>	19 th December 2022
<i>Revisions of successful proposals</i>	23 rd December 2022
<i>Selected activity proposals start</i>	1st January 2023

4.4 Proposal submission mandatory documentation

The following documentation must be submitted by the applicants through the PLAZA submission tool **no later than 10 November 2022 at 19:00 CET**:

- Full proposal

NB: Any documentation missing or considered incomplete may be a reason for application rejection.

⁵ Please note that this calendar is indicative. Dates might be subject to slight changes.

5. Proposal evaluation and selection process

5.1 Eligibility and admissibility check

A proposal will be admissible if it shows:

Completeness	The submitted proposal is completed, submitted in time via the PLAZA submission tool, in English with all its mandatory sections.
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A proposal will be eligible if it shows:

1.Partnership composition	Partnership shall be composed of one entity from EU or <i>Third countries associated to Horizon Europe</i> . Its composition is in line with the partnership additional requirements of the area. It is expected that applicants coordinate reputable incubators in Europe to join forces to support emerging, disruptive startups in the manufacturing sector.
2. Co-funding rate	All proposals must have a minimum co-funding of 10%. Any co-funding above 10% will be considered positively.
3. KPIs addressed	All proposals must comply with the mandatory KPIs according to paragraph 3.2.
4. Fit for purpose in terms of topic, duration, and budget	All proposals must fit with the topic selected, comply with the foreseen activity duration and maximum budget allocation.

Proposals containing one or more ineligible elements will receive an official communication from EIT Manufacturing setting out the outcome of the eligibility check and explaining why the proposal failed to meet the criteria.

The Activity leader of any proposal deemed ineligible who disputes the ineligibility decision, may appeal. This appeal must be made within 5 calendar days from the official EIT Manufacturing notification of ineligibility (see paragraph 5.6 and the document Appeal procedure linked to the call).

5.2 Evaluation criteria and evaluation process by independent evaluators

Proposals which successfully passes the eligibility check are evaluated and scored against 5 criteria: Excellence, Impact, Implementation, Strategic Fit and EU Dimension.

The evaluation will focus on the proposal's plan to meet the objectives of the call, in line with the requested resources in time and money, as well as on the feasibility of the proposed management plan.

The criteria are defined as follow:

- **Excellence:** Novelty with reference to the state of the art / market, clarity and pertinence of the activity's objectives; soundness of the concept, and credibility of the proposed methodology.
- **Impact:** The extent to which the outputs of the activity would contribute to each of the expected impacts mentioned in the work programme under the relevant topic.
- **Implementation:** Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables; appropriateness of the management structures and procedures, including risk and innovation management; complementarity of the participants and extent to which the consortium as whole brings together the necessary expertise; appropriateness of the allocation of tasks, ensuring that all participants have a valid role and adequate resources in the activity to fulfil that role.
- **Strategic fit:** How the activities contribute to the value chain of Manufacturing within European ecosystem. Highlighting both competitive advantage and sustainability. Relevance with the KIC's SOs and the thematic priorities of the Call.

- **EU dimension:** European coverage of the participants and addressing European challenges.

Independent external evaluators will evaluate the proposals and assign scores at **subcriterion level** on a scale **from 1 to 5** (half point scores may be given).

Score	Description	
1	<i>Extremely poor or None</i>	The information provided is considered irrelevant or inadequate compared to the specific call provisions
2	<i>Bad</i>	The information provided lacks relevant quality and contains significant weaknesses, compared to the specific call provisions
3	<i>Average</i>	The overall information provided is adequate, however, some aspects are unclearly or insufficiently detailed, compared to the specific call provisions
4	<i>Good</i>	The information provided is adequate with sufficiently outlined details, compared to the specific call provisions
5	<i>Excellent</i>	The information provided is outstanding in its details, clarity and coherence, compared to the specific call provisions

Scores given at subcriteria level are then averaged together to come with a final score per criteria. A weighting is then applied to each score per criteria to determine the final overall score. The maximum overall score is 25 (5x5). The overall threshold, applying to the weighted sum of the 5 criteria, is 15/25 points.

To be considered for funding, the proposal must score above a certain threshold for each criterion, and above an overall threshold.

The detailed evaluation grid is provided here below.

Excellence	Max. scoring 5 (Threshold: 3/5) Weight: 20%
Coherence	
The proposal objectives are SMART (Specific, Measurable, Achievable, Realistic and Time Bound).	1-5
The aim and the objectives of the proposals are clearly related to outcomes and results.	1-5
The proposal outcomes/outputs have been specified in relation to the expected product/service/solution.	1-5
The elements of the proposal are coherent and logically linked.	1-5
Novelty	
The proposal represents a step forward regarding current state-of-the-art pre-acceleration services	1-5
The proposal demonstrates its need and relevance for the target stakeholder groups.	1-5
The activities and their sub elements are defined and are realistic according to timeframe and budget of the proposal.	1-5

Impact: social, economic, financial, and sustainability	Max. scoring 5 (Threshold: 3/5) Weight: 25%
Ambition and contribution to expected impact	
The proposal's expected outcomes are measurable at a quantitative and a qualitative level.	1-5
The social, economic and innovation impacts of the proposal are covered.	1-5
The proposal provides a credible strategy for financial sustainability.	1-5
The co-funding level meets the minimum expected or is higher than expected by the call.	1-5
Competitiveness and growth	
The proposal is addressed to specific target group/s and/or market sector/s and includes a gender perspective and the proposal demonstrates a competitive advantage over existing offers in the market	1-5
The proposal defines measures to ensure the durability and transferability of activity outcomes.	1-5
Effectiveness of the proposed measures to exploit and disseminate the results (including IPR management), to communicate the results and to manage data (if applicable)	
The proposal presents a dissemination and communication plan aligned to the challenge area.	1-5

The proposal presents a structured dissemination and communication plan which guarantees the communication of the activity activities to different target audiences (MGA Art.17).	1-5
The proposal describes a clear strategy to support early stage start up	1-5

Implementation and sound financial management	Max scoring 5 (Threshold: 3/5) Weight:25%
Workplan, including allocation of budget, tasks, and resources	
The workplan is aligned to the achievement of proposal objectives, KPIs and expected results.	1-5
The proposal properly identifies deliverables, milestones including respective timelines	1-5
The proposal budget is clearly outlined, justified and reflects value for money.	1-5
Management structures and procedures, including quality management and risk management	
The proposal identifies management structures to guarantee an effective management of the proposal resources and applicants.	1-5
The proposal identifies risks and mitigation measures.	1-5
Applicant fit for purpose	

The applicant represents the right competencies, skills and expertise in accordance with the proposal scope.	1-5
The applicant has differentiated, clear and specific roles.	1-5

Strategic fit evaluation criteria	Max. scoring 5 (Threshold: 3/5) Weight:20%
Contribution to EIT Manufacturing strategic objectives (EIT Manufacturing Strategic Agenda), to the EIT Core and EIT Manufacturing specific KPIs	1-5
Fitting with Call scope and EIT Manufacturing challenges at which the activity proposal has been submitted (section 3)	1-5
Addressing the concept of Knowledge Triangle	1-5
The proposal shows potential of impact in line with or exceeding the minimum level requirement as stated for the respective call type of activity	1-5

European Dimension evaluation criteria	Max. scoring 5 (Threshold: 3/5) Weight:10%
The proposal considers synergies with other EU Instruments and EU programmes	1-5

The outputs of the activity addresses appropriately the RIS aspects	1-5
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The total scoring of 25 points is distributed as follows:

Excellence	<i>Max score 5</i> <i>Threshold: 3/5</i> <i>Weighting: 20%</i>
Impact	<i>Max score 5</i> <i>Threshold: 3/5</i> <i>Weighting: 25%</i>
Implementation	<i>Max score 5</i> <i>Threshold: 3/5</i> <i>Weighting: 25%</i>
Strategic Fit	<i>Max score 5</i> <i>Threshold: 3/5</i> <i>Weighting: 20%</i>
EU dimension	<i>Max score 5</i> <i>Threshold: 3/5</i> <i>Weighting: 10%</i>
Total	25 points

At least three External Evaluators will evaluate each proposal, and each will produce an Individual Evaluation Report (IER). The independent External Evaluators will meet in a consensus meeting to discuss and build an agreement on the findings for all eligible proposals with one external expert acting as rapporteur and playing a key role in steering the consensus process

5.3 Selection Committee strategic evaluation

In parallel with the evaluation by the external experts, the Selection Committee of EIT Manufacturing will carry out to a strategic evaluation of the proposals.

The EIT Manufacturing Selection Committee is composed of the 3 Thematic Pillar Directors and the 6 CLC Directors.

All eligible proposals are submitted for the Selection Committee final selection and assessed against the portfolio fit aspects..

Partnership ecosystem (start up)	Max. scoring 25 (Threshold: 15/25)
The proposal promotes collaboration between organizations and regions with whom EIT Manufacturing has little/no link and which could add value to EIT Manufacturing’s ecosystem in the medium to long-term.	1-5
The workplan for accelerating and improving the selection of early stage startups fits with the strategic objectives of EIT Manufacturing and can trigger synergies with other programmes.	1-5
The participant is proposing a new and convincing approach to shape pre-accelerator services that EIT Manufacturing could benefit from.	1-5
BC Portfolio fit	
The proposal will demonstrate a thoughtful and achievable approach to coach and then deliver a portfolio of quality startups of strategic interest for EIT Manufacturing’s Business Creation team to provide further support and services to.	1-5
Value for money at BC portfolio level	1-5

Proposals will be considered for funding only if they are above:

- the threshold of each individual criterion from the independent expert and the Management Team evaluation, and
- the overall threshold which is equal or above 15/25.

The overall final score assigned to a proposal will be composed by 2 parts:

- 1) External expert evaluation: based on the final scoring assigned to each proposal at the consensus meetings. **Weight 80%**
- 2) Strategic evaluation (Management team): based on the scoring assigned to each activity proposal by the MT. **Weight 20%**

Then, the overall final score is calculated as follow: (Total points from the expert's evaluation * 80%) + (Total points from the MT evaluation * 20%) = Final score. A proposal can achieve a maximum score of 25 points.

Any applicant is entitled to equal treatment and results. Applicants are strongly discouraged from approaching any member of the Selection Committee to seek for specific advice or support regarding their application.

5.4 Communication of results and negotiation period

EIT Manufacturing will inform by email all Proposal leaders once the evaluation is completed.

The applicants might receive 4 types of evaluation feedback:

- The proposal is accepted for funding. The proposal has got a high evaluation score and is selected for funding based on available budget assumptions.
- The proposal is accepted for funding with conditions. The proposal has got a high evaluation score and is selected for funding based on available budget assumptions. Conditions for changes will be provided from EIT Manufacturing. Changes shall be done and re-submitted on time. If the Proposal Leader fails to comply with the requested conditions or does not respond by the time allocated, the proposal will be rejected and the next proposal on the ranking list will be then proposed for funding.

- The proposal is rejected. The proposal has failed to reach the threshold of an individual evaluation criterion or the threshold of the overall score and is therefore not considered for funding.
- The proposal is retained in the reserve list: the proposal has passed all thresholds but due to budget constraints cannot be funded. In case of finally unused budget, the proposal might become eligible for funding, e.g. in case a proposal accepted with conditions is not funded. The duration of the reserve list is up to end of March 2023.

The evaluation results will be provided to all applicants. The changes will need to be implemented in the proposals within 5 calendar days.

As soon as the communication of results is done, the successful participants will receive contractual documents to be signed with EIT Manufacturing, including:

- Internal Agreement – long term partnership within Horizon Europe Framework
- Grant agreement – agreed financial provisions per participants detailed by activity(s)

In parallel, each participant will need to provide additional documents to EIT Manufacturing, such as:

- Declaration of honour signed for every organization participating in an activity
- Legal and financial documents (depending on the legal form of the participant)

5.5 Procedure for complaints and appeal

The Activity Leader of a rejected proposal who disagrees with the decision may request an evaluation review. Only procedural aspects of an evaluation may be the subject of a request for an evaluation review, for example process errors or technical problems. The evaluation of the merits of a proposal shall not be the subject of an evaluation review. In this case, the Activity leader will have 5 calendar days after receipt of the final evaluation results to submit an appeal to the Evaluation (see document Appeal)

6. Other Terms and Conditions

6.1 Exclusion Criteria

Applicants will be excluded from participating in the call if they are in any of the situations of exclusion defined in Article 136 of the EU Financial Regulation⁶ Applicants shall sign a Declaration of Honour to confirm that they respect the above-mentioned criteria at the application stage Successful Applicants shall provide relevant recent documentation substantiating the Declaration of Honour at the latest before signing the agreements mentioned under point 5.4. Failure to provide adequate documentation will result in the exclusion of the applicants and the proposal concerned.

6.2 Logos and Trademarks of the Applicants

The entities participating in the Call for Proposal grant EIT Manufacturing and its subsidiaries (e.g., CLCs) a free and non-exclusive license to use their brand solely for the promotion, dissemination of information, organisation, management and implementation of the Call for Proposal. The applicants and EIT Manufacturing mutually acknowledge and accept that the respective trademarks are, and remain, the exclusive property of their respective owners and that no provision of these guidelines is intended to confer any rights on such trademarks, outside the provisions of the previous paragraph. Therefore, the participating entities and EIT Manufacturing will not be able to assign, sublicense or otherwise dispose of the trademarks of others, without prior written consent.

Participating entities will send their brand related information (logos, brand guidelines and any other relevant communication material) as requested from EIT Manufacturing, to support@eitmanufacturing.eu in vector format or in image format with at least 300 dpi

⁶ <https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32018R1046&from=EN>

6.3 Confidentiality

EIT Manufacturing undertakes to use any Confidential Information shared by the entities solely for the purposes of the Call for Proposals. Confidential information shall mean data and/or information that is proprietary to, or possessed by, the companies and not generally known to the public, or that has not yet been revealed whether in tangible or intangible form, whenever and however disclosed and might also be included in the application form. Confidential information must be expressly labelled as such in the application form.

Applicants agree that EIT Manufacturing and its subsidiaries can disseminate, publish, and make use of non-confidential information regarding the call, to promote the activities of EIT Manufacturing or establish reports or other necessary documents for EIT.

The applicants agree that data and information in the application form not labelled as confidential may be disclosed in connection with the activities of EIT Manufacturing.

Considering the confidential nature of the data and information referred to above, EIT Manufacturing also undertakes to (i) not disclose them in any way and in any form, without prior written authorization of the company concerned; and (ii) not to use them for purposes other than those strictly necessary for participation in the Learning Factories Competition.

Confidential Information may be shared among EIT Manufacturing and its subsidiaries (e.g. CLCs) solely for the purposes of the call. EIT Manufacturing undertakes to impose this confidentiality obligation on its employees and the employees of its subsidiaries and its collaborators, as well as on Rapporteurs and independent experts and all subjects who, by virtue of participating in the call for proposal as members of the Selection Committees or Jury, will take knowledge of or may have access to such confidential data and information.

6.4 Intellectual Property

Participating entities agree to respect IPR Rules (Article 16) of the (Model) Grant Agreement⁷.

Participating entities also agree to respect the EIT Manufacturing IP Policy available on this link.

6.5 Disclaimers

EIT Manufacturing denies all liability from an applicant participation to the call for proposal.

Submitting application does not establish a grantor-grantee relationship between applicant and the EIT Manufacturing as final decision will be made after the evaluation process and the final confirmation of acceptance of the application and all other procedure mentioned herein.

These call for proposals guidelines may be subject to changes/update. In such a case, the changes will be communicated publicly (published) in a transparent and clear manner. Applicants having already applied will also be informed.

6.6 Processing of Personal Data

EIT Manufacturing ensures that any processing of personal data shall be performed in accordance with Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016, on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and in accordance with Directive 95/46/EC (General Data Protection Regulation).mailto:dpo@eitmanufacturing.euAs a data subject you have the right of access, the right to rectification, the right to erasure, the right to restrict processing, the right to data portability, the right to object and the right not to be subject to a decision based solely on automated processing. If you have a question about personal data processing or want to exercise your data subject rights, you

⁷ https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/general-mga_horizon-euratom_en.pdf

can contact our Data Protection Officer on dpo@eitmanufacturing.eu . In the case of complaints, you can address them to the French regulator CNIL.

The collected personal data will be used solely for the procedure and assessment of the call applications and the management, completion, organisation, dissemination of information and publicity of the call. The data controller is EIT Manufacturing and/or its subsidiaries.

By submitting your application for this call you consent that EIT Manufacturing will collect, transfer, process, store and delete your data in accordance with the aforementioned conditions.

Details concerning the processing of your personal data are available in the privacy statement in the Plaza submission system.

6.7 Applicable Law

The present call is governed by the applicable European Union laws (i.e. the EIT Regulation, the EU Financial Regulation and the Horizon Europe Regulation) and is complemented, where necessary, by the law of France. The applicants agree to observe the obligations set forth in the (Model) Grant Agreement⁸ signed between the EIT and EIT Manufacturing and particularly Articles 12 (conflict of interest), 13 (confidentiality and security), 14 (ethics), 17.2 (visibility), 18 (specific rules for carrying out action), 19 (information) and 20 (record-keeping). These obligations will also be mentioned in contracts to be signed if the application is successful.

6.8 Monitoring and audit rights

All Activities selected for funding will undergo continuous monitoring by EIT Manufacturing to ensure effective progress and implementation at each stage in accordance with the Agreement signed, and to trigger payments according to the achievement of milestones, deliverables and KPIs.

The monitoring at the end of each stage will cover several aspects relating to the Activity implementation including, but not limited to: achievement of milestones, deliverables

⁸ https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/general-mga_horizon- Euratom_en.pdf

and KPIs; risk management; financial management; quality assurance; progress against KPI achievement and impact delivery; communication and dissemination; and progress towards commercialization and exploitation of results.

EIT Manufacturing may request regular reporting of actual costs incurred with the use of the Grant, as well as regular reporting of KPIs and deliverables, together with the supporting documentation. The monitoring process may result in an amendment to the Activity workplan and/or budget. In the case of under-performance, significant delay of implementation, misconduct of the consortium, or any other reason jeopardizing the timely implementation of the Activity identified during the monitoring process, EIT Manufacturing reserves the right to discontinue or restructure the funding of the Activity at any point during the Activity duration. Furthermore, EIT Manufacturing will monitor all Activities up to 5 years after Activity completion to track long-term impact, the status of commercialization and the impact of the Activity.

EIT Manufacturing keeps the right to access any data of the Activity during 5 years after completion to ensure transparency and allow monitoring from EIT.