

Annex 1.9 - EIT Community RIS Hubs

- the EIT Community Officer's guide to performance monitoring

11.12.2023, Cross-KIC Strategic Regional Innovations Cluster



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Introduction and scope

The European Institute of Innovation and Technology (EIT) Strategic Innovation Agenda 2021-2027 designates “increasing the regional impact of the EIT KICs” through an enhanced EIT Regional Innovation Scheme (RIS), reinforced with a significantly stronger mandate and additional financial resources, as a key, EIT priority. While this recognises the Scheme’s success since its establishment, as well as its potential to do more, expectations on the EIT RIS to deliver increasing levels of impact in line with the EIT’s objectives are very high. To meet these expectations, the EIT RIS needs an “all hands on deck” approach, with the whole EIT Community working together towards a common goal. In particular, it must be ensured that the EIT RIS Hubs, with their unique, on-the-ground presence across Europe, strongly contribute to the EIT’s objectives and Key Performance Indicators (KPIs).

Towards this aim, a set of minimum standards and guiding principles for EIT RIS Hubs have been drawn up in close consultation with the Cross-KIC Strategic Regional Innovations (SRI) Cluster and the EIT-KIC Forum and fully aligned with, and complimentary to, the EIT Legislative Framework and the EIT RIS Implementation Framework (2022-2027). The above-mentioned “EIT RIS Hubs Minimum Standards and Guiding Principles (2023-2025)” outlines the need and necessity of the establishment of the EIT Community RIS Hubs that attract and facilitate the integration of new participants in EIT Community activities, among others.

To do this, the EIT RIS Hubs must liaise closely with local/regional/national authorities and stakeholders, including the EIT National Contact Points (NCPs). NCPs are expected to act as an assistance, information and referral point for potential beneficiaries, who will be redirected to the local EIT RIS Hub or EIT KIC Office according to their needs. To achieve this, the Hubs should regularly provide the EIT NCPs with all relevant information to support their core functions and, if requested, help the NCPs understand the specificities around the KIC they represent and the type of activities they deliver. Once an EIT Community RIS Hub is established in a particular country or territory, the consolidated provision of information to the local EIT NCPs can be centrally delivered by the **EIT Community RIS Hubs** coordinated by a designated **EIT Community Officer** with full support from the existing EIT RIS Hubs. This should also enable EIT RIS Hubs, EIT Community Officers and NCPs to team up for regular outreach, communication, and awareness-raising activities, and eventually reach new audiences and increase the number of national EIT beneficiaries.

The Cross-KIC Strategic Regional Innovations Cluster's mission is to enhance the consolidated presence of the EIT Community in the EIT RIS-eligible area. As a result of the “EIT RIS Hubs Minimum Standards and Guiding Principles (2023-2025)” (from now on, “minimum guidance document”), two pilots of the EIT Community Officers have been launched, one in North Macedonia and the other in Latvia. At the same time, a Country-specific roadmap document was drawn up by the EIT, based on the input received from the Lead KICs and was submitted for analyses and discussion during the EIT-KIC Forum of 8 November 2023. The EIT-KIC Forum adopted the current version of the Country-specific roadmap which is now considered the final way forward towards a more impactful and coordinated EIT Community landscape, which in turn will feed into the Business Plan 2023-2025 amendment process.

In those ecosystems where EIT RIS Hubs are already established, the EIT Community RIS Hubs will aim to integrate these Hubs’ and rebrand them as EIT Community Members. EIT Community Members will maintain their RIS Hub functions but will be required to:

- undertake a rebranding and renaming exercise aimed at external stakeholders;
- to commit to an enhanced level of cooperation with the other EIT Community Members operating in the same country/region in collaboration with the EIT Community RIS Hub, including implementing joint activities foreseen by the above-mentioned Country-specific roadmaps document.

The minimum guidance document together with the country-specific roadmaps describes that in each country a KIC will take the lead in establishing the EIT Community RIS Hub and appoint, or select through an open call, an EIT Community Officer tasked with running the Hub. The selection either follows an open call process or leverages existing KIC co-location centres (CLC) or excellent-performing RIS Hubs. The EIT Community Officer is selected based on merit, experience and the potential to tap into local opportunities. The EIT Community Officer will be either **a natural person or legal entity** and, **even in case of holding links of any EIT KIC, it will ensure impartiality and avoid conflict of interest**. While a list of tasks and responsibilities of the EIT Community Officer is included in the annex of the minimum guidance document, it lacks information on how the performance of the EIT Community Officer will be measured. **The scope of this document is to provide this missing information by defining the performance indicators for the activities of the EIT Community Officer, determining its minimally expected targets and defining the monitoring process**, taking the adopted Country-specific roadmaps document into account as well as revising the originally submitted version based on the feedback provided by the EIT RIS expert group in the document called EIT - RIS Hub Monitoring and Reporting Assessment. The adopted changes in the document mentioned are forecasting the further amendment of the “EIT RIS Hubs Minimum Standards and Guiding Principles (2023-2025)”

Activity clustering, performance indicators and their minimum targets for the EIT Community Officers

The minimum guidance document has defined a comprehensive list of tasks and responsibilities that the EIT Community RIS Hub EIT Community Officer is expected to do. Some tasks are quite administrative, while others refer to an objective explicitly, where measurable targets can be defined. The network of EIT Community Officers is planned to cover all RIS-eligible countries and territories in the next years and is supposed to support the EIT Communities locally. The work of the EIT Community Officers will be overseen by the EIT Community SRI Cluster supported by the lead KICs in each country setting up the EIT Community, contracting and monitoring the EIT Community Officer and by one coordinator on behalf of the EIT Community SRI Cluster, who collects monitoring data from all the lead KICs, comparing them to targets as of date and escalate it to the Cluster Steering Committee in case the forecasted performance is below a specific tolerance level set forth and mandated by the Steering Committee of the Cluster – monitoring

process is described in a later chapter of this document. Because the project is piloted for the first time in 2023, the Cluster has no experience yet on how the system could realistically operate and be optimised.

Therefore, the Cluster`s approach is to simplify the monitoring process by rationalising and clustering the foreseen tasks and responsibilities into five different categories (Administration, Coordination, Support, Communication and Financial Sustainability) and defining easily understandable, measurable and relevant indicators of the effectiveness of such work. The result of the clustering can be found in the following table:

Activity cluster	Activity
Administration	<ul style="list-style-type: none"> • Form good working relations with the whole EIT Community, including the SRI Cluster and Community Members and establish a smooth and efficient working method which limits the administrative burden on the Community Members and the KICs side. • Deploy necessary tools for information sharing/coordination to facilitate continuous information exchange between the EIT Community in both directions. • Develop a good understanding of the EIT model and keep up to date with the KICs' activities. • Set up and maintain a physical space. • Review and report to the EIT Community Officer Coordinator. • Any other tasks mandated by the EIT Management which, in principle, support the EIT Community to contribute to the achievement of the EIT's Objectives and implementation of its Strategy and Annual Work Programmes.
Coordination	<ul style="list-style-type: none"> • Facilitate and coordinate EIT Community branding efforts, sharing information and advising KICs and Community Members. • Facilitate and coordinate EIT Community efforts to develop and implement joint activities and events based on the local ecosystem needs. • To the greatest extent possible, ensure a collaborative, aligned approach amongst the EIT KICs' RIS Hubs (future Community Members) towards national authorities, including relevant NCPs and Managing Authorities. • Facilitate and coordinate efforts of the local actors from the EIT Community and the KICs where appropriate to jointly apply for local/national granting and funding opportunities. • Suggest and support, including, where appropriate and with the agreement of the EIT KICs, leading the implementation of possible joint activities amongst the EIT KICs, to be implemented nationally and/or regionally, aligned with relevant RIS3 priorities. • Identify the need for and facilitate implementing shared services for Community Members to improve efficiency.
Support	<ul style="list-style-type: none"> • Support the KICs' broader community to plan and implement local activities and events in the country, looking for cross-KIC synergies where appropriate and facilitating them. • Support those KICs not present in the ecosystem so their opportunities are accessible to the local talents and ensure at least their basic representation in the country/region. • At the request of the SRI Cluster and EIT KICs, support any necessary updating of the local Country-specific roadmap and support its implementation, as appropriate. • Serve as a centralised contact gateway for local stakeholders to the EIT Community and refer stakeholders to contact persons within other relevant EIT KICs, best suited to support their needs. • Support all the KICs by scouting new KIC members, local start-ups and scale-ups for their activities, matching and connecting them with all of the KICs through either their local Community Members or through the SRI Cluster.

Activity cluster	Activity
	<ul style="list-style-type: none"> Provide support, in addition to that already offered by the EIT RIS Hubs, to the EIT and the EIT KICs with navigating the local innovation landscape, including by contributing to the development of EIT maps/ecosystem mapping.
Communication	<ul style="list-style-type: none"> Develop a good understanding of the EIT model and keep up to date with the KICs' activities. Ensuring the EIT's on-the-ground visibility and branding. Facilitating the organisation of EIT Community awareness-raising events, including possible open days within the context of INNOVEIT (the EIT's annual innovation forum), and coordinating and supporting the participation of EIT Community representatives in relevant national events. Collect information to share through applicable channels related to the EIT KICs' activities, events, results and opportunities of interest to local stakeholders with a view to their dissemination internally and externally. Managing and updating the EIT Community RIS Hubs' website in the local language, with information on EIT Community activities and opportunities, including dedicated sections targeted towards specific stakeholders, including students, start-ups, national authorities, etc.
Financial sustainability	<ul style="list-style-type: none"> Scout for and recommend to the EIT KICs opportunities to implement joint projects financed through other EU/national/regional funds, (including ESIF and IPA III (collection of local funding opportunities and bring these to the attention of the local Hub Community Members and the KICs). Contribute to, support and, where appropriate, with the agreements of the EIT KICs, lead any horizontal exploratory efforts towards securing co-funding opportunities, including the EIT Community Officer position, securing meetings with relevant national/regional authorities and facilitating the preparation for the submission of joint proposals for national/regional funding in case of general Cross-KIC actions.

Administration and **Coordination** are activities that have to be implemented, and the activities can be reported, **Support, Communication** and **Financial Sustainability** are activities with important outcomes that are possible and worth measuring to assess the performance of the EIT Community Officer. Therefore, the EIT Community SRI Cluster recommends measuring the following indicators.

Activity cluster	How to measure - KPIs
Administration	<ul style="list-style-type: none"> Evaluated at the start, mid-term and end of the business year based on reviews and reporting (performance monitoring toolset)
Coordination	<ul style="list-style-type: none"> Evaluated at the start, mid-term and end of the business year based on reviews and reporting (performance monitoring toolset)
Support	<ul style="list-style-type: none"> New regional EIT Community partners relevant to the KICs introduced Cross-KIC matchmakings performed, namely active partners collaborating in the EIT Community, initially supported and/or referred by the EIT Community Officer Start-ups and scale-ups referred to EIT Community opportunities
Communication	<ul style="list-style-type: none"> Events, workshops, and meetings organized/facilitated by the EIT Community Officer External events organised by national and/or regional authorities with the participation of the EIT Community Officer and promotion of the EIT Community Relevant key national events collected and communicated to the local Hub Community Members, EIT RIS Hubs and EIT KICs

	<ul style="list-style-type: none"> Media mentions of the EIT Community in local publications/news outlets facilitated by the EIT Community Officer.
Financial sustainability	<ul style="list-style-type: none"> Local funding opportunities collected and communicated to the local EIT Community Members, EIT RIS Hubs and EIT KICs External funding attracted from synergies/cooperation agreements identified/concluded by the EIT Community Officer, contributing to the Financial Sustainability of the EIT Community Officer, and the amount of funding attracted. Local funding opportunities collected and communicated to the local EIT Community Members, EIT RIS Hubs and EIT KICs to implement joint projects

Before elaborating on each Key Performance Indicator in detail, it is worth mentioning two different types of countries and territories the SRI Cluster needs to consider. There are countries and territories where the EIT and its KICs on the ground representation are broad, and there are different stakeholders representing the knowledge triangle of many of the KICs, RIS Hubs and Co-Location Centers established. In these countries and territories (“**established**”), the EIT Community is well established, there is high potential for cross-KIC activities, and the EIT Community Officer has an overall coordinative role, avoiding overlap with existing KIC experts (the “EIT Community members”). There is another, smaller set of countries and territories where there is no (yet) on-the-ground EIT or KIC representation; however, stakeholders relevant to the EIT Community are ready to be engaged and actively take part in EIT activities and the building of the local ecosystem and integrate the knowledge triangle. These countries we call “**white-spot**” countries. In white-spot countries, the EIT Community Officer will have a deeper representative role. These major roles are important to distinguish because both the expectation and how to monitor activities will differ in “established” and “white-spot” countries. In many cases, the general mission of the EIT Community Officer (ECO for short) is to contribute, to support and, where appropriate, with the agreements of the EIT KICs, to lead any horizontal exploratory efforts towards securing co-funding opportunities, including securing meetings with relevant national/regional authorities, facilitate the preparation for the submission of joint proposals for national/regional funding in case of general Cross-KIC actions, cultivating on-site and digital communication in the local language.

Important that the “white-spot” countries and territories slowly evolve to be “established” countries. According to the EIT Community SRI Cluster, countries and territories are considered “established” when at least two KICs operate CLCs or RIS Hubs being members of the local EIT Community in the country as of 1 January of the corresponding year.

The Definition of the Key Performance Indicators

The performance monitoring toolset is defined in Chapter 3: Performance Indicator Monitoring. The definition and description of the rest of the KPIs are the following:

EITECO01	New regional EIT Community partners relevant to the KICs introduced
Definition: EIT Community Officers are requested to strategically scout and secure new joint project partnership opportunities for joint-KIC activities. EIT Community Officers are responsible for identifying and securing new opportunities for joint-KIC activities and the EIT Community as a whole, including the RIS Hubs and the EIT KICs. It is considered that at least two	Source of information:
	A review and final report of the ECO
	Any proof or structured data:
	<ul style="list-style-type: none"> Name of the new EIT Community partner

Hubs and/or EIT KICs must be involved in a joint-KIC partnership.	<ul style="list-style-type: none"> • Representative/reference person of the new EIT Community partner with contact information • Connecting KICs/Hubs and the name and contact of the reference persons
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EITECO02	Cross-KIC matchmakings performed, namely active partners collaborating in the EIT Community, initially supported and/or referred by the ECO				
<p>Definition: EIT Community Officers are requested to provide additional support to EIT and EIT KICs in navigating the local innovation landscape in addition to the support already provided by the EIT RIS Hubs. This includes a contribution to the development of EIT maps/ecosystem maps and the establishment of synergies and network effects at the Cross-KIC level. To be considered joint-KIC matchmaking, at least 2 Hubs and/or EIT KICs must participate.</p> <p>Active partner: takes part actively in one of the KIC`s and/or joint-KIC Cluster`s activities.</p>	<table border="1" style="width: 100%;"> <tr> <td style="background-color: #002060; color: white;">Source of information:</td> </tr> <tr> <td>A review and final report of the ECO</td> </tr> <tr> <td style="background-color: #002060; color: white;">Any proof or structured data:</td> </tr> <tr> <td> <ul style="list-style-type: none"> • Name of the new joint-KIC partner • Representative/reference person of the joint-KIC partner with contact information • The KIC where the partner has already been engaged so far • Connecting new KICs/Hubs where the match was created and the name and contact of the reference persons </td> </tr> </table>	Source of information:	A review and final report of the ECO	Any proof or structured data:	<ul style="list-style-type: none"> • Name of the new joint-KIC partner • Representative/reference person of the joint-KIC partner with contact information • The KIC where the partner has already been engaged so far • Connecting new KICs/Hubs where the match was created and the name and contact of the reference persons
Source of information:					
A review and final report of the ECO					
Any proof or structured data:					
<ul style="list-style-type: none"> • Name of the new joint-KIC partner • Representative/reference person of the joint-KIC partner with contact information • The KIC where the partner has already been engaged so far • Connecting new KICs/Hubs where the match was created and the name and contact of the reference persons 					

EITECO03	Start-ups and scale-ups referred to EIT Community opportunities.				
<p>Definition: EIT Community Officers are responsible for promoting, facilitating and initiating referrals of start-ups and scale-ups to EIT Community opportunities and members via dissemination, promotion and other means.</p>	<table border="1" style="width: 100%;"> <tr> <td style="background-color: #002060; color: white;">Source of information:</td> </tr> <tr> <td>A review and final report of the ECO</td> </tr> <tr> <td style="background-color: #002060; color: white;">Any proof or structured data:</td> </tr> <tr> <td> <ul style="list-style-type: none"> • Name of the start-up/scale-up • Registration number of the start-up • Representative/reference person of the EIT Community partner with contact information • Opportunity description, potential follow-ups • Connecting new KICs/Hubs where the match was created and the name and contact of the reference persons </td> </tr> </table>	Source of information:	A review and final report of the ECO	Any proof or structured data:	<ul style="list-style-type: none"> • Name of the start-up/scale-up • Registration number of the start-up • Representative/reference person of the EIT Community partner with contact information • Opportunity description, potential follow-ups • Connecting new KICs/Hubs where the match was created and the name and contact of the reference persons
Source of information:					
A review and final report of the ECO					
Any proof or structured data:					
<ul style="list-style-type: none"> • Name of the start-up/scale-up • Registration number of the start-up • Representative/reference person of the EIT Community partner with contact information • Opportunity description, potential follow-ups • Connecting new KICs/Hubs where the match was created and the name and contact of the reference persons 					

EITECO04	Events, workshops, and meetings organised/facilitated by the ECO and the number of participants				
<p>Definition: EIT Community Officers are requested to proactively organise events, workshops and meetings to establish and develop networks for and in coordination with the EIT Community members and support the promotion and dissemination of the EIT Community opportunities and activities.</p>	<table border="1" style="width: 100%;"> <tr> <td style="background-color: #002060; color: white;">Source of information:</td> </tr> <tr> <td>A review and final report of the ECO</td> </tr> <tr> <td style="background-color: #002060; color: white;">Any proof or structured data:</td> </tr> <tr> <td> <ul style="list-style-type: none"> • Name and nature of the event • Role of the ECO • Organisations involved. </td> </tr> </table>	Source of information:	A review and final report of the ECO	Any proof or structured data:	<ul style="list-style-type: none"> • Name and nature of the event • Role of the ECO • Organisations involved.
Source of information:					
A review and final report of the ECO					
Any proof or structured data:					
<ul style="list-style-type: none"> • Name and nature of the event • Role of the ECO • Organisations involved. 					

	<ul style="list-style-type: none"> • KICs/Hubs involved and the name and contact information of respected reference persons
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EITECO05	External events organised by national and/or regional authorities with the participation of the ECO and promotion of the EIT Community.
<p>Definition: EIT Community Officers are requested to carefully and strategically source and participate actively in external events organised by and/or regional events relevant to the promotion of the EIT Community and the EIT Strategic Innovation Agenda in reference to the EIT RIS implementation framework 2022-27.</p>	<p>Source of information: A review and final report of the ECO</p>
	<p>Any proof or structured data:</p> <ul style="list-style-type: none"> • Name and nature of the event • Role of the ECO • Promoted joint-KIC opportunities and activities. • Follow-up activities done

EITECO06	Relevant key national events collected and communicated to the Community Members, SRI Cluster and EIT KICs
<p>Definition: EIT Community Officers are requested to scout, collect and communicate relevant key national events for/to the EIT Community members. EIT Community Officers must disseminate the information to all KICs at the same time.</p>	<p>Source of information: A review and final report of the ECO</p>
	<p>Any proof or structured data:</p> <ul style="list-style-type: none"> • Name and nature of the event, date • Organiser (national/local authority, university, private sector, etc.) • Link to the event and link at the EIT Community portal where the event was communicated, • Relevant to which KICs/stakeholders and how, • Follow-up activities, if any • Number of attendees, if possible.

EITECO07	Media mentions of the EIT Community in local publications/news outlets facilitated by the ECO
Definition: EIT Community Officers are requested to support the dissemination of activities and achievements of the EIT Community.	Source of information:
	A review and final report of the ECO
	Any proof or structured data: <ul style="list-style-type: none"> • Link to the media mentions • Which KICs have been referred • What was the role of the ECO in organising this media coverage
EITECO08	Local funding opportunities collected and communicated to the local EIT Community Members, SRI Cluster and EIT KICs
Definition: EIT Community Officers are requested to coordinate, communicate, and facilitate the collection of local funding opportunities and relevant key national events and bring these to the attention of the SRI Cluster first. The SRI Cluster members are responsible for further dissemination of these opportunities within their KICs and Community Members. EIT Community Officers must disseminate the information to all KICs at the same time.	Source of information:
	A review and final report of the ECO
	Any proof or structured data: <ul style="list-style-type: none"> • Source of funding • Amount of funding • To which KIC offices and stakeholders (members) • Role of the ECO in securing the funding, if applicable • Contacts of the reference persons involved in the process
EITECO09	External funding attracted from synergies/cooperation agreements identified/concluded by the ECO, contributing to the Financial Sustainability of the ECO, and the amount of funding attracted
Definition: EIT Community Officers are requested to actively contribute towards their financial sustainability through synergies/cooperation agreements identified/concluded by the ECO as stated in the RIS Hubs Minimum Standards and Guiding Principles.	Source of information:
	A review and final report of the ECO
	Any proof or structured data: <ul style="list-style-type: none"> • Source of funding/investment • Amount of funding • Involved KIC offices and stakeholders (from the EIT Community) • Role of the ECO in securing the funding • Contacts of the reference persons involved in the process

EITECO10		Local funding opportunities collected and communicated to the local EIT Community Members, EIT RIS Hubs and EIT KICs to implement joint projects	
Definition: EIT Community Officers are requested to source, recommend and secure opportunities for the EIT KICs, the SRI Cluster and EIT Community Members to facilitate joint projects financed through other EU/national/regional funds (including ESIF and IPA III). EIT Community Officers must disseminate the information to all KICs at the same time.	Source of information:		
	A review and final report of the ECO		
	Any proof or structured data:		
	<ul style="list-style-type: none"> • Source of opportunity • Amount of funding secured • Which KIC offices and stakeholders (members) were involved • Role of the ECO in securing the opportunity • Contacts of the reference persons involved in the process 		

The EIT Community Officers are requested to collect and document any activities that support their claim that they have met a KPI target reported through an electronic reporting platform operated by the lead KIC that appointed/selected the EIT Community Officer.

To establish a minimum target for each KPI, it is necessary to understand how each KPI is defined and how the performance of an EIT Community Officer is measured. Since the network of EIT Community Officers is a new initiative, it is only an indicative target for the first year of operation of each EIT Community Officer. To set realistic minimum targets, it is necessary to consider the experiences of several EIT Community Officers in different countries for at least one year. Using the pilot activity as a basis, a realistic baseline can be established to measure future activities and performance and be communicated to the EIT for approval as part of the Business Plan process. The underperformance of any minimum KPI shall be reported and well-justified by the EIT Community Officers in their mid-term and final reports.

In light of this, the EIT Community SRI Cluster recommends revising the minimum targets outlined below on a country-specific basis after each EIT Community Officer has completed their first operational year based on their reported performance, an evaluation conducted by the lead KIC, which takes into account country-specific factors, and approval by the EIT Community SRI Cluster Steering Committee. Based on the above-mentioned indicators, the following are the initial minimum targets for EIT Community Officers:

NS minimum target values					
		White Spot Countries		Established countries	
EITECO01	New regional EIT Community partners relevant to the KICs introduced* *in established countries, the target will be achieved focusing in KICs which have NO PRESENCE in the country (no presence = no CLC, RIS Hub or dedicated KIC expert)	Innovation Index Score (GIS) 20-30	1	Innovation Index Score (GIS) 20-30	2
		Innovation Index Score (GIS) 30-40	2	Innovation Index Score (GIS) 30-40	3
		Innovation Index Score (GIS) 40+	3	Innovation Index Score (GIS) 40+	4
EITECO02	Cross-KIC matchmakings performed, namely active partners collaborating in the EIT Community, initially supported and/or referred by the ECO*	1		2	

	*in established countries, the target will be achieved focusing in KICs which have NO PRESENCE in the country (no presence = no CLC, RIS Hub or dedicated KIC expert)				
EITECO03	Start-ups and scale-ups referred to EIT Community opportunities* *in established countries, the target will be achieved focusing in KICs which have NO PRESENCE in the country (no CLC, RIS Hub or dedicated KIC expert)	Innovation Index Score 20-30	1	Innovation Index Score 20-30	3
		Innovation Index Score 30-40	2	Innovation Index Score 30-40	4
		Innovation Index Score 40+	3	Innovation Index Score 40+	5
EITECO04	Events, workshops, and meetings organised/facilitated by the ECO for the EIT Community members and the number of participants	2		2	
EITECO05	External events organised by national and/or regional authorities with the participation of the ECO and promotion of the EIT Community.	4		4	
EITECO06	Relevant key national events collected and communicated to the EIT Community Members, SRI Cluster and EIT KICs	all visible, that has been communicated and promoted in various channels in the respective country		all visible, that has been communicated and promoted in various channels in the respective country all visible	
EITECO07	Media mentions of the EIT Community in local publications/news outlets facilitated by the ECO	2		3	
EITECO08	Local funding opportunities collected and communicated to the local EIT Community Members, SRI Cluster and EIT KICs	all visible, that has been communicated and promoted in various channels in the respective country		all visible, that has been communicated and promoted in various channels in the respective country	
EITECO09	External funding attracted from synergies/cooperation agreements identified/concluded by the ECO, contributing to the Financial Sustainability of the ECO, and the amount of funding attracted	equivalent of 0.5 FTE of the EIT Community Officer personnel costs		equivalent of 0.5 FTE of the EIT Community Officer personnel costs	
EITECO10	Local funding opportunities collected and communicated to the local EIT Community Members, EIT RIS Hubs and EIT KICs to implement projects jointly	all visible, equivalent with at least kick start one RIS Hub ¹		all visible, equivalent to RIS Hub co-funding requirements	

The above KPI targets are established for the involvement of the EIT Community Officers operating on the country level. In the future, the Cluster can reconsider whether the EIT Community Officers can cover more than one country (regional approach). There is an exception for two KPIs: EITCO01 and EITCO03, where the minimum targets depend on the country's scoring in the Global Innovation Index 2021². For EITECO01 In the case of the KPI EITCO04, the number of participants in events, workshops, and meetings will be

¹ It represents the approximate budget for establishing and operating a RIS Hub activity in a given country by any of the KICs. In order for that country to exit the "white spot" status, we expect the ECO to secure funds to establish the first Hub there.

² https://www.wipo.int/edocs/pubdocs/en/wipo_pub_gii_2021.pdf

determined country by country. As for KPI no. EITCO09, the 0,5 FTE equivalent, is considered a recommendation because, in most cases, EIT Community Officers, especially in the first year of operations, might be unable to fulfil it. However, EITCO09 shows the direction and expectations towards financial sustainability.

Performance indicator monitoring

The performance of EIT Community Officers is measured through a unified and simplified evaluation and reporting system called the “Performance monitoring toolset”. The **EIT Community SRI Cluster Steering Committee** is the overall decision-making body in any relevant activities related to the EIT Community RIS Hubs and its EIT Community Officers. Its responsibilities are:

- Approve reports and business plans for the EIT Community Officers;
- Provide strategic guidance and reference to overall EIT Community RIS activities;
- Inform the ECO Coordinator of any new requirements coming from the EIT.

The procedural proposal of the Performance monitoring toolset:

The lead KIC set up the business plan for the EIT Community Officer including an activity plan, time-bounding milestones deliverables and KPI targets within the electronic platform the Lead KIC regularly operates to monitor and report projects and activities.

The EIT Community Officer proactively reports its progress within this electronic system quarterly together with a forecast of any potential deviation of activities, deliverables, milestones and KPIs (deviation measured in time and ambition) against its business plan.

Quarterly reports are collected and shared through the lead KIC with the ECO Coordinator who prepares a combined quarterly update report to inform the SRI Cluster Steering Committee.

In case the forecast deviation is below 10% (the tolerance level), the EIT Community Officer provides a mitigation plan to the Lead KIC describing how to get back on track by the next quarterly report in agreement with the Lead KIC.

During the following quarterly report, if the ECO is back on track, only monitoring continues, however if the mitigation plan does not work, forecast deviation must be considered to be above 10%.

In case the forecast deviation is above 10% (the tolerance level), the EIT Community Officer provides a mitigation plan that is transferred through the lead KIC to the ECO Coordinator and escalated to the SRI Cluster Steering Committee to approve the mitigation plan. ECO has to execute the approved mitigation plan with close monitoring of the Lead KIC.

By the end of the year, overall performance must be measured and deviation (deviation measured in ambition) against its business plan must be below 10%. Reports collected by the Lead KIC, are transferred to the ECO Coordinator to escalate the annual ECO reports to the SRI Cluster Steering Committee for approval.

- If the approved report has a lower deviation than 10%, the SRI Cluster Steering Committee will allocate a “green light” rating
- If the approved report has a deviation between 10% and 20%, the SRI Cluster Steering Committee will allocate a “yellow light” rating
- If the approved report has a deviation over 20%, the SRI Cluster Steering Committee will allocate a “red light” rating

Approved annual EIT Community Officer reports are to be added to the RIS Community RIS Hubs Annual report by the Lead KIC to provide an up-to-date description of the existing distribution and role of Community RIS Hubs to the EIT.

At the end of the contract term (composed by 2 or 3 assessments), no green light achievements, or a red light achievement in the last year will automatically disqualify the ECO to renew its position for an additional term.