



EIT Health Project Implementation Handbook



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Change Log

Date	Action
20 January 2023	First version published
1 July 2023	Contact details updated
10 January 2024	Payment schedule updated Contact details updated
24 January 2024	Payment schedule updated
19 July 2024	Payment schedule updated

Abbreviations

Abbreviation	Longform
BP	Business Plan
CFS	Certificate on Financial Statements
EIT	European Institute of Innovation & Technology
EU	European Union
FSA	Financial Support Agreement
HEI	Higher Education Initiative
IA	Internal Agreement
KPI	Key Performance Indicator
LEAR	Legal Entity Appointed Representative
LEF	Legal Entity Form
MB	Management Board
PGA	Project Grant Agreement
PIF	Partner Information Form
PMO	Project Management Office
SME	Small, Medium and Micro-sized Enterprise

1. Introduction

The purpose of this document is to provide background information and guidance to Activity Leaders and their consortium partners on the implementation of Activities foreseen in the Business Plan 2023-2025.

This handbook covers the cycle of an activity, including its kick-off, the fulfilment of all contractual requirements, day-to-day implementation, amendments, ongoing performance reporting and monitoring/stage Gates, cost reporting, payment schedule, project close out and the post-funding monitoring process.

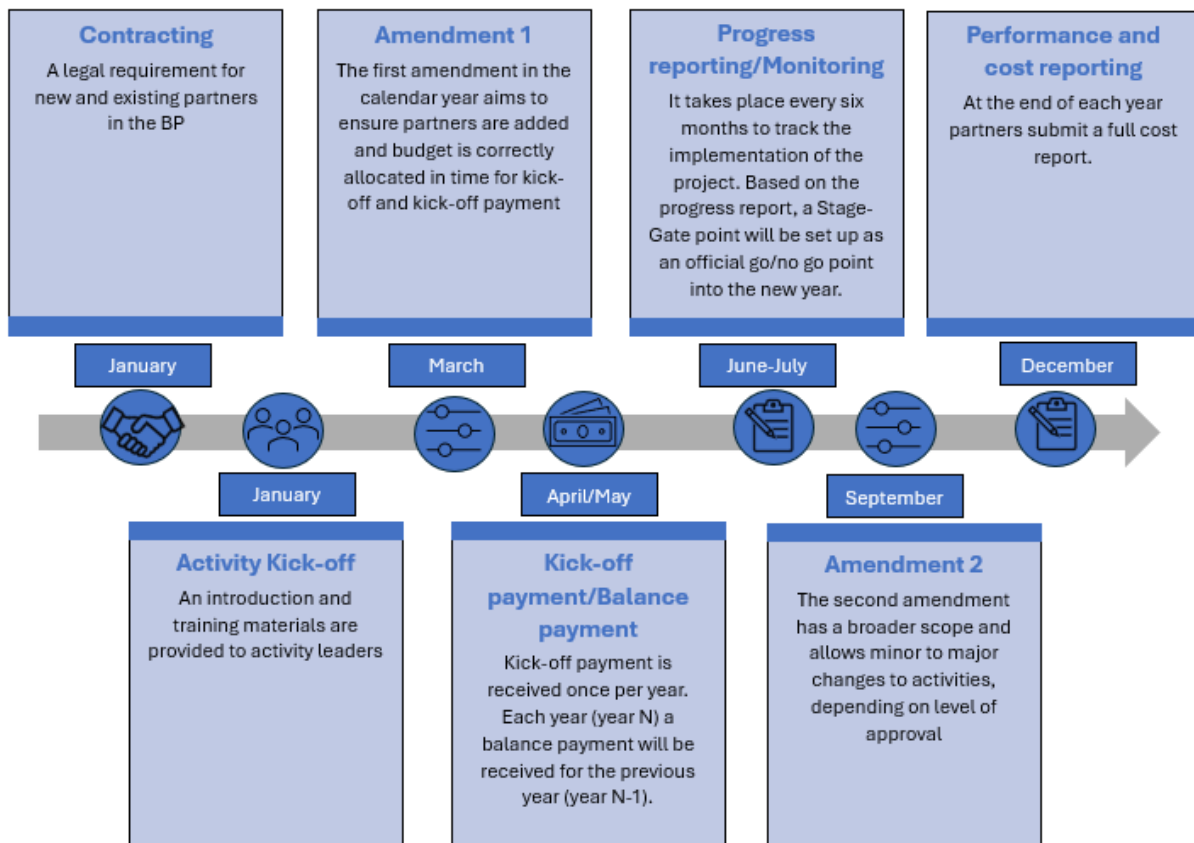


Figure 1: The Business Plan roadmap

Projects, which will kick off at a later stage during the year, will follow the above roadmap from their point of entry. For example, if an activity is selected in May, it will be asked to complete contracting within three months of selection notification (May-July) and receive the kick-off payment once contracting is completed. Implementation may begin as soon as the activity is selected. Such projects will still be given the opportunity to undergo an amendment in September and complete performance reporting in December/January. A current detailed timeline of the BP2023-2025 can be found in [Annex 3 \(including Flagship call specific intake and dates\)](#). For further guidance on a specific example, please reach out to the appropriate EIT Health contact person.

Together with this handbook, EIT Health has a [Brand Book](#), which serves as a guidance document for all communication, dissemination and marketing related topics (further information in section 5).

Implementation of activities is supported by two platforms:

[Plaza](#) is EIT Health's activity and grant management platform. It includes the description of each Activity, with its associated budget for each partner. It is used to submit deliverables and KPI

achievements, update the Activity when required and complete both performance and cost reporting. Link to Plaza here: <https://plaza.eithealth.eu/register>.

Please see below a list of key roles and responsibilities on Plaza.

Role	Responsibilities
Activity Leader	<ul style="list-style-type: none"> • One person is to be assigned to this role per activity • Can view all details of the activity, make any changes in the Activity Editor and at proposal stage, submit and export the proposal • Will be responsible for reporting and coordinating with EIT Health
Master Contact	<ul style="list-style-type: none"> • Only one Master Contact per partner is allowed • This role can assign other partner roles in the PIF • Can see all partner finance and activity data • Can access the status of the Project Grant Agreement (PGA) • Responsible to keep Partner Information Form up to date
Legal and Finance Contact(s)	<ul style="list-style-type: none"> • Contacts for finance, admin and legal matters • Can see all partner finance and activity data • Will be invited to edit and submit partner cost statement • Up to 12 persons can be assigned
Legal representative	<ul style="list-style-type: none"> • Contacts that can legally represent the partners • Will be invited to the Partner Assembly (in the case of Core and Associate Partners) • Can see all partner finance and activity data • Can access the status of the PGA • Up to three persons can be assigned
Legal Entity Appointed Representative	<ul style="list-style-type: none"> • Contact identified and registered by the organisation in the Funding and tenders Portal of the European Commission • The contact identified on Plaza will be sent signature requests for contracts with EIT Health (can be changes once contracting is finalised)

Connections is the EIT Health source of information and guidance. The site can be accessed with the same credentials as Plaza (i.e., once an individual has registered on Plaza, they also have access to Connections). It provides access to general documents and material, such as communication materials and templates. The site is also a place for partner collaboration and includes a Marketplace.

Link to Connections here: <https://connections.eithealth.eu/> .

2. Contracting Period following project selection

Partner registered on Plaza

- For partners not yet registered on Plaza, this is done through the following link: [here](#)
- Organisations processed within two working days
- For questions, please contact [Partnership Manager](#)

Individuals from organisations registered on Plaza

- Master Contact
- Legal and Finance representatives
- Legal Entity Appointed Representative (LEAR)

Project partners have completed Partner Information Forms

- All roles assigned
- Invoice and bank information inserted
- Guidance available on Connections [here](#)

Necessary legal documentation submitted

- Including Financial Support Agreement, Declaration of Honour, Legal Entity Form, Internal Agreement
- Further outlined in the section 2

Signed Project Grant Agreement (PGA)

- All partners included in the project have signed the PGA

Signed Financial Sustainability (FS) Agreement

- Projects should have a signed FS Agreement (Pillar specific conditions apply)

Project visible in the Activity Editor

- All partners are included and assigned the correct budget
- All relevant individuals have access to the activity editor

Access to Connections

- Initial familiarity with EIT Health Connections and its content

Project has been provided with the following:

- [EIT Health Code of Good conduct including Policy on Conflicts of Interest](#)
- [Appeals procedure](#)
- Cost eligibility training
- Information on audit requirements
- Legal requirements

In case of Innovation Projects:

- Projects with clinical studies need to include as a deliverable: Study initiation package (before enrolment of the first study participant), Midterm recruitment report and Report on the status of posting results
- Ethical certificate

3. Legal requirements

EIT Health is a Knowledge and Innovation Community (KIC) created by the European Institute of Innovation and Technology (EIT). It was set up as a legal entity and, as such, it signed a Framework Partnership Agreement (covering a 7-year period, 2021-2027) and a Grant Agreement (from 2023 onwards, covering a 3-year period 2023-2025) with EIT.

To receive funds from EIT, EIT Health submitted a Business Plan for 2023-2025. This Business Plan is an annex to the Grant Agreement and outlines the activities that will contribute to accelerate positive change in the healthcare sector. Its implementation is monitored and assessed by EIT, both in terms of performance (fulfilment of outputs, KPIs) and costs (cost eligibility).

The Activities selected during the EIT Health calls for proposals are part of the Business Plan. As a result, any organisation that is part of these Activities needs to comply with the EIT and EIT Health legal requirements. These are outlined in the [Model Grant Agreement](#) (MGA), which governs all Horizon Europe funded activities such as EIT Health and its portfolio.

Partners joining the Business Plan 2023-2025

As of 2023, all organisations participating in the EIT Health Business Plan do so as subgrantees and receive financial support from EIT Health.

Consequently, these organisations have to sign two sets of legal documents¹:

- The Financial Support Agreement with EIT Health which includes the Declaration of Honour
- The Internal Agreement between their organisation and EIT Health.

The templates for the legal documents can be found on EIT Health Connections under [Partnership Guidance](#).

Document definitions

Financial Support Agreement (FSA) with Declaration of Honour in annex: the FSA outlines the conditions for receiving financial support from EIT Health. It includes the Declaration of Honour. The scope includes contractual arrangements regarding the implementation of project by the involved EIT Health partner, transposing the provisions of the Grant Agreement between EIT and EIT Health, to the needed extent. Parties to the agreement are EIT Health and each EIT Health Partner. The duration extends for the entire duration of the Grant Agreement (provisionally 1st January 2023 to 31st December 2025).

Annex 5 of the FSA Declaration of joint and several liability of affiliated entities: Annex 5 of the Financial Support Agreement should be signed by Affiliated Entities of Core and Associate Partners of EIT Health. By signing the declaration, the Affiliated Entity accepts joint and several liability with the EIT Health Partner that it is linked to. Additionally, by signing the declaration both parties acknowledge that there is a legal link established between the entities.

¹ Core and Associate Partners of EIT Health, as members of the association, will have to sign the Financial Support Agreement and Internal Agreement regardless of whether they are involved in the Business Plan or not.

Internal Agreement (IA): The Internal Agreement transposes the provisions of the Partnership agreement between EIT and EIT Health, which is signed until the end of 2029. Parties to the IA are EIT Health and each EIT Health Partner.

Project Grant Agreement (PGA): the PGA is the basis to govern the relationship between the EIT Health and EIT Health Partners in one activity as well as the relationship amongst the Partners in the activity. The PGA has been updated in accordance with the new legal framework.

	Core Partner	Associate Partner	Affiliated Entities	External Partners (formerly External Project Partners)
Subgranting agreement (Financial Support to Third parties agreement - FSA)	Yes	Yes	No	Yes, if part of a project
Annex 5 of the FSA Declaration of joint and shared liability	No	No	Yes	No
PGA	Yes, if part of the project	Yes, if part of the project	Yes, if part of the project	Yes, if part of a project
Internal Agreement	Yes	Yes	Yes	Yes
Declaration of Honour	Yes (part of the FSA)	Yes (part of the FSA)	Yes (part of the Annex 5)	Yes (part of the FSA)

The onboarding of new partners has to be accompanied by the filling in of the Partner Information Form (PIF) in Plaza as mentioned in Contracting (section 2).

As off 2023, the process for the signature of the different legal documents is as follows:

- Existing partners will receive the updated legal documents package for completion and signature. The signature of the documents will be done through Plaza. As stated above, it is important that the correct individuals are identified in the PIF. The documents will have to be signed by a deadline identified by the Partnership Manager.
- New partners will receive instructions about the onboarding procedure, including the completion and signature of the legal documents package. Similarly to existing partners, the documents will have to be completed and signed by a set deadline.
- In both cases, Partnership manager will then arrange for countersignatures by EIT Health. The final executed documents will be available to partners on Plaza in the PIF.

For questions regarding the legal requirements and document templates, please see the Partnership Guidance section on [Connections](#) or reach out to EIT Health [Partnership Manager](#).

4. Cost eligibility

The eligibility of costs reported to the EIT are evaluated according to Horizon Europe's general and specific cost eligibility criteria. For detailed guidance on cost eligibility, please refer to the [Horizon Europe's Annotated Grant Agreement](#) pages 25 and 31.

Regarding the participation of a third party as a sub-contractor in a project, an EIT Health partner is allowed to participate as a sub-contractor in a consortium/activity of which it is not a member provided that its selection by the contracting EIT Health partner awarded the contract using its usual purchasing practices, following the best-value-for-money principle of sound financial management (or if appropriate, the lowest price) and having ensured that there was no conflict of interests. The participation as sub-contractor in a project/activity would not prevent the partner from participating in another unrelated activity as a consortium/activity partner.

To avoid challenging situations regarding cost eligibility, EIT Health therefore discourages the above-described practice, and recommends as an optimal scenario, that if a partner wishes to undertake project tasks in a consortium/activity, it does so as consortium member with their own duly allocated EIT financial support.

5. Activity kick-off

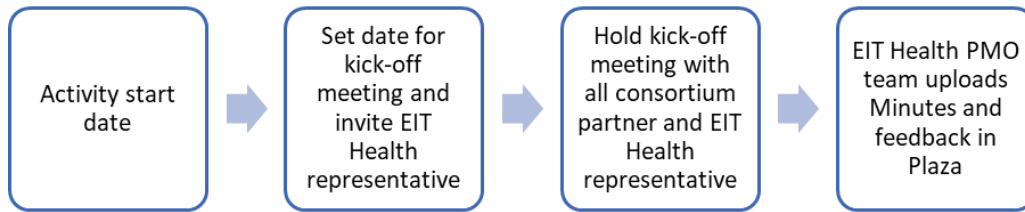


Figure 2: Stages of the Activity Kick-off

The EIT Health Project Management Office team will hold a kick-off meeting at the start of an activity for all Activity Leaders to help them navigate their tasks as coordinators throughout the Business Plan. In the case of multi-annual activities, an annual info session will be held with activity leaders.

All Activity Leaders should arrange a kick-off meeting (either face-to-face or virtual) with all of their consortium partners. The kick-off meeting should take place no later than one month after the actual start date of the activity. Activity Leaders should invite the dedicated EIT Health representative to their kick-off meeting, who will give a short presentation and answer any questions from the consortium.

6. Communication requirements

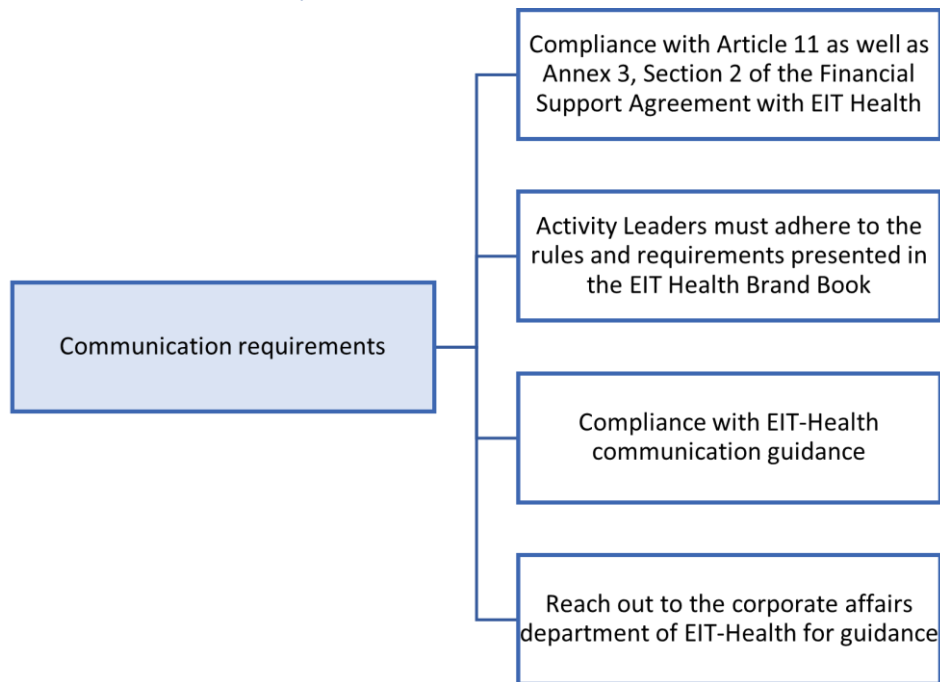


Figure 3: Communications requirement for all activities funded by EIT-Health

All activities funded by EIT Health must comply with the communication, dissemination and visibility requirements included in Article 11 “Communication, Dissemination and Visibility” as well as Annex 3, Section 2 of the Financial Support Agreement with EIT Health.

When communicating about the project, Activity Leaders must strictly adhere to the rules and requirements presented in the [EIT Health Brand Book](#), which outlines the brand identity of EIT Health. This document, as well as templates and logos to be used during the activity implementation, are available on EIT Health Connections under [Communication guidance](#).

For further guidance with regards to communication and dissemination, please reach out to the Corporate Affairs department of EIT Health at internal.communications@eithealth.eu.

7. Day-to-day implementation

Throughout the Activity implementation, Activity Leaders should be in regular contact with their Pillar Manager to discuss progress and identify potential risks and improvements. During the regular interactions, Pillar Managers should also ensure that Activity Leaders are fully aware of the expected outcomes of the Activity, in particular Financial Sustainability and KPIs (definition and supporting documents will be required as proof of fulfilment by the end of the project). This is a particularly important if a new person takes on the role of Activity Leader halfway through the project implementation.

If question arise, Activity Leaders can contact:

- Their Pillar Manager for technical and content-related questions.
- Their Project Manager for administrative and Business plan-related questions, and those related to EIT Health processes (Amendments, Reporting, Monitoring, etc.) (see section “Support offered” for contact details)
- The [Grant Assurance team](#) for finance-related questions (cost eligibility, cost reporting, audit, etc.)
- The [Partnership Manager](#) for partnership-related questions (partner eligibility, contracting, legal requirements and guidance)

As part of day-to-day implementation, **Activity Leaders** are responsible for submitting the Activity’s deliverables by the established due date. In case of delay, this is considered as a minor change and should be discussed with the respective Pillar (see section 8). Deliverables should be submitted using the dedicated EITH DEL template and submitted (as a PDF) on Plaza, after which they will be checked for quality and compliance by the PMO.

KPI Achievements should be submitted at the closest and most appropriate performance reporting with regards to their achievement date or once the project has been concluded (see section 9). The submitted supporting evidence is reviewed and consolidated by the PMO before being submitted to EIT, as part of the Interim or Final Report (whichever is applicable). A detailed guide on KPIs and KPI templates is available on [Connections](#).

Disclaimer: Any reviews and checks on KPI achievements, performed by EIT Health staff, do not represent formal approval. KPI Achievements are to be approved by the team at EIT Headquarters as part of the Performance reporting phases (see section 9).

8. Project changes and amendments of the Business Plan

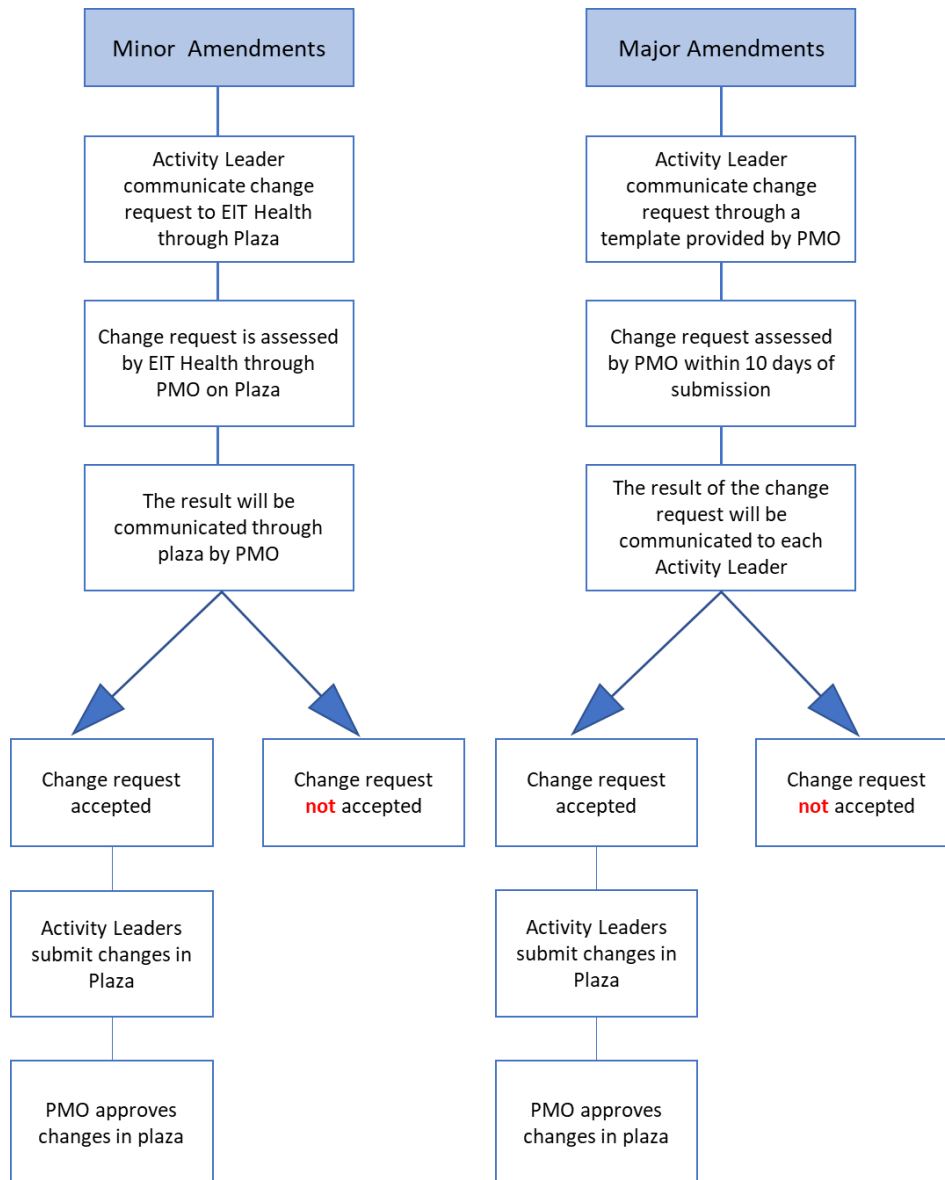


Figure 4: Difference between Major and Minor amendments

During the implementation phase, activities may need to make changes to their approved work plan. EIT Health will allow for two Amendment periods within a calendar year in order to give project consortiums the opportunity to amend their workplan and budgets. This additionally allows EIT Health to update its Business Plan. It is important that the description of the activities is up to date to ensure a positive final assessment.

During the Amendment 1 period, which will take place in March, EIT Health will allow project consortiums to add partner organisations, which were originally not part of the project proposal, along with the appropriate budget and members of said organisation. This will allow EIT Health to issue the appropriate Kick-off payment and, in subsequent years, Balance payment to the consortium. Additionally, any budget changes must be accompanied with the appropriate descriptions. Please note that budgets of existing partners in the project consortium can only be reallocated between cost

categories and an increase of EIT financial support is **not possible** at this stage. However, it is important to note that any substantial change in the consortium construction will be evaluated, especially in the case of Technology projects, Service Development (formerly Innovation) projects, Short innovation projects, DiGinnovation projects, and Important Projects of Common European Interest (IPCEI).

During the Amendment 2 period, which will take place between August and September, EIT Health will again allow project consortiums to add new consortium partners with the appropriate budget and members, while also allowing overall budget changes of the project. Please bear in mind that the rate of co-funding can only be reduced upon an exceptional reduction of EIT financial support. Additionally, any budget changes must be accompanied with the appropriate descriptions. In this period EIT Health will differentiate between minor and major amendments. Minor amendments will need to be submitted through Plaza and will be approved or rejected by EIT Health. On the other hand, major amendment requests will need to be submitted through a template, provided by the PMO (see [Annex 2](#)). The requests will be evaluated within 10 working days of submission. The result of the request will be communicated to the Activity Leader who will then need to update their activity accordingly. Please bear in mind that all change requests will be evaluated jointly with the responsible pillar and need to be approved by the appropriate members of EIT Health management, in order to be effective.

8.1 Differentiation between minor and major amendments

As mentioned above, EIT Health differentiates between minor and major projects amendments. Below you can find a (non-exhaustive) list of examples for both categories. In case of doubts, please reach out to your Project Manager or Pillar representative.

Table 1: Type of amendments and examples

Type of amendment	Examples of amendments
Minor Amendments	<ul style="list-style-type: none"> - Adding a new partner - Adding budget for a new partner - Adding members - Changing the Activity Leader - Adjusting budget descriptions - Removing a partner²
Major Amendments	<ul style="list-style-type: none"> - Budget changes from year to year within the Business Plan i.e. moving grant forward - Reducing EIT grant - Adding subcontracting and/or subgranting costs - Moving KPI targets - Adjusting KPI targets - Deleting deliverables, outputs, milestones - Removing a partner³

² Dependant on the type of project.

³ Dependant on the type of project.

9. Performance reporting

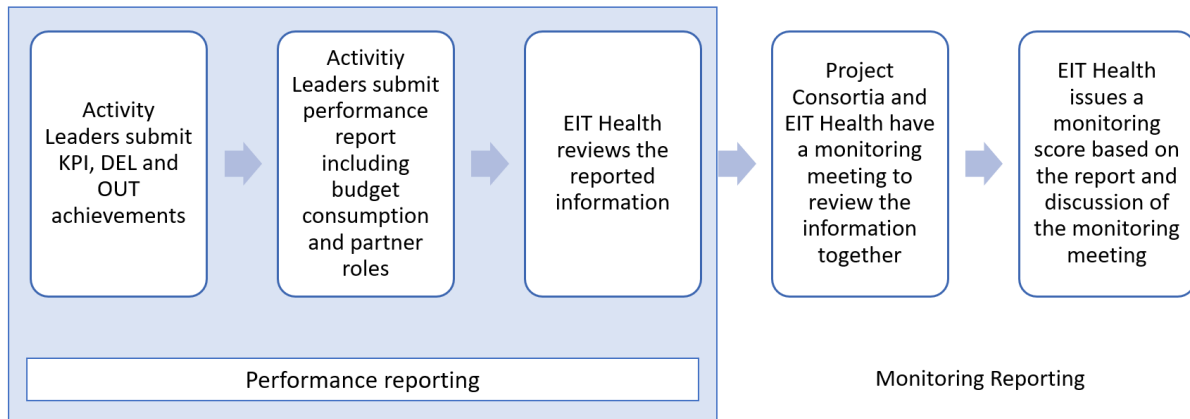


Figure 5: Process of Performance reporting

Performance reporting takes place every six months in order for EIT Health to maintain a good overview of the activities. Activity Leaders are asked to report the progress of their deliverables, milestones and KPIs on Plaza, along with submitting a bi-annual cost report in order to ensure eligibility of costs (more information on cost reporting in section 10).

Each activity is required to fill in one report for each year of project duration (i.e., projects spanning from June 2023 to December 2025 have to fill in three separate annual reports). The Final Performance report will be a compilation of all performance reports submitted.

Performance reporting serves as the basis for activity monitoring, which may take place directly after a performance report has been submitted. As such the information provided in the performance report largely informs the monitoring meeting between the project consortia and representatives of EIT Health. The following section (section 10) further explains the monitoring and stage-gate process.

Performance reporting

Activity Leaders need to submit the items detailed below, which will be reviewed by the respective Project Manager for content, compliance and quality.

- **Deliverables:** Activity Leaders need to submit deliverables throughout the year, according to the work plan. Activity Leaders need to use the deliverable template available in Plaza to ensure compliance with EIT branding requirements.
- **KPIs:** Although KPIs may be achieved throughout the year, Activity Leaders need to report their KPI achievements towards the end of the year, once the reporting section in Plaza is open. KPI achievements need to be submitted together with supporting documents. A detailed guide on KPIs and KPI template will be available on EIT Health Connections once EIT confirms KPI definitions and required supporting documents/data for 2023.
- **Outputs:** Achieved outputs can be reported throughout the year, according to the work plan. Supporting documents are not needed for outputs.
- **Activity Performance Report 2023-2025:** The Activity Performance report is submitted in Plaza by the Activity Leader via an online report. The report assesses different aspects of the activity and provides explanations for each achievement and deviation, as well as corresponding justification. The main areas of the report are: “Progress and outputs achieved against the

Business Plan”, “Description of work implemented”, “KPI reporting”, “Deliverable reporting”, “Output reporting”, “Budget consumption” and “Role of organisations”. The KPI section is additional to the detailed KPI submission described above, with additional information provided on deviations and overall KPI analysis.

Within the scope of performance reporting, all activities are given the opportunity to request additional funding. All requests are subsequently evaluated and additional funding is distributed based on the availability of EIT financial support as well as monitoring outcomes of the individual activities and justifications provided for their need for additional funding (i.e. how the additional funding would be used).

It is important to consider the quality of the information provided especially deliverables and KPIs, since this is taken into account for the purposes of ongoing monitoring and final assessment at project close out. Activity Leaders need to make sure that the materials are submitted within the given timeframe (of the appropriate performance reporting period), are of sufficient quality (i.e., presentation, branding, appropriate language), sufficient quantity (i.e. includes enough information and explanation to inform evaluation), include all required content according to the description (including graphs, tables, images, etc.) and are presented in the form of a given template (if applicable).

Note for Higher Education Initiative (HEI) activities: HEI projects will only report on their performance once per year.

10. Monitoring and Stage-gate

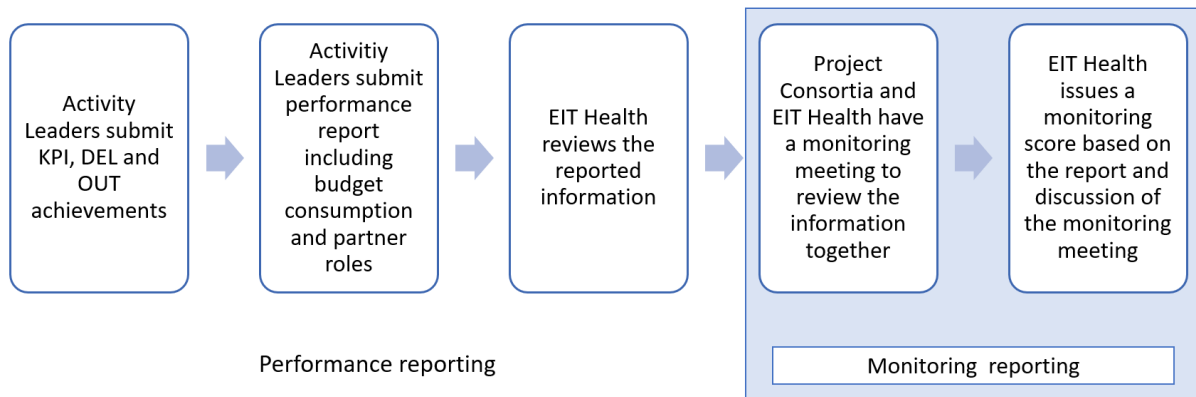


Figure 6: Process of Monitoring reporting

Monitoring is a key milestone of the implementation cycle. The objective of the monitoring exercise is to assess the status of the Activities (performance, budget and impact) and ensure that they are progressing in line with the workplan and contributing to EIT Health Strategic Objectives. The process is tied to the performance reporting process.

The monitoring assessment allows EIT Health to evaluate the risk and underperformance and/or underspending, and to provide support to Activities by identifying mitigation measures. Ultimately, it serves as a stage-gate or a Go/No Go Point for activities. As such it allows EIT Health to fast-track, support, reorient or stop activities.

The basis of the monitoring meeting between the project consortium and representatives of EIT Health will be the project performance report. Activities will be monitored once per year following a performance reporting period. A stage gate may take place either after the mid-year report or end of year report; stage-gate timings are communicated to the activity leader at the kick-off meeting.

EIT Health will not collect additional data in advance of monitoring meetings. It is therefore essential that the performance report is filled out accurately and with sufficient detail and quality as described in the previous section (section 9).

Note for Higher Education Initiative (HEI) activities: HEI projects do not follow the above-outlined monitoring plan. Specific monitoring guidelines will be provided directly to the projects in alignment with the rules of the KIC leading the initiative and EIT.

The monitoring panel will attribute one of the four colour categories to activities:

GREEN	Overperformance: the project goes beyond the original plan and expectations. For instance, DEL/OUT/MS/KPI are exceeded compared to the original plan and/or the project has an outstanding achievement contributing significantly to the EIT Health objectives. The project may be proposed to the Management Board (MB) for fast track, e.g.: further investment depending on available budget, rapid development, higher visibility.
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WHITE

On track: the project progresses according to its original plan or, in case of deviations, these are accepted by EIT Health and **the overall work scope is kept**. Modifications may include minor changes in DEL/OUT and exceptionally KPI and require prior agreement by the EIT Health project/pillar manager.

ORANGE

Underperformance: the project suffers significant deviations and is falling short compared to its original plan and work scope. For instance, the level of achievement of DEL/OUT/MS/KPI is between 50% and 80% or a critical milestone is not achieved. The consortium is given max. 8 weeks to implement the requested remedial actions. Projects failing to implement remedial actions will be appraised in a meeting with the relevant EIT Health team. Based on this appraisal, the project may either continue, be proposed to the MB for potential continuation with grant reduction or be proposed for termination.

RED

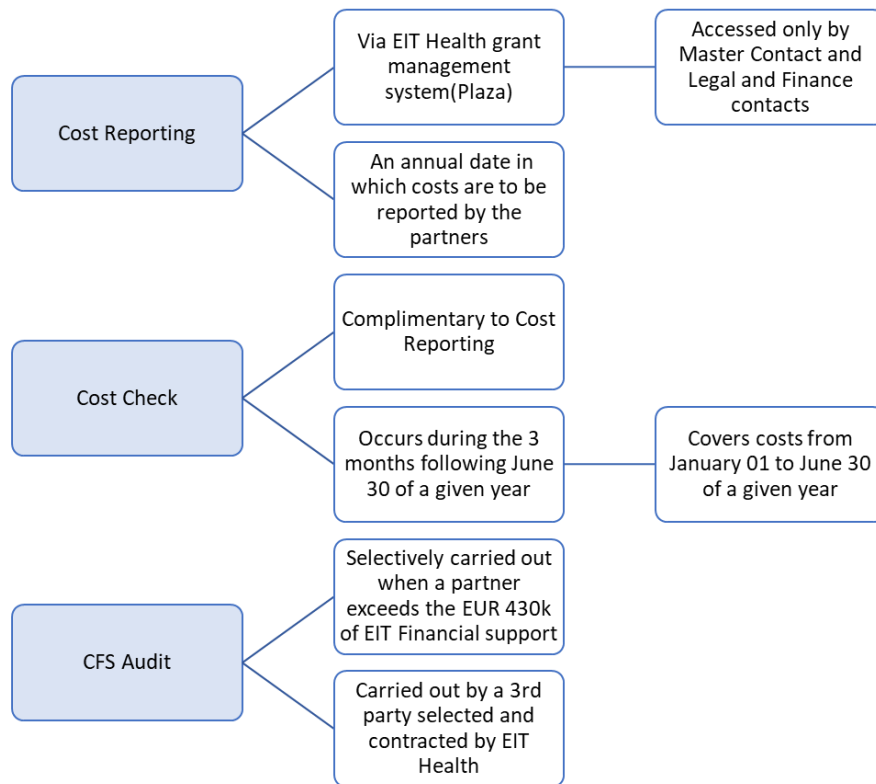
Severe underperformance: the project is severely underperforming. For instance, the level of planned achievement of DEL/OUT/MS/KPI is below 50% or the main goals of the original plan will not be reached within project lifetime, and this cannot be remedied. The project is proposed to the MB for termination (as outlined in Article 6 of the FSA and Article 6.2 of the PGA).

10.1 Examples of green, orange and red flags per area for indicative purposes:

Pillar	Green flag	Orange flag	Red flag
Education	<p>KPI achievements are exceeded compared to the original plan (e.g. higher number of learners)</p> <p>Additional impact can be achieved (e.g. citizens trained, investment attracted)</p> <p>Good practices or success stories can be identified</p>	<p>Delays in the first 6 months of the project</p> <p>Delays caused by the ethics approval process</p> <p>Potential/Possible under-achievement of KPIs</p> <p>Strategic partner leaving the consortium without a replacement</p> <p>Marketing and recruitment strategy not aligned with the learner targets</p> <p>Evaluation plan not in place</p>	<p>Majority of KPIs cannot be achieved, especially EIT KPIs</p> <p>No mitigation plan is put in place to address shortcomings</p> <p>There is limited timeframe left to implement significant changes</p> <p>Shortcomings can no longer be solved (e.g. recruitment of students not possible, creating a start-up with sales is not possible)</p>
Innovation	<p>Additional funding was attracted</p> <p>Additional partners joined the consortium to add value to the project or speed up development</p>	<p>No clear commercialisation plan is in place or commercialisation plan is not aligned with the project timeline</p>	<p>Majority of KPIs cannot be achieved, especially EIT KPIs</p> <p>No mitigation plan is put in place to address shortcomings</p>

	KPIs, DELs, WPs, OUTs and MS are overachieved within the timeframe		There is limited timeframe left to implement significant changes The planned targets and overall project progression strategy change significantly throughout the project and are not aligned with the original targets any longer
Business Creation	<p>KPIs, DELs and OUTs are overachieved with regards to the original workplan (e.g., investment attracted was higher than planned)</p> <p>Additional funding was granted to extend the scope of the programme beyond the activities funded by EIT</p> <p>Broad communication and dissemination to start-up community was achieved (e.g. high number of quality applicants, start-up features for achieving key financial/outcome milestone impacted by programme)</p>	<p>Delays from the original timelines (e.g., delayed recruitment)</p> <p>Strategic partners leaving the consortium without a replacement</p> <p>Sustainability model not realistic and not aligned with project timeline</p>	<p>Serious underperformance of the original workplan (e.g., less start-ups supported than what was originally planned)</p> <p>KPIs were incorrectly chosen and traded for others without support from EIT Health staff</p> <p>No ambitions towards sustainability</p>
Applicable for all activities			
Branding	Full compliance with EIT/EU Co-branding provisions	Non-compliance with EIT/EU Co-branding provisions in some cases	Non-compliance with EIT/EU Co-branding provisions throughout the Activity
PMO	High-quality Deliverables Deliverables achieved in time	Partially achieved Outputs Incomplete or low-quality Deliverables Severe delays in Outputs/Deliverables/KPIs	Several Outputs not achieved; Deliverables missing
	Overachievement with regards to KPI targets	KPI targets partially achieved or moderately below target with a reasonable justification	KPIs not achieved or well below target
Finance	Spending is on target as per the budget	Moderate under or overspending of the budget	Significant under or overspending of the budget
	No budget deviations to report	Moderate budget deviations	Significant budget deviations, increase in subcontracting or financial support to third parties

11. Cost reporting



Cost Reporting is done at partner level. This means that each partner reports their costs incurred in the *reporting period* **across all activities of the business plan**, in which the partner participated. There is only one Cost Report per partner, also referred to as Cost Statement. The cost reporting is done exclusively via the EIT Health Grant Management System called **Plaza** available at <https://plaza.eithealth.eu/>. Only the Master Contact and the Legal and Finance Contact(s) registered in Plaza ("Partner information Form") have access to the cost reporting interface. The partner's information in Plaza is curated by the **Master Contact only**. The Master Contact is the only role able to add or remove other contacts, such as the Legal and Finance contacts. A partner can have up to 12 Legal and Finance Contacts registered in the Partner Information section. Further guidance on editing the Partner Information Form is available [here](#). To assign or change a Master Contact, please reach out to [Partnership Manager](#). Cost Reporting is facilitated by the Grant Assurance Team of the Finance Department at EIT Health, providing support for all partners reporting incurred costs - and thereby requesting EIT financial support for the corresponding *reporting period*.

Cost Reporting

The *reporting period* is the date period for which costs are to be reported by the partner. The *reporting period* is yearly. This means that all partners, are to report their costs incurred from their eligibility date until December 31 of each year. For example, the reporting period for the 2023 Cost Reporting of a partner that joined EIT Health in 2016 would be from January 01, 2023, to December 31, 2023. Likewise, the reporting period for the 2023 Cost Reporting of a partner that joined EIT Health on June 01, 2023, would be from June 01, 2023, to December 31, 2023.

The time when the cost reporting takes place is during the two months following the end of the reporting period. For example, the Cost Reporting 2023 (i.e., *reporting period 2023*) is to take place from January 01, 2024, to February 29, 2024. Similarly, the Cost Reporting 2024 (i.e., *reporting period 2024*) is to take place from January 01, 2025, to February 28, 2025.

Cost check

For specific partners identified and selected by EIT Health, there is a *cost check* that covers costs from January 01 to June 30 of a given year. The *cost check* is supplementary to the cost reporting and is communicated to all selected partners in due time. In addition, the *cost check* is done – just like the cost reporting – using the cost data entered in Plaza by the partner. **The cost check does not replace the cost reporting**, namely, selected partners that undergo *cost check* still must perform the cost reporting described above. The *cost check* takes place during the three months following June 30 of a given year. For example, if a partner is selected for a *cost check* during the exercise 2023, the partner is to enter their cost data in Plaza for the reporting period January 01, 2023, to June 30, 2023. The costs will be reviewed by EIT Health between July 01, 2023, and September 30, 2023, and the results will be shared with the partner in an ad-hoc web-based environment that will be introduced in due course. The partner is nevertheless to enter the remaining cost data later in due course to comply with the corresponding cost reporting that would take place between January and February 2024 (covering costs incurred from January 01, 2023, to December 31, 2023). Similar logic applies to the schedule for the following years.

Certificate of Financial Statement (CFS) Audit

In selected cases of partners *cumulatively* exceeding the threshold of EUR 430,000.00 of requested EIT financial support, partners are to undergo a complementary CFS Audit carried out by a third-party provider selected and contracted by EIT Health in due course. Of note, the cost reporting and the CFS audit are two separate independent and simultaneous events. The cumulative nature mentioned above refers to the following example: if a partner has a participation (in one or more projects) with start date January 01, 2023 and end date December 31, 2024 and the EIT financial support amounts requested are EUR 400,000.00 and EUR 300,000.00 for 2023 and 2024, respectively, such partner would not be selected for the CFS Audit by the end of 2023 (its EIT financial support is at this point below the EUR 430,000.00 threshold) but would be selected for a CFS Audit by the end of 2024 (its cumulative EIT financial support is EUR 700,000.00) concomitantly with the cost reporting 2024 and the scope of the audit would include both years 2023 and 2024 costs (the 2023 costs were not CFS Audited by the end of 2023).

The cost reporting requires COST data. In that regard, **“reporting co-funding” is a misnomer, as it would be “reporting EIT Grant”**. Both, *Co-funding* and *EIT Grant* are sources of funding with which costs are covered. The Plaza system contains the co-funding and EIT Grant budgeted values and deducts the planned or budgeted co-funding and EIT Grant amounts automatically as COSTS are entered. For example, if a partner has by the end of the BP Amendment 2023 (September 2023) a total of budgeted KAVA Costs of EUR 500,000.00 (To be covered with co-funding of EUR 100,000.00 and EIT Grant of EUR 400,000.00) and during the cost reporting 2023 the partner reports only EUR 350,000.00 KAVA costs, then Plaza will **automatically use** the co-funding first (EUR 100,000.00) and the EIT Grant after (EUR 250,000.00).

The cost reporting is facilitated and verified by the EIT Health Grant Assurance Team. Partners are not required to submit documentation justifying costs (timesheets, invoices, contracts, etc.) in Plaza, but the documentation must be readily available and kept for **five years**, as it can be requested in case of an audit. The conditions for cost eligibility are set out in the [Horizon Europe Model Grant Agreement](#).

12. Payment schedule

All projects	
Kick-off payment	<p>Released in one single tranche at partner project level annually</p> <p>Executed within 3 months following the kick-off of a project provided the contracting phase has been finalised successfully, including Project Grant Agreement, payment of membership fees where applicable, etc.</p> <p>May amount to a maximum of 25% of the EIT financial supported allocated in Plaza for the year N (year Now)</p>
Balance payment	<p>Released in one single tranche at partner level for all project carried out in year N-1</p> <p>Executed within 3 months of the cost reporting / cost check / CFS audit and latest September of the year N+1</p> <p>Amount of balance payment released is dependent on the total costs claimed and declared eligible for the year N.</p> <p>Release of payment is dependent on the result of the performance assessment during the reporting phase.</p>

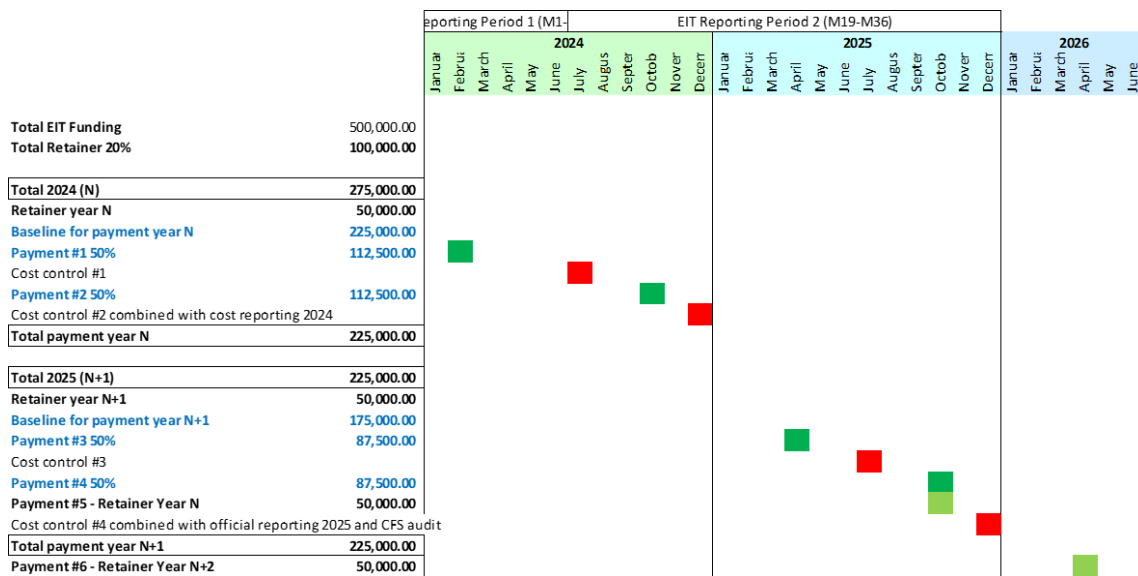
The disbursement of EIT funds to partners is made in two payments for each year of operation: the kick-off payment and the balance payment.

1. The *Kick-off payment* is executed within the three months following the kick-off of the project and is made at the *partner-activity level*. This means that a partner will receive as many kick-off payments as the number of activities in which it participates. Of note, only activities that have its corresponding signed PGA already in EIT Health records are eligible to receive this payment. The kick-off payment may amount to a maximum of 25% of the EIT financial support amount a partner has been allocated in Plaza for the year N (e.g. 2023 or 2024 or 2025 respectively) by the time of the execution of the payment. The exact percentage amount is communicated in due course to partners by the time of the execution of the payment.
2. The *Balance payment* is released within 3 months of the cost reporting / cost check / CFS audit and latest September of the year N+1. This payment is made at the *partner level*. This means that a partner receives one single balance payment calculated using the total accepted EIT financial support amount across all activities and the sum of all kick-off payments received for each activity in which it has participated. This payment is also contingent upon the result of the performance assessment during the reporting phase.

Both payments are communicated in due time to the Master contact and Legal and Finance contacts registered in Plaza.

The only exception to the payment rules above applies to start/ups and Micro-small companies which drive Technology projects, Service Development (formerly Innovation) projects, short innovation projects, DiGinnovation projects, and Important Projects of Common European Interest (IPCEI). The payment scheme for this exception is outlined below. No additional exceptions, i.e. different rates, outside of this scheme will be considered.

Start-up / Micro-Small companies driven Innovation projects	
Payment scheme	
Retainer	20% calculated on the total EIT financial support allocated for the project to the start-up / micro-small company (e.g. total in Plaza for year N and year N+1)
Pre-financing baseline	Equal share of the 20% retainer offset per year to obtain the baseline for payment of tranches in the year N and year N+1
Tranches & Conditions	<p><u>Tranche #1:</u> 50% of yearly baseline year N released upon successful contracting phase</p> <p><u>Tranche #2:</u> 50% of yearly baseline year N released after cost reporting or cost check</p> <p><u>Tranche #3:</u> 50% of yearly baseline year N+1 released after cost reporting + CFS Audit or cost check</p> <p><u>Tranche #4:</u> 50% of yearly baseline year N+1 released after cost reporting + CFS Audit or cost check</p> <p><u>Tranches #5 & #6:</u> payment of the retainer year N in October year N+1 and payment of the retainer year N+1 in April year N+2</p>



This is an example for a 2 years Innovation project starting January 2024.

Micro-small companies in Innovation projects which will fall under this payment scheme will be going through the cost check unless going through the CFS audit, e.g. year N+1 with requested cumulated EIT financial support going above 430,000.00 EUR.

13. Project close out

Project close out is undertaken once the project has reached the end of its implementation stage. The final month and year are identified in the project proposal. Project close out includes performance and cost reporting as well as administrative and communication aspects.

At this stage, Activity Leaders need to complete all required reporting and make sure that all members of the consortium provide information on cost reporting. This should be done at the closest and most appropriate performance reporting period. At this point of the project, changes can no longer be made. The final opportunity for this is the Amendment closest to the close out.

Disclaimer: In cases of severe underperformance and negatively assessed final report according to article 7.1.3 in the FSA, the final balance payment of financial support may be reduced.

14. Post-funding Monitoring

The post-funding monitoring process is a standard obligation of the Model Grant Agreement of Horizon Europe ([page 126-130](#) for specific rules for EIT KIC Actions) on all previously funded activities on the complete EIT Health portfolio, especially focusing on KPIs which were planned throughout and after the activity's lifetime. Furthermore, this process requires all previously funded activities to report on the impact of their work in terms of successes and progress after the EIT Health funding period is over as well as identify ways, in which the activity can be further supported by EIT Health. As such, the obligation has been transposed into the PGA (see article 6.8).

The aims of the post-funding monitoring are:

- Contributing to EIT objectives
- Fostering KICs results
- Ensuring accountability and compliance
- Identifying opportunities for future activities

The PMO together with Pillar representatives has therefore designed a process, which will ensure that projects are individually contacted approximately 10-12 months after the project ended.

Support offered

In case of further questions, which have not been answered in the above sections and other materials available on EIT Health Connections regarding your project's implementation, please reach out to the appropriate member of the PMO and/or the Grant Assurance Team.

Name	Email	Role	Support offered for
Sara Escriba	sara.escriba@eithealth.eu	Head of PMO	High-level questions regarding the Business Plan
Julia Rieger	julia.rieger@eithealth.eu	Project Manager Innovation	Project support with innovation activities
Oana Neagu	oana.neagu@eithealth.eu	Project Manager Education	Project support with education activities
Justin Horvath	justin.horvath@eithealth.eu	Project Manager Business Creation and Cross-KIC, Plaza support	Project support with business creation and Cross-KIC activities Support with Plaza related questions
Katja Nacevski	katja.nacevski@eithealth.eu partnershipmanager@eithealth.eu	Project Manager EIT Health Activities (Corporate Affairs/Management) and RIS and Partnership Manager	Project support with EIT Health activities Support with partnership matters (contracting, legal documents, registering organisations on Plaza)
Grant Assurance Team	grantassurance@eithealth.eu	Grant Assurance	Cost reporting, cost eligibility, cost check and audit, payments
Corporate Affairs Team	internal.communications@eithealth.eu	Corporate Affairs	Support with communication and dissemination implementation

Annex 1: Procedure for Partners exiting a Project during implementation

This annex serves as an overview of required process, which a partner must undertake if they wish to leave an activity during a running Business Plan.

1.) Notification by letter

The first step is to send a letter to EIT Health with the template below which partners are encouraged to use for the purpose of notifying EIT Health and the consortium that they will no longer be participating in the activity. The letter should be sent to the EIT Health Partnership manager (partnershipmanager@eithealth.eu) and include the Activity Leader of the Lead Partner in copy. We also ask that the leaving partner notifies the appropriate member of EIT Health management (director level) and Project Manager (Business Creation, Innovation or Education) of the changes to the consortium.

Letter template:

[LETTERHEAD of LEAVING KIC PARTNER]

With reference to the EIT Health KAVA *[KAVA CODE and NAME]*, I hereby inform you that *[KIC CODE and KIC PARTNER NAME]* is no longer able to continue its participation.

The decision to leave the activity is... *[Insert reason for leaving]*.

We sincerely regret to request termination of our participation in the KAVA as of DD.MM.YYYY *[Insert the appropriate date]*.

In relation to the KAVA, we will only claim costs to EIT Health for work performed DD.MM.YYYY *[Insert the appropriate date]*. / In relation to the KAVA no costs have been incurred and no costs and EIT grant will be claimed. *(Please select the appropriate sentence)*

While we acknowledge the consent of EIT Health in relation to our withdrawal of this KAVA, we would like to thank the consortium for the pleasant cooperation and wish them a successful continuation.

[SIGNED and DATED by LEGAL REPRESENTATIVE of the LEAVING KIC PARTNER]

2.) Redistribution of tasks and budget

Secondly, budget and tasks (such as participation in work packages, deliverables, and outputs), which were assigned to the leaving partner, may be redistributed during the next appropriate **Amendment phase**. This will be the responsibility of the Activity Leader of the activity's Lead Partner. We ask that the leaving partner communicates with the activity Lead Partner regarding important details such as amount of incurred costs/amount of EIT financial support claimed.

The decision about how tasks, EIT financial support and co-funding will be distributed should be decided within the consortium. Please note that the overall percentage of co-funding should be maintained.

3.) Partnership aspects

The activity leader is to inform Partnership Management and Grant Assurance Team about any partner leaving the activity during the running Business Plan.

4.) Other aspects to be consider

Please note that despite the fact that a partner has chosen to no longer participate in a respective activity, any contribution to the execution of the activity by said-partner will have to be reported to EIT health in the next appropriate reporting period(s).

In case you require further information, please do not hesitate to reach out to your contact in the Project Management Office as well as the Partnership Manager and Grant Assurance Team, when appropriate.

Project Manager Education: oana.neagu@eithealth.eu

Project Manager Innovation: julia.rieger@eithealth.eu

Project Manager Business Creation and XKIC: justin.horvath@eithealth.eu

Project Manager RIS: katja.nacevski@eithealth.eu

Partnership Manager: partnershipmanager@eithealth.eu

Grant Assurance Team: grantassurance@eithealth.eu

Annex 2: Major amendment submission template

1. Short introduction

The Activity Leader needs to fill in this template to submit all major change requests listed below and being specified in the Implementation handbook on page 14. Please do only submit one template per KAVA and align with all consortium members beforehand.

The template needs to be filled in completely per topic which requires a change. We do not accept incomplete change requests. After completion of the template from your side please submit the template to the according Project Manager for your project:

Julia Rieger	julia.rieger@eithealth.eu	Project Manager Innovation
Oana Neagu	oana.neagu@eithealth.eu	Project Manager Education
Justin Horvath	justin.hortvath@eithealth.eu	Project Manager Business Creation and Cross-KIC
Katja Nacevski	katja.nacevski@eithealth.eu	Project Manager RIS

After approximately 10 working days the Project Manager will reach out to the Activity Leader with the final evaluation for the submitted major amendment requests.

2. Template

a. Budget changes from year to year within the Business Plan i.e. moving grant forward

What do you want to change?

Topic	Value "old"	Value "new"
Partner		
Cost category		
Amount (in EUR)		
Year		

i In case you want to change multiple budget lines please copy and paste this table and add them below.

What are the **implications** for the change?

What is the **reasoning** behind the change?

Checkbox for PMO: Change approved **yes** or **no**

b. Reducing EIT financial support

What do you want to change?

Topic	Value "old"	Value "new"
Partner		
Cost category		
Amount (in EUR)		
Year		

i In case you want to reduce EIT grant in multiple budget lines please copy and paste this table and add them below.

What are the **implications** for the change?

What is the **reasoning** behind the change?

Checkbox for PMO: Change approved **yes** or **no**

c. Adding subcontracting and/or subgranting costs

What do you want to change?

Topic	Value "old"	Value "new"
Partner		
Cost category subcontracting/contracting		
Amount (in EUR)		
Year		

i In case you want to add subcontracting/subgranting for multiple partners please copy and paste this table and add them below.

What are the **implications** for the change?

What is the **reasoning** behind the change?

Checkbox for PMO: Change approved **yes** or **no**

d. Moving KPI targets to the next year

Which targets do you want to move?

Topic	Value "old"	Value "new"
KPI		
Year		

i In case you want to move multiple KPI targets to the next year please copy and paste this table and add them below.

What are the **implications** for the change?

What is the **reasoning** behind the change?

Checkbox for PMO: Change approved **yes** or **no**

e. Adjusting KPI targets (increasing/decreasing/adding)

Which targets do you want to move?

Topic	Value "old"	Value "new"
KPI		
How much do you want to increase/decrease or add?		
Year		

i In case you want to increase/decrease/add multiple KPIs please copy and paste this table and add them below.

What are the **implications** for the change?

What is the **reasoning** behind the change?

Checkbox for PMO: Change approved **yes** or **no**

f. Deleting deliverables, outputs, milestones

Which targets do you want to move?

Topic	Value "old"	Value "new"
Name DEL/OUT or MS		DELETE
Year		

i In case you want to increase/decrease/add multiple KPIs please copy and paste this table and add them below.

What are the **implications** for the change?

What is the **reasoning** behind the change?

Checkbox for PMO: Change approved **yes** or **no**

Annex 3: Business Plan 2023-2025 Timeline

	2023	2024	2025	2026
Jan	Kick-off	Progress report submission/CFS	Progress report submission/CFS	Progress report submission/CFS
Feb		Flagships Cut off 3 Kick-off, Kick-off payment		
Mar	Amendment 1	Stage Gate	Stage Gate	
Apr	Kick-off Payment	Amendment 1	Amendment 1	
May		Kick-off payment 2024 Balance payout 2023	Kick-off payment 2025 Balance payout 2024	Balance payout 2025
Jun	Progress Report/ Cost Sampling	Progress Report/ Cost Sampling	Progress Report/ Cost Sampling	
Jul	Stage Gate	Stage Gate Flagships Cut off 1 & 2		
Aug	Flagships Cut off 1 Kick off, Kick-off payment			
Sep	DiGInnovation Kick-off, Kick-off payment	Amendment 2	Amendment 2	
Oct	Amendment 2			
Nov	Flagships Cut off 2 kick-off, Kick-off payment			
Dec	Progress and Cost Report launch	Progress and Cost Report launch	Progress and Cost Report launch	



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