

Request for proposal:

EIT Community Officer of the EIT Community Hub in Latvia

EIT RawMaterials – Developing raw materials into a major strength for Europe

EIT RawMaterials GmbH (“Contracting Authority” or “CA”)
Knesebeckstr. 62
10719 Berlin
Germany

27. November 2025

www.eitrawmaterials.eu

Table of Contents

1. Overview	3
2. General Objectives and Scope of work	3
2.1. General Objectives	3
2.2. Detailed Scope of Work	5
2.3. Location, Timing, Planning and Reporting	6
2.4. Methodology of Work	8
2.5. Deliverables	8
3. Proposal Process	9
3.1. Participation	9
3.2. Submission of proposal	9
3.3. Minimum requirements	11
3.4. Requests for additional information or clarification	11
3.5. Validity of the proposals	11
3.6. Costs for preparing proposals	11
3.7. Ownership of the proposals	11
3.8. Clarification related to the submitted proposals	11
3.9. Evaluation of proposals	12
3.10. Selection of the suppliers	16
3.11. Signature of contract	16
3.12. Appeals/complaints	16
3.13. Cancellation of the procedure	16
3.14. Ethics clauses / Corruptive practices	17
3.15. Safeguarding of EU's financial interest	17
Annex 1: Service Agreement for 2026-2027	18
Annex 2: Tenderers' submission form	26
Annex 3: Tenderers' declaration form	28
Annex 4: Activity plan template	30
Annex 5: ECO Performance Monitoring and Evaluation Guidelines	38
Annex 6: Proven experience of the proposed expert(s)	53

1. Overview

EIT RawMaterials (hereinafter referred as EIT RM) is pleased to announce this Request for Proposals (RfP) aimed at identifying a qualified supplier (hereinafter referred as “provider” or “supplier”) to carry out the **EIT Community Officer role(s) in Latvia**. This RfP is issued on behalf of the **EIT Community Regional Innovations and Internationalisation (RII) Cluster**, a collaboration between all nine EIT Knowledge and Innovation Communities (KICs), with the possibility of changes in participating KICs over time.

The selected provider will act as the central operational and coordination point for EIT Community activities in Latvia, strengthening the visibility and impact of the EIT Community at local, regional, and national levels. The EIT Community Officer(s) (ECOs) will be responsible for implementing joint activities, engaging diverse stakeholder groups, and fostering synergies between the EIT KICs to maximise community outreach and innovation uptake, acting as the one-stop shop for EIT Community activities in Latvia.

This RfP covers the period starting on **01. February 2026 until 31. December 2027**. Pending evaluation and funding availability, it may be extended for an additional period of 12 months (2028).

Applicants’ proposed experts should demonstrate proven experience in innovation ecosystem engagement, project coordination, and stakeholder mobilisation, particularly in the Latvia context. The successful applicant is expected to propose a dynamic, collaborative, and impact-oriented activity plan that leverages the strengths of all KICs, and of the EIT Community while remaining responsive to local innovation needs.

The KICs that actively take part in the EIT Community are:

- [Climate-KIC](#): Working to accelerate the transition to a zero-carbon economy;
- [28DIGITAL](#): Driving Europe’s digital transformation;
- [InnoEnergy](#): Achieving a sustainable energy future for Europe;
- [EIT Food](#): Leading a global revolution in food innovation and production;
- [EIT Health](#): Giving EU citizens greater opportunities to enjoy a healthy life;
- [EIT Manufacturing](#): Strengthening and increasing the competitiveness of Europe’s manufacturing industry;
- [EIT RawMaterials](#): Developing raw materials into a major strength for Europe;
- [EIT Urban Mobility](#): Smart, green and integrated transport;
- [EIT Culture and Creativity](#): Creatives without borders, innovation without limits.

In this context, on behalf of the EIT Community RII Cluster, EIT RawMaterials GmbH is aiming to conclude one contract for the entire period stated above, with the possibility of a 1-year extension. The specifications of the present RfP will become an integral part of the contract. Non-compliance during the implementation phase may lead to early termination by EIT RM.

2. General Objectives and Scope of work

2.1. General Objectives

By the present procurement procedure, EIT RawMaterials, on behalf of the EIT Community RII Cluster is seeking

professional support for the coordination and implementation of the EIT Community Hub activities in Latvia, by appointing a qualified supplier to fulfil the role(s) of the EIT Community Officer(s) (ECOs). This document, along with its annexes, constitutes a Request for Proposal (RfP) issued by EIT RM for procurement of services in the field of innovation ecosystem engagement, stakeholder mobilisation and support for the EIT Community Hub in Latvia.

Given that the role of the EIT Community Officer (ECO) in Latvia is to act as a face of the EIT and serve as the operational and coordination focal point for EIT Community activities at the national, regional, and local levels as detailed in Section 2.2, we are looking for candidates who can demonstrate the following:

- Operational readiness to start with the role from 1st February 2026
- Capacity to establish physical presence by 1st February 2026
- Proven experience of knowledge and involvement in the national innovation ecosystem in Latvia and expertise necessary to successfully complete activities outlined in Section 2.2
- Resources and infrastructure to support the facilitation of work detailed in Section 2.2
- Speak the local language as well as proficient use of professional English

Applicants can be natural persons, legally registered entities or a consortium of legal entities. Each applicant must provide evidence of official registration (e.g. company registration certificate, commercial or NGO license, registration with local tax authority or equivalent documentation demonstrating legal status in Latvia).

Applicants must meet the following eligibility conditions:

- **Natural Person:** If the applicant is a natural person, they must be able to demonstrate a strong professional network in Latvia, operational readiness and ability to set up a physical space in Latvia by the time the project work starts (1st February 2026).
- **Single Legal Entity:** If the applicant is applying as a single entity, it must provide evidence of official registration and operate as a recognized legal entity.
- **Consortium:** Proposals may alternatively be submitted by a consortium of legal entities. In such cases, one legal entity must be designated as the lead coordinator and contracting party. A consortium agreement outlining roles and responsibilities must be submitted with the application.
- **Approved performance report for 2025:** Applicant's proposed expert candidate who held the position of ECO during the 2023-2025 period and is re-applying for the ECO position cannot have a negative performance evaluation of their work. In case of a negative evaluation, the expert candidate is automatically disqualified for position renewal. The former ECO with a negative performance evaluation can, however, be a part of consortium that submits the proposal.

Applicants who do not already have a physical presence in Latvia, such as a registered office or permanent operational base, must comprehensively demonstrate and describe in their proposals how they plan to achieve this by the time the project work starts.

Only one proposal per applicant is allowed. Submitting multiple proposals under different consortium configurations may result in disqualification.

The candidates must propose one or two potential EIT Community Officer(s) (proposed experts), who will be assessed and take part in the selection process, including the interview phase. If the candidate is awarded the

contract, the entity will have to nominate and deploy that same proposed expert(s) as ECO(s).

2.2. Detailed Scope of Work

The overall objective of this Request for Proposals (RfP) is to identify a qualified supplier (individual legal entity or consortium) to act as the **EIT Community Officer (ECO)** in **Latvia**, serving as the operational and coordination focal point for EIT Community activities at the national, regional, and local levels.

The selected supplier will:

- Enhance the visibility and impact of the EIT Community in Latvia.
- Facilitate stakeholder engagement, foster collaboration among EIT Knowledge and Innovation Communities (KICs), and support innovation uptake.
- Act as the single contact point for EIT Community activities, offering tailored support to local stakeholders and facilitating access to EIT opportunities.
- Implement a coordinated set of actions aligned with the EIT RIS Implementation Framework and the EIT Community Officer Performance Monitoring and Evaluation Guidelines.

All tasks will be in full coordination with the EIT RawMaterials (as Contracting Authority) and the EIT Cross-KIC RII Steering Committee to ensure strategic fit and alignment of the selected Contractor, activities, timing, and execution.

The contract will cover the period **1st February 2026 to 31st December 2027**, with a possible 12-month extension in 2028 subject to performance and funding availability.

The appointed ECO will be responsible for implementing activities across the following four work packages, as defined in this RfP:

Work Package 0: Administration and Coordination

- Set up and maintain an EIT-branded physical presence in Latvia.
- Establish and maintain coordination mechanisms among EIT Community Hub members.
- Contribute to strategic alignment with national authorities, innovation stakeholders, and other EU-supported networks.
- Collect and share intelligence about the local innovation ecosystem, including needs, opportunities, and challenges.
- Coordinate local EIT Community branding, internal communication, and information exchange.

Work Package 1: Local Community Development

- Serve as the primary entry point for local stakeholders interested in EIT activities.
- Support applications to RII (Regional Innovations and Internationalisation) Cluster and individual KIC calls in innovation, education, and business creation.
- Implement outreach and communication activities.
- Engage local intermediaries such as universities, incubators, or innovation agencies.

Work Package 2: Business Development for Financial Sustainability

- Generate leads to support the financial sustainability of both the RII Cluster and individual KICs.
- Identify opportunities for KIC partnership memberships, funding, and service sales.
- Facilitate investment and funding access for KIC-supported startups and scaleups.

Work Package 3: External Fundraising

- Identify and propose joint projects involving EIT KICs and national/regional authorities, aligned with RIS3 priorities.
- Scout and support co-funding opportunities through EU, national, or regional programmes such as ESIF (European Structural and Investment Fund) and IPA (Instrument for Pre-Accession).
- Support the implementation of collaborative, cross-KIC initiatives to amplify local impact.

2.3. Location, Timing, Planning and Reporting

Location

The provider must set up and maintain an **EIT-branded physical presence in Latvia**, either through a registered office or permanent operational base. This applies to all entities in the case of a consortium.

Timing

The intended start date is, at the latest, **1st February 2026** and is expected to last, at the latest, until **31st December 2028**.

- Contract: 1st February 2026 to 31st December 2027
- Optional extension of Contract: 1st January 2028 to 31st December 2028, subject to performance evaluation and budget availability.

Please note that EIT RM reserves the right not to sign Contract until its budget for BP2026-2027 is confirmed (estimated before 1 January 2026). If the budget is not confirmed, the contract will not enter into force.

Planning

The proposal must include a detailed **Activity Plan** covering:

- The months of February 2026 – December 2026, aligned with the performance framework (Annex 5).

Annual activities should be planned and reported using a predefined Activity Plan template (Annex 4).

Reporting

- The contractor is required to submit:
 - Yearly Activity Plans
 - Quarterly review reports
 - Monthly briefings
- Additionally, all KPIs and deliverables must be tracked and reported as specified in the Performance Monitoring Guidelines (Annex 5).

Payment terms

Available maximum fund for the requested services is **154.583,33 €** (VAT included).

For years 2026 – 2027 = 101.583,33 € (VAT included).

For year 2028 (Optional) = 53.000 € (VAT included).

Please note that EIT RM reserves the right not to sign Contract until its budget for 2026-2027 is confirmed (estimated before 1 January 2026). If the budget is not confirmed, the contract will not enter into force.

In Payment shall be made upon the acceptance of the deliverables completed, as specified below:

For the year 2026 (depending on budget availability), the estimated maximum budget is **48.583,33 €** (VAT included) and it will be paid as follows:

1. **Advance Payment 2026:** 60% of the contracted amount for 2026.
2. **Final payment 2026:** 40% of the contracted amount for 2026, disbursed upon successful completion of the year's activities and approval of all deliverables.

For the year 2027, the available maximum budget is **53.000 €** (VAT included) and it will be paid as follows:

1. **Advance Payment 2027:** 60% of the contracted amount for 2027.
2. **Final payment 2027:** 40% of the contracted amount for 2027, disbursed upon successful completion of the year's activities and approval of all deliverables.

For the year 2028, there is an option of a contract extension of 1 year, provided a positive performance evaluation of the contract activities, KPIs has been issued by EIT RM, and the funds of the contract have been consumed. In such case, an additional **53.000 €** (VAT included) would be allocated to perform the activities and it will be paid as

follows:

1. **Advance Payment 2028:** 60% of the contracted amount for 2028.
2. **Final payment 2028:** 40% of the contracted amount for 2028, disbursed upon successful completion of the year's activities and approval of all deliverables.

On a yearly basis, a reduction of up to 1,000€ in payments will be applied for each KPI strand unit not achieved in the proposed plan. A total reduction amount will not exceed 5% of the total annual EIT Funding awarded.

For the years 2026, 2027, and 2028, the annual funding allocations have not yet been formally approved at the time of publication of this Request for Proposals. The final contractual amounts for future years (2026, 2027 and 2028) will be confirmed once the corresponding annual budgets are approved by the EIT. These amounts will be reflected in the contract, in accordance with the terms and conditions agreed upon at contract signature. All payments are subject to:

- Receipt and validation of the required activity reports (not applicable to the first payment).
- Fulfilment of contractual obligations;
- Availability of funds as determined by the EIT Community and relevant budget holders.

EIT RM shall make the payment within 30 days from receipt of the invoice acceptance.

The payment of all related taxes, including VAT, and other costs (social contributions, and similar obligatory costs) is the responsibility of the applicant. Delayed or missing payments of the above obligations cannot be accepted by EIT RM and will lead to the termination of the contract.

2.4. Methodology of Work

The supplier must adopt a collaborative, impact-oriented methodology that:

- Leverages the strengths of all EIT KICs.
- Responds effectively to local innovation needs.
- Aligns with the **EIT RIS Implementation Framework (2025–2027)**¹ and the **EIT Community Officer Performance Monitoring and Evaluation Guidelines** (see annex 5).
- Incorporates cross-cutting coordination, outreach, stakeholder engagement, and knowledge sharing.
- Ensures active collaboration with the broader EIT Community Officer network and participation in joint initiatives.

2.5. Deliverables

The expected deliverables include, but are not limited to:

- **Administrative Deliverables:**
 - Branded physical office setup.

¹ <https://www.eit.europa.eu/library/eit-ris-implementation-framework-updated-2025-2027>

- Memorandum of Understanding signed by all local EIT Community Hub members.
- Participation in monthly and annual ECO coordination meetings.
- Activity plans, reports, and internal updates.
- **Operational Deliverables:**
 - Supported applications and participants referred to the calls.
 - Generated leads contributing to the financial sustainability of KICs and the Cluster.
 - External funding secured for additional EIT Community Hub activities.
 - Event organisation (workshops, meetings, etc.), stakeholder engagement metrics, and communication analytics.
- **Communication Deliverables:**
 - Country webpage (in local language and English), with regular updates.
 - Management of social media channels.
 - Regular posts and engagement statistics.
 - Press releases, testimonials, and media mentions (optional).

Each deliverable is tied to **quantitative KPIs**, as outlined in Annex 5, with minimum annual thresholds for each work package strand.

3. Proposal Process

3.1. Participation

Participation in this proposal procedure is open to all tenderers.

All participants must sign the Tenderers' declaration form attached and submit it together with the proposal.

Please note that the tenderer may not modify the text, it must be submitted as provided by EIT RawMaterials attached to this request for proposal document.

3.2. Submission of proposal

EVENT	DATE (Calendar dates)
Publishing the RfP on EIT RawMaterials website	01. December 2025
Deadline for requesting clarification from EIT RawMaterials	10. December 2025
Deadline for submitting proposals	14. December 2025
Interviews with potential suppliers	05. - 09. January 2026
Intended date of notification of award	23. January 2026
Intended date of contract signature	30. January 2026

Intended start date of the contract implementation	01. February 2026
--	-------------------

The proposal shall contain:

1. Evidence of official registration in Latvia (e.g. company registration certificate, NGO or commercial license, registration with local tax authority or equivalent documentation demonstrating legal status in Latvia). Optionally, the European Commission template could be used, accessible through the following URL: https://commission.europa.eu/publications/business-partners-legal-entities-and-bank-accounts_en.
2. The technical response to the requested services defined in section 2. The technical response must include detailed financial plan (Annex 2).
3. Annex 1 (1.1 and 1.2) (*Service Agreement*) correctly filled in.
4. Annex 3 (*Tenderers' declaration form*) correctly filled in.
5. Annex 6 (*Proven experience of the proposed expert(s)*) correctly filled in, including as attachments the documents that would prove the numbers stated in the checklist.
6. The Activity Plan for the period 1st February 2026 to 31st December 2026 (11 months) based on the template in Annex 4.
7. An indication of supplier's insurance coverage. The proposal must specify whether the supplier has taken out a company liability insurance and/or professional liability insurance including the maximum amount of coverage in Euro per event per insurance.
8. If the applicant is proposing a candidate who is a non-national of Latvia, the applicant is required to submit a language certification of the candidate as proof of knowledge of the local language.

Proposals must be emailed in English until **14. December 2025, 16:00 hrs Central European Time** to the following address:

Contact name: Ms. Tina Benda & Ms. Kristina Lovrek

E-mail: tina.benda@eitrawmaterials.eu; kristina.lovrek@eitrawmaterials.eu

Subject: Proposal EIT Community Officer Latvia

Proposals must be concise and clear. The tenderer's proposal will be incorporated into any contract that results from this procedure. Tenderers are, therefore, cautioned not to make claims or statements that they are not prepared to commit to contractually. Subsequent modifications and counterproposals shall, if applicable, also become an integral part of any resulting contract.

The tenderer represents that the individual submitting the natural or legal entity's proposal is duly authorized to bind their entity to the proposal as submitted. The tenderer also affirms that it has read the instructions to tenderers in this RfP document and that it has the experience, skills and resources to perform, according to conditions set forth in this proposal and the tenderers' proposal.

Proposal must be **submitted in proper (legibly) scanned and non-editable PDF**, which is accessible without entering a password.

a. Minimum requirements

The following documents and declarations are to be submitted together with the tender by the tenderer (in case of a group of tenderers, this applies to each member). In order to be considered valid, proposals must include:

- Tender Submission form and Tender declaration form (Annex 2 and 3) together with supporting documents evidencing the legal name of the Tenderer and its physical presence in the country (copy of the official documents showing the name of legal person, the address of its head office, and the registration number given to it by the national authorities if applicable);
- Annex 4: Activity plan covering the 11 months of work (from 1st February 2026 to 31st December 2026).
- Annex 6 correctly filled in.
- Any amendment requests after the tender submission deadline and the notification of award shall not be accepted or discussed. EIT RM is not obliged to accept any amendment requests, proposed modifications nor contract templates.

b. Requests for additional information or clarification

In case the tenderers are in need of additional information or clarification, please address it to the address below. All information requested or answered may only be done through written communication – email only. All questions should be sent prior to the deadline for requesting clarification as specified in section 3.2.

Contact name: Ms. Tina Benda & Ms. Kristina Lovrek

E-mail: tina.benda@eitrawmaterials.eu; kristina.lovrek@eitrawmaterials.eu

Subject: Additional Information EIT Community Officer Latvia

c. Validity of the proposals

Tenderers are bound by their proposals 90 days after the deadline for submitting proposals.

d. Costs for preparing proposals

No costs incurred by the tenderer in preparing and submitting the proposal are reimbursable. All such costs must be borne by the tenderer.

e. Ownership of the proposals

EIT RawMaterials retains ownership of all proposals received under this procedure. Proprietary information identified as such, which is submitted by tenderers in connection with this procurement, will be kept confidential.

The potential or actual supplier should accept that during the implementation of the contract and for four years after the completion of the contract, for the purposes of safeguarding the EU's financial interests, EIT RawMaterials may transfer the proposal and the contract of the supplier to internal audit services, to the European Court of Auditors, to the Financial Irregularities Panel or to the European Anti-Fraud Office.

f. Clarification related to the submitted proposals

After submission, proposals shall be reviewed for compliance with formal requirements as set forth in this RfP document. Where information or documentation submitted by the tenderers are or appears to be incomplete or erroneous or where specific documents are missing, EIT RawMaterials may request the tenderer concerned to submit, supplement, clarify or complete the relevant information or documentation within an appropriate time limit. All information requested or answered may only be done through written communication – email only.

g. Evaluation of proposals

Each proposal will be evaluated in accordance with the below mentioned award criteria. The award criteria will be applied in accordance with the requested services indicated in section 2 of this RfP document.

Technical criteria	Points
Proposed expert(s) previous experience	Max. 45 points
<p>1. Proven experience with previous (up to 5 years) or current European Union funded projects/tenders (like Horizon Europe, Digital Europe, or Interreg) including ESIF and IPA programmes with involvement of the proposed expert(s).</p> <p>The candidate will need to justify the previous experience in EU projects of the proposed expert(s) in the technical proposal (see annexes 2 and 6) by providing at least:</p> <ul style="list-style-type: none"> - Title and scope of the EU project/tender. - Description of the EU Project/tender. - Involvement/role of the proposed expert(s) in the EU Project/tender. - Website link to the project or public tender decision (if available). <p>Based on this evidence, the tender will be scored as follows:</p> <ul style="list-style-type: none"> ➤ 3 EU funded or more projects/public tenders: 9 points ➤ 2 EU funded projects/public tenders: 6 points ➤ 1 EU funded project/public tender: 3 points ➤ 0 EU funded projects/public tenders: 0 points <p>For each EU project/public tender, we will award extra 2 points if it's related with</p> <ul style="list-style-type: none"> ➤ Business creation ➤ Innovation ➤ Education. 	16
2. Proven experience of prior events organised with the involvement of EIT KICs (or comparable European innovation bodies, such as EIC,	9

<p>Interreg, InvestEU, etc.) participated by the proposed expert(s) as speaker or moderator.</p> <p>The candidate will need to justify the previous events organised by the proposed expert(s) by providing at least:</p> <ul style="list-style-type: none"> - Title of the event - Topic of the event - Place and date of the event - Link to the agenda of the event - Role of the supplier and the proposed expert in the project/services provided. <p>Based on this evidence, the tender will be scored as follows:</p> <ul style="list-style-type: none"> ➤ 3 or more events: 9 points ➤ 2 events: 6 points ➤ 1 event: 3 points ➤ 0 events: 0 points 	
<p>3. Proven experience managing an EIT RIS Hub (or equivalent innovation body, e.g. innovation hub) in Latvia with involvement of the proposed expert(s).</p> <p>The candidate will need to justify the previous or current experience managing an EIT RIS Hub in Latvia of the proposed expert(s) by providing at least:</p> <ul style="list-style-type: none"> - Name of the EIT KIC (or equivalent innovation body) that was represented. - Years of operation. - Link (if online) or any other proof of the award, like a reference letter from the KIC. - Involvement/role of the proposed expert(s) in the representation. <p>Based on this evidence, the tender will be scored as follows:</p> <ul style="list-style-type: none"> ➤ Previous experience documented: 5 points ➤ No previous experience documented: 0 points 	5
<p>4. Proven experience of knowledge of and involvement in the national innovation ecosystem in Latvia.</p> <p>Candidate will need to justify how they are involved with national ecosystem and demonstrate strong professional connections to</p>	15

diverse range of national stakeholders (industry, RTOs, startups, public sector, etc.) by providing evidence for the following activities:

- **Speaking Engagements:** Presenting at conferences, panels, or workshops in Latvia. (Evidence: Title of the event, Topic of the event, Place and date of the event, Link to the agenda of the event, Role at the event)
- **Innovation Hubs:** Being part of local incubators, accelerators, innovation hubs, etc. (Evidence: Incubator name, Place, How were you involved, Years of involvement, Any links that prove your membership)
- **Professional Associations:** Active membership in organizations like EBN (European Business and Innovation Centre Network) or local chambers of commerce. (Evidence: Name of the association, Number of active years, Role, Membership card or statement from the association claiming that you are their member)
- **Advisory Roles:** Serving as a mentor or advisor to startups or innovation programs in Latvia. (Evidence: Name of the programme, Number of Startups, Date, Place, Role, Theme of the event, Short thematic description of advisory role, Link or Certificate)
- **Awards or Nominations:** Receiving innovation-related accolades or being shortlisted for awards within national or regional ecosystem. (Evidence: Name of the award, Name of entity issuing award or recognition, Date, Place, Theme, Certificate, Link if available)
- **Hosting Meetups:** Organizing or co-hosting innovation meetups, hackathons, or networking events in Latvia. (Evidence: Event title, Place, Date, Theme, Number of participants, Link to the event)
- **Introductions Made:** Facilitating connections between innovators, investors, and institutions in Latvia. (Evidence: Stakeholder names, Year, Supporting documents evidencing the candidate's role in facilitating the introduction, e.g. meeting summaries, referrals or endorsements, etc.)
- **Collaborative Success Stories:** Highlighting successful partnerships or initiatives in Latvia you've helped foster. (Evidence: Stakeholder names, Year, Documentation of collaboration, e.g. MoUs, LoIs, joint projects or initiatives, etc., Supporting documents evidencing the candidate's role in facilitating the introduction, e.g. meeting summaries, referrals or endorsements, etc.)

Based on this evidence, the tender will be scored as follows:

- 5 or more relevant experiences documented: 15 points
- 4 relevant experiences documented: 10 points
- 3 relevant experiences documented: 5 points
- 2 or less previous experiences documented: 0 points

Activity plan and interview phase	Max. 55 points
<p>5. For all the Key Performance Indicators (KPI's) outlined in the Performance Monitoring and Evaluation Guidelines (Annex 5), indicate the number of strands addressed in the Activity Plan:</p> <ul style="list-style-type: none"> ➤ More than 10 strands: 10 points ➤ 6 to 10 strands: 5 points ➤ 5 or less strands: 0 points 	10
<p>6. Number of optional activities included in the activity plan, based on the Guide (annex 5):</p> <ul style="list-style-type: none"> ➤ 19 or more optional activities: 9 points ➤ 10 - 18 optional activities: 6 points ➤ 1 - 9 optional activities: 3 points ➤ 0 optional activities chosen: 0 points 	5
<p>7. Feasibility of the tenderer's activity plan, overall methodology and scope of work.</p>	10
<p>8. Content of the activity plan, detailed description, attention to details of the submitted proposal. Quality of the offer and organization of the proposed expert(s)' services and resources.</p>	10
<p>9. Proposed expert identified the main gaps/challenges in the local innovation ecosystem and prioritised them accordingly</p> <p>Number of gaps identified and prioritised:</p> <ul style="list-style-type: none"> ➤ 5 gaps/challenges: 10 points ➤ 4 gaps/challenges: 8 points ➤ 3 gaps/challenges: 6 points ➤ 2 gaps/challenges : 4 points ➤ 1 gap/challenge: 2 points 	10
<p>10. How easily and clearly can the proposed expert express themself in English (Criterion assessed during the interview).</p>	5
<p>11. To what extent is the proposed expert able to understand and take part in innovation and work-related communications (Criterion assessed during the interview).</p>	5
Total maximum score	100

Points 7, 8, 10 and 11 of the evaluation criteria will be evaluated using a comparative ranking system, where proposals are assessed and ranked in order of merit by the evaluation committee. Points are then assigned based on the ranking, using one of the following two scales, depending on the maximum score allocated to the criterion:

	If the criterion has a maximum score of 10 points:	If the criterion has a maximum score of 5 points
Best candidate:	10 points	5 points
2 nd best candidate	7 points	4 points
3 rd best candidate	4 points	3 points
4 th best candidate	1 point	1 point
5 th best candidate and below	0 points	0 points

In both cases, only the top four proposals receive points; all others receive zero. This method ensures a relative scoring approach that rewards the strongest proposals per criterion.

h. Selection of the suppliers

The winner shall be the one with the highest total score and that tenderer shall be designated for the award of contract.

The successful and unsuccessful tenderers will be informed in writing via email about the result of the award procedure.

i. Signature of contract

The successful and unsuccessful tenderers will be informed via email about the result of the procedure.

For the contract the Service Agreement (Annex 1) shall apply. Any change desired by the tenderer in the provisions of this Service Agreement needs to be communicated to EIT RawMaterials before the submission deadline as part of the Q&A process. Significant changes are likely to lengthen the tender procedure, making it less likely that the Service Agreement can be signed in time.

The signing of the Service Agreement after the award of the contract is for declaratory and documentation purposes only.

j. Appeals/complaints

Tenderers believing that they have been harmed by an error or irregularity during the tender procedure may file a complaint. Appeals should be addressed to EIT RawMaterials. EIT RawMaterials is only able to address complaints before the contract is awarded to the successful tenderer.

k. Cancellation of the procedure

EIT RawMaterials reserves the right to suspend or cancel the procedure, where the procedure proves to have been subject to substantial errors, irregularities or fraud. If substantial errors, irregularities or fraud are discovered after the award of the contract, EIT RawMaterials may refrain from concluding the contract.

In the event of cancellation of the procedure, EIT RawMaterials will notify the tenderers of the cancellation. In no event shall EIT RawMaterials be liable for whatsoever, including, without limitation, damages for loss of profits, in any way connected to the cancellation of the procedure.

l. Ethics clauses / Corruptive practices

The supplier shall take all measures to prevent any situation where the impartial and objective implementation of the contract is compromised for reasons involving economic interest, political or national affinity, family or emotional ties or any other shared interest ('conflict of interests'). He should inform EIT RawMaterials immediately if there is any change in the above circumstances at any stage during the implementation of the tasks.

Furthermore, the supplier acknowledges and accepts the Code of Conduct of EIT RawMaterials which can be downloaded via www.eitrawmaterials.eu.

Up to two proposed experts will be appointed for the full duration of the services as the EIT Community Officer, and the appointed expert(s) should fulfil the eligibility criteria listed under point 3.5. With reference to expert replacement for the ECO position initiated by the sub-contractor, the newly proposed expert must also fulfil the eligibility criteria under point 3.5 of the relevant pre-qualification notice. Approval of the replacement request on the EIT Community Officer is the exclusive right of EIT RawMaterials upon receiving the opinion of the Steering Committee of the RII cluster.

m. Safeguarding of EU's financial interest

The potential or actual supplier should accept that during the implementation of the contract and for four years after the completion of the contract, KIC Name has the right for the purposes of safeguarding the EU's financial interests, the proposal and the contract of the supplier may be transferred to internal audit services, EIT, to the European Court of Auditors, to the Financial Irregularities Panel or to the European Anti-Fraud Office.

Annex 1: Service Agreement for 2026-2027

Service agreement

Project work contract for 2026-2027

This service agreement (“Agreement”) is made between:

1. EIT RawMaterials GmbH having its registered place of business at Knesebeckstr. 62, 10719 Berlin, Germany (“we” or “us”);

and

2. [Full name service provider], a [legal form] under [country] law, having its registered place of business at [address, zipcode, country], [VAT number service provider] (“you”);

WHY DO WE ENTER INTO THIS AGREEMENT WITH YOU?

- A. Our funds come, amongst others, from the European Institute of Innovation & Technology (“EIT”), which is a body of the European Union (“EU”). With these funds we promote innovation, entrepreneurship and education in the raw [and advanced] materials sector.
- B. As we use public money, we need to comply with certain (additional) obligations towards the EIT and other EU bodies. We also have to impose some of these obligations on external parties, such as you.
- C. As we use public money, we launched a tender procedure to select an external party to provide us with certain services. These services are specified in Article 1.1. You participated and made us an offer, on the basis of which we selected you to provide the services; and
- D. This Agreement describes the terms and conditions that apply when you provide the services.

WHAT HAVE WE AGREED?

Article 1 - Performance of the Services, subcontracting

- 1.1. You must perform the services and provide the deliverables that are specified below. You must do so within the time schedule specified below.

Services	Deliverables	Deadline
[description of each service to be provided by the service provider]	[description of each deliverable connected to the service]	[deadline for each Service and/or deliverable]

- 1.2. You accept this assignment to perform the services. In doing so, you assume full responsibility for the correct performance of the services. You must perform the services by exercising due skill, speed and care, at a level generally required of well reputed service providers that perform the same or similar services.

- 1.3. You will plan your work independently. You will perform the services at your own discretion, without being supervised or managed by us. We may give directions and instructions with regard to the deliverables of the services. You are free to organize how you provide the services as long as the services meet the requirements set in this Agreement.
- 1.4. You must use personnel who possess the qualifications and experience necessary for the proper performance of the services. You must nominate and deploy the same proposed expert(s) as EIT Community Officer(s). Should you want to involve other personnel, you must ask us whether we agree on that first.
- 1.5. You must report to us how you progress in the performance of the services if we ask you to do so. We may ask you to report in a specific format.
- 1.6. We can accept or reject the services that you provide to us. If we do not reject services within 60 days after delivery, you may assume we accepted them.
 - If we reject (part of) a services because it does not meet what we agreed and it is possible for you to re-perform the rejected (part of the) services properly, you must do so promptly and without additional costs for us.
 - If we reject (part of) a services and it is not possible for you to re-perform properly, that (part of a) services is rescinded. We then also will not pay you for that (part of a) services.
- 1.7. If you want to subcontract (part of) the services to another party, you will have to ask us first. If we agree to such subcontracting, you must ensure that your subcontractor is bound by similar obligations towards you as you are towards us under this Agreement. You remain fully responsible to us for the subcontracted part of the services. We shall not have a direct contractual relationship with the subcontractor.

Article 2 - Compensation, invoices and payment

- 2.1. We pay the fees specified below as compensation for the services.

Fees
[fees]

Company bank details (EIT RawMaterials GmbH should be informed when the bank details provided below have changed)
[bank details]

- 2.2. We only pay these fees if you provide us with an invoice that mentions at least the below:
 - a. your name and address;
 - b. your VAT identification number;
 - c. our name and address;
 - d. our VAT identification number;
 - e. the invoice number;
 - f. the invoice date;
 - g. the date on which the services were provided or if applicable the time frame during which the services were provided
 - h. a brief description of the nature and type of services supplied;
 - i. A detailed proof of work;

- j. the following data for every applicable VAT tariff or exemption:
 - i. the price per piece or unit, including VAT;
 - ii. any reductions that are not included in the price;
 - iii. the VAT tariff that has been applied;
 - iv. the cost (the price excluding VAT);
 - v. in case of advance payment, the date of payment; and
 - vi. the amount of VAT.
- 2.3. We pay invoices that meet the above criteria within 30 days following receipt.
- 2.4. However, if you do not (properly) fulfil your obligations under this Agreement, we may suspend payment. If we do so, we will notify you thereof.
- 2.5. We also may set-off amounts that we owe you under this Agreement with amounts that you owe us under this Agreement or another agreement we have with you.
- 2.6. In the event that, regardless the reason thereof, you are unable to perform the services you will not be entitled to the fees.

Article 3 - Taxes & indemnification

- 3.1. The fees mentioned in Article 2.1 are exclusive of value added tax (VAT) or similar taxes.
- 3.2. You perform the services as an independent contractor. This Agreement does not create a partnership, joint venture or employment relationship between you and us.
- 3.3. You guarantee vis-à-vis us that you meet your statutory obligations of (a) filing correct tax returns; (b) timely and fully paying the taxes, premiums etc. owed to the competent Tax and Customs Administration; and, (c) if applicable, timely and fully paying pension premiums to the appropriate pension fund or other pension scheme (insofar as this is relevant), in connection with services.
- 3.4. For the term of this Agreement, you will keep us informed (in writing, or otherwise) of any (changes to the) actual circumstances that result, or may result, in the relationship between you and us, as a result of which this Agreement should no longer be classified as a service agreement from a tax and/or employment-law point of view, but instead it should be classified as a (fictitious) agreement of employment.
- 3.5. In the event that we are assessed for or held (jointly) accountable for wage tax and national insurance contributions and/or any associated costs, increases, interest and/or fines in connection with the execution of the services under this contract, you will indemnify us in full in respect thereof and we will be entitled to implead you in respect thereof. The provision set out in the preceding sentence also applies to any pension premiums and associated costs, increases, interest and/or fines. You undertake to cooperate and – where necessary – provide the information required to prevent claims from the competent Tax and Customs Administration and/or other third parties (including pension funds), or to limit these to a minimum. You undertake to indemnify us against any loss incurred in connection with the above. In addition to any amounts paid by us, this includes (but is not limited to) expenses incurred, (including the costs of legal support) and any interest missed in the meantime (on the total loss).
- 3.6. If we have complied with the financial obligations in relation to this Article 3 directly towards the competent Tax and Customs Administration and/or the (sectoral) pension fund or scheme (if any) itself, we will be authorized to recover from you the amounts involved, either by setting them off against any amounts we owe you pursuant to this Agreement or by other means. This applies likewise to other

financial obligations complied with by us arising out of and/or in connection with the reclassification of the employment relationship between you and us insofar as this is not barred by any provisions of mandatory law.

Article 4 - Intellectual property

- 4.1. For the purpose of this Agreement “**IP**” means patents, utility certificates, utility models, (industrial) design rights, copyrights, database rights, trademarks, trade names and trade secrets, including moral rights and any applications, renewals, extensions combinations, divisions, discontinuations or re-issues of the foregoing.
- 4.2. We become the owner of any newly created IP in the deliverables (as mentioned in Article 1.1).
- 4.3. We remain the owner of any item we, or someone else on our behalf, provided you with.
- 4.4. You remain the owner of any IP that you already owned or controlled before the start of the performance of the services (“**Background IP**”). You grant us a non-exclusive, royalty-free and fully paid-up, worldwide, irrevocable and perpetual license under such Background IP, if and to the extent we need it for our free use (including the sale) of the deliverables under this Agreement, with the right to sublicense.
- 4.5. You may not make any public reference to us, whether in press releases, advertisements, or otherwise, without our prior written consent. The same applies for us.
- 4.6. If we incur costs (including reasonable attorney’s fees) and/or suffer damages as a result of claims by third parties that the services infringe their IP, you must fully compensate such costs and/or damages to us.
- 4.7. If our use of the services is frustrated (for instance because they infringe the rights of a third party) you must either, at your own cost: (i) procure for us or our users the right to continue using the services; or (ii) replace or modify the services with functional, non-infringing equivalents. If you cannot ensure continuation of the services through either of the above options within a reasonable time frame, we may terminate the Agreement. If we terminate, you must reimburse the price we paid for the relevant services. Such reimbursement is in addition to your compensation obligation under Article 4.6.

Article 5 - Confidentiality

- 5.1. For the purpose of this Agreement “**Confidential Information**” means information, such as but not limited to commercial and/or technical information, which is disclosed to you by us (either directly or indirectly) in connection with the performance of this Agreement, which can reasonably be deemed to be of a confidential or proprietary nature (including, but not limited to, any information specifically marked as such).
- 5.2. You may not:
 - (i) use the Confidential Information for other purposes than in connection with (your performance and our use) of the services; and
 - (ii) disclose the Confidential Information to any third party, except to employees, external advisers and subcontractors who (A) have a legitimate “need to know”, and (B) are under the same, or stricter confidentiality obligations as apply under this Agreement.
- 5.3. The obligation as mentioned in Article 5.2 does not apply to information which is or becomes public knowledge without a violation of confidentiality obligations.
- 5.4. You must immediately return to us all property that we have made available to you if we ask you to do so.

- 5.5. If we incur costs (including reasonable attorney's fees) and/or suffer damages as a result of a violation of the confidentiality obligations by you, you must fully compensate such costs and/or damages to us.
- 5.6. Any breach of the provisions of this Article 5 will result in you being liable to pay to us an immediately due and payable penalty of EUR 25.000 per breach, plus EUR 500 for every day (or part of a day) that the breach continues, without a demand, notice of default or judicial intervention being required and without prejudice to our right to claim full compensation for any damage/loss and to demand performance.

Article 6 - Personal Data

- 6.1. For the purpose of this Agreement:
- **"Personal Data"** means data which relate to a living individual who can be identified (a) from those data, or (b) from those data in connection with other information which is easily obtainable; and
 - **"Process"** or **"Processing"** means obtaining, recording or holding information or data or carrying out any operation or set of operations on the information or data, including:
 - (a) organization, adaptation or alteration of the information or data, (b) retrieval, consultation or use of the information or data, (c) disclosure of the information or data by transmission, dissemination or otherwise making available, or (d) alignment, combination, blocking, erasure or destruction of the information or data.
- 6.2. If you Process Personal Data in performing the services, you must:
- a. comply with all applicable privacy and data protection laws;
 - b. Process the Personal Data only (i) for or on our behalf (ii) in accordance with our instructions and this Agreement (iii) as far as needed for the services;
 - c. maintain the security, confidentiality, integrity and availability of the Personal Data;
 - d. implement and maintain appropriate technical, physical, organizational and administrative security measures to protect the Personal Data against loss and/or unauthorized access;
 - e. promptly inform us of any actual or suspected security incident involving such Personal Data; and
 - f. securely erase or destroy the Personal Data upon termination of the Agreement or at our request.
- 6.3. If we incur costs (including reasonable attorney's fees) and/or suffer damages as a result of a breach of this Article 6 by you, you must fully compensate such costs and/or damages to us.

Article 7 - Liability

- 7.1. You must take out and maintain sufficient insurance to cover liability arising out of or in connection with this Agreement. Such insurance shall at least have the insured amounts as stated in your proposal. You must provide us with insurance certificates evidencing such coverage if we ask for it during the term of the Agreement.
- 7.2. Your liability under or in connection with this Agreement is capped at the insured amounts mentioned in Article 7.1.
- 7.3. Our liability under or in connection with this Agreement is capped at the total amount due to you by us on completion of the Services, less the amount already paid to you.
- 7.4. The limitations of liability mentioned in Articles 7.2 and 7.3 above do not apply:
- in case of gross negligence or willful misconduct; and/or
 - in case of injury to life or health; and/or

- for liability arising out of Articles 3, 4.6, 4.7, 5.5, 5.6 and/or 6.3 above.

Article 8 - Termination

- 8.1. This Agreement becomes effective with receipt of the award notice. This Agreement ends automatically, without notice being required, after the term of **24** months. The Agreement may be extended by us **1** time for **12** months. We will exercise the extension option in writing **1** month prior to the end of the running term.
- 8.2. This Agreement cannot be terminated early by you or by us, save for the specific termination events specified in Article 8.3 and/or Article 8.4.
- 8.3. We may fully or partially terminate this Agreement with immediate effect by giving you notice at any time, if:
- a. you breach an obligation under this Agreement and, if the breach is capable of remedy, you fail to remedy the breach within 14 days after we ask you to do so;
 - b. you breach an obligation under this Agreement which is incapable of remedy;
 - c. you do not provide us with adequate assurance that you can fulfill your obligations under this Agreement in a timely fashion after we ask you to do so; or
 - d. the European Programme(s) in connection with which we entered into this Agreement with you are terminated.
 - e. any change, event, circumstance, condition or effect occurs which EIT RawMaterials GmbH in its sole discretion believes or is reasonably likely to materially adversely impact either (i) the industries or fields in which EIT RawMaterials GmbH operates or (ii) either Party's possibilities to perform its material obligations under this Agreement, or otherwise materially impedes or delays such performance.
- 8.4. You may fully or partially terminate this Agreement with immediate effect by giving us notice at any time, if:
- a. we breach an obligation under this Agreement, and, if the breach is capable of remedy, we fail to remedy the breach within 14 days after you ask us to do so;
 - b. we breach an obligation under this Agreement which is incapable of remedy; or
 - c. we do not provide you with adequate assurance that we can fulfill our obligations under this Agreement in a timely fashion after you ask us to do so.
- 8.5. Following a termination all rights and obligations intended to survive the termination (such as Articles 4 up to and including 10) will survive the termination.

Article 9 - Safeguarding of EU's financial interest and conflict of interest

- 9.1. You understand and agree that we may provide the EIT, the European Court of Auditors, the European Anti-Fraud Office and/or other EU bodies with information regarding the Services (including this Agreement and tender materials) in order to meet our obligations towards such bodies. We may do so during the term of this Agreement and 4 years thereafter. Article 5.2 of this Agreement does not apply in such a situation.
- 9.2. You must take all necessary measures to prevent a situation where the impartial or objective implementation of this Agreement is compromised for reasons involving economic interest, political or national affinity, family or emotional ties or any other conflicting interest. You must inform us immediately

if there is a change in circumstances which leads or may lead to a conflict of interest. Furthermore, you must accept the Code of Conduct of EIT RawMaterials.

Article 10 - Various

- 10.1. Notices in relation to this Agreement must be given in writing.
- 10.2. If you cannot perform an obligation under this Agreement because of *force majeure* (meaning: reasons beyond your reasonable control), you must notify us. Following notification, only the performance of such obligation(s) is suspended during the force majeure. We may terminate this Agreement if the force majeure lasts more than 30 days. Shortage of personnel, shortage of production materials or shortage of resources, strikes, breach of contract by third parties contracted by you or force majeure events at third parties contracted by you, financial problems, and/or lack of the necessary licenses, permits or authorizations needed for the Services do not qualify as force majeure.
- 10.3. If the Services cannot be performed, or potentially cannot be performed, because of reasons beyond our reasonable control (such as the effects of the COVID-19 pandemic), we will do our utmost to notify you as soon as possible, at least 30 days in advance. Following notification, the performance of the Services is suspended for as long as the force majeure continues. We shall use our best endeavors to find a suitable new date for the performance of the Services. We may determine in our sole discretion, acting reasonably, to terminate this Agreement instead.
- 10.4. Oral agreements or additional general terms and conditions do not apply. The constituent parts of the contract are, in the following subsequent order:
- this contract,
 - the service description,
 - the contractor's tender of [submission date of the proposal]
 - the General Terms and Conditions of Contract for Services (VOL/B), 2003 version,
 - Articles 28 and 29 FPA (EIT – EIT RawMaterials).
- 10.5. You may not transfer or pledge (part of) this Agreement without our prior written consent. We shall not withhold such consent unreasonably.
- 10.6. Neither the failure nor the delay to enforce a right under this Agreement shall constitute a waiver of such right or remedy or of any other available rights or remedies.
- 10.7. German law applies to this Agreement. Conflicts relating to this Agreement will be decided upon in the first instance by the competent court in Berlin, Germany.
- 10.8. The United Nations Convention on the International Sale of Goods does not apply.

Signed in two copies by:

EIT RawMaterials GmbH

By: Dr. Andreas Klossek

Function: COO

On:

Place:

[full legal name service provider]

By: [name representative]

Function: [position representative]

On:

Place:

Annex 2: Tenderers' submission form

Tenderer's Submission Form

for the procedure of the "EIT Community Officer of the EIT Community Hub in Latvia"

1. Tender submitted by

Name of legal entity	
Registered address	
Tax registration number	

2. Contact person

Name	
Address	
Telephone	
E-mail address	

3. Statement

I/we, <name(s)>, the undersigned, being the authorised signatory of the above tenderer [for consortiums, this must include all consortium members], hereby declare that we have examined and accept without reserve or restriction the entire content of the tender documentation for the above procurement procedure. We offer to provide the services requested in the tender documentation on the basis of the following, which comprise our technical offer:

Award criteria	Tenderer's Offer
Technical offer:	<p><i>Name of the proposed expert(s) to become EIT Community Officer(s):</i></p> <p><i>Find attached the evidence of official registration in Latvia as well as the documents proposed for evaluation, based on the award criteria (section 3.9), including the Proposed activity plan (based on annex 4) and the Experience of the proposed expert(s) checklist.</i></p>

4. Detailed financial plan

This price shall include all the costs pertaining to the provision of the requested service in particular:

- staff costs (specifying daily rate and proposed days of service; minimum 800 hours annually),
- travel, hotel, and subsistence costs, translation costs
- and any other cost related to the service
- other goods, works and services (€) including office related costs

A detailed budget breakdown should include the cost of the physical space, of which a detailed description is requested as part of the technical offer.

Suggestions for co-financing of the EIT Community Officer's activities/operation might also be included if there is any.

Budget template		
Cost	EUR	Cost category description
(A) Personnel (€)		
(B) Incidental expenditure (€)		
Travel & subsistence (€)		
Office Space rental (€)		
Other goods, works and services (€) including office related costs such as commodities, utilities, etc.		
	Total (A+B) (€)	

Annex 3: Tenderers' declaration form

EIT RawMaterials GmbH, Knesebeckstr. 62, 10719 Berlin, Germany

Day Month Year

ANNEX 3: TENDERERS' DECLARATION FORM

Subject: EIT Community Officer of the EIT Community Hub in Latvia

Dear Sir/Madam,

In response to your letter of invitation for the above contract we,

[Name(s) of legal entity or entities] _____

hereby declare that we:

- are submitting this tender for this contract. We confirm that we are not participating in any other tender for the same contract in any form (as a member / leader in a consortium or as an individual candidate);
- we confirm that we are **not** / are in any of the situations listed below and we acknowledge that we should be excluded from participation from this procedure if our firm:
 - a) is bankrupt, subject to insolvency or winding-up procedures, where our assets are being administered by a liquidator or by a court, where we are in an arrangement with creditors, where our business activities are suspended, or where we are in any analogous situation arising from a similar procedure provided for under national laws or regulations;
 - b) has been established by a final judgment that the economic operator is guilty of any of the following: fraud; corruption; participation in a criminal organisation; money laundering or terrorist financing; terrorist-related offences or offences linked to terrorist activities; child labour or other forms of trafficking in human beings;
- we also confirm that we shall take all measures to prevent any situation where the impartial and objective implementation of the contract is compromised for reasons involving economic interest, political or national affinity, family or emotional ties or any other shared interest ('conflict of interests'). We will inform EIT RawMaterials immediately if there is any change in the above circumstances at any stage during the implementation of the tasks;
- we accept that during the implementation of the contract and for four years after the completion of the contract, the supplier must keep confidential any data, documents or other material (in any form) that is identified as confidential at the time it is disclosed ('confidential information').
- we accept that during the implementation of the contract and for four years after the completion of the contract, EIT RawMaterials has the right for the purposes of safeguarding the EU's financial interests, to transfer the proposal and the contract of the supplier to internal audit services, EIT, to the European Court of Auditors, to the Financial Irregularities Panel or to the European Anti-Fraud Office ('safeguarding the EU's financial interests').

EIT RawMaterials GmbH
Knesebeckstr. 62
10719 Berlin
Germany

Contact
info@eitrawmaterials.eu
www.eitrawmaterials.eu

Bank details
Commerzbank Berlin
IBAN:
DE1100400000193505500
BIC: COBADEFFXXX

Commercial Register
AG Charlottenburg
HRB 168389 B
Finanzamt für Körperschaften
II
VAT: DE301692026

Managing Directors
Bernd Schäfer
Andreas Klosssek

We understand that if the information provided is proved false, the award may be considered null and void.

Yours faithfully,

Date of signing:

Name and position of authorised representative:

Signature of authorised representative:

Annex 4: Activity plan template

Activity Plan 2026

(this plan will be considered to be replicated for 2027 and in case of prolongation of the contract in 2028)

Country	Latvia
Category (White Spot or Established Country)	Established
EIT Community Officer Name	
Organisation	

Work Package 1 Local Community Development for Innovation/Education/Business Creation

	KPI	Strand 1 EIT Jumpstarter programme	Strand 2 EIT Regional Innovation Booster	Strand 3 EIT Global Outreach programmes	Strand 4 EIT Global Outreach training opportunities	KPI Total Minimum: 10 applicants 10 participants
EITECO01 - Applicants/participants supported/referred by the ECO to the RI&I Cluster innovation, education, business creation calls and training opportunities	Number of applications	Number	Number [only if a RIB project in your country]	Number	do not write	0
	Number of participants	do not write	do not write	do not write	Number	0
EITECO02 - Applicants, participants supported/referred to individual KIC's innovation, education, business creation calls and training programmes	KPI	Strand 1 EIT KICs Innovation Calls	Strand 2 EIT KICs Education Calls	Strand 3 EIT KICs Business Creation Calls	Strand 4 EIT KICs training programmes	KPI Total Minimum: 10 applicants 10 participants

			<i>Number of applications</i>	<i>Number</i>	<i>Number</i>	<i>Number</i>	<i>do not write</i>	<i>0</i>
			<i>Number of participants</i>	<i>do not write</i>	<i>do not write</i>	<i>do not write</i>	<i>Number</i>	<i>0</i>
<p style="text-align: center;">ACTIVITIES</p> <p>M - Mandatory activities must be implemented and metrics filled in, O - Optional activities can be selected and metrics need to be given for selected</p> <p style="text-align: center;">All activities must be implemented or facilitated by the EIT Community Officer</p>								<i>Metrics</i>
###	M	Personalised outreach and support / Number of intermediary organisations (e.g.: universities, startup associations) engaged to support outreach (min. 6)						<i>Number</i>
###	M	Programme-specific communication / Number of EIT Community Hub country page programme-specific webpage posts (min. 6)						<i>Number</i>
###	M	Programme-specific communication / Average number of visitors of the EIT Community Hub country page posts/updates (min. 60)						<i>Number</i>
###	M	Programme-specific communication / Number of EIT Community Hub programme-specific social media posts (min. 30)						<i>Number</i>
###	M	Programme-specific communication / Average number of engagements of the related posts (min. 150)						<i>Number</i>
###	O	Personalised outreach and support / Number of applicants supported with 1:1 advisory services (coaching sessions)						<i>Number</i>
###	O	Programme-specific communication / Number of events organised by the EIT Community Officer						<i>Number</i>
###	O	Programme-specific communication / Number of participants at events organised by the EIT Community Officer						<i>Number</i>
###	O	Programme-specific communication / Number of presentations by EIT Community Officer or KIC representative at external events organised by third party						<i>Number</i>
###	O	Programme-specific communication / Number of participants at presentations by EIT Community Officer or KIC representative at external events organised by third party						<i>Number</i>
###	O	Programme-specific communication / Number of website posts by external organisation						<i>Number</i>
###	O	Programme-specific communication / Number of newsletter posts (EIT Community Hub or third party)						<i>Number</i>
###	O	Programme-specific communication / Number of programme-specific media mentions						<i>Number</i>
###	O	Programme-specific communication / Number of press releases published						<i>Number</i>
###	O	Programme-specific communication / Number of testimonials, impact stories collected						<i>Number</i>
###	O	Other, please specify:.....						<i>Number</i>

###	O	Other, please specify:.....					Number
<p>WP1 Activity descriptions</p> <p><i>Please provide strategic approach, methodology and description of the activities</i></p> <p>[Max 1,000 words]</p>							
<p>Work Package 2 Business Development for Financial Sustainability</p>							
EITECO03 – Leads for revenue, funding facilitated by the ECO to contribute to the financial sustainability of the RI&I Cluster		KPI	<i>Strand 1 EIT Jumpstarter teams, participants</i>	<i>Strand 2 EIT Global Outreach startups/scaleups</i>	<i>Strand 3 EIT Global Outreach services/modules</i>		<i>KPI Total Minimum: 6 qualified leads</i>
		<i>Number of leads</i>	<i>Number</i>	<i>Number</i>	<i>Number</i>		<i>0</i>
EITECO04 – Leads for revenue, funding facilitated by the ECO to contribute to the financial sustainability of the KICs		KPI	<i>Strand 1 KIC new partner with membership fee</i>	<i>Strand 2 Local funding to KICs</i>	<i>Strand 3 KIC services sold</i>		<i>KPI Total Minimum: 6 qualified leads</i>
		<i>Number of leads</i>	<i>Number</i>	<i>Number</i>	<i>Number</i>		<i>0</i>
###	M	Coordinate the collection of local funding, investment opportunities, potential customers / Number of funding, investment opportunities and potential customers collected					Number

###	M	Direct engagement activities / Number of engagements with potential leads	Number
###	M	Leads generation for the Regional Innovation Booster companies (only MT, HR, HU, PL)	N/A
###	O	Arrangement of funding opportunity by the national authorities to reimburse membership fees for KIC partners / Number of funding opportunity generated	Number
###	O	Facilitation of funding by the national authorities to pilot the EIT Regional Innovation Booster in a country (other than PL MT, HU, HR) / Number of warm introductory meetings	Number
###	O	Other, please specify:.....	Number
###	O	Other, please specify:.....	Number

WP2 Activity descriptions
Please provide strategic approach, methodology and description of the activities

[Max 1,000 words]

Work Package 3						
EITECO03 - External fundraising	KPI	External funding raised				KPI Total Minimum: 20k EUR
	Amount of funding	Number				0

###	M	Scout for and recommend to the EIT KICs opportunities to implement joint projects, including projects involving local authorities and institutions to strengthen cooperation with EIT and EIT KICs, financed through other EU, national, regional funds (including ESIF and IPA III) / Number of projects scouted and recommended	Number
###	M	Scout for and recommend to the EIT KICs opportunities to implement joint projects, including local talents which could be supported via the portfolio of opportunities offered by the EIT Community; / Number of projects scouted and recommended	Number
###	M	Contribute to, support and where appropriate, with the agreements of the EIT KICs, lead any horizontal exploratory efforts towards securing co-funding opportunities, including matching KIC thematic area with the local RIS3 priorities / Number of horizontal efforts made	Number
###	M	Secure meetings with relevant national, regional authorities and facilitate the preparation for the submission of joint proposals for national, regional funding in case of general EIT Community actions / Number of proposal submission	Number
###	M	Suggest and support, including, where appropriate and with the agreement of the EIT KICs, lead the implementation of possible joint activities amongst the EIT KICs, to be implemented nationally and, or regionally, aligned with relevant RIS3 priorities / Number of projects, activities implemented	Number
###	O	Other, please specify:.....	Number
###	O	Other, please specify:.....	Number
<p style="text-align: center;">WP3 Activity descriptions</p> <p style="text-align: center;">Please provide strategic approach, methodology and description of the activities</p> <p><i>[Max 1,000 words]</i></p>			
<p style="text-align: center;">Work Package 0</p> <p style="text-align: center;">Administration</p>			
###	M	Set up and maintain a physical space branded / Number of physical space established and maintained	Number

###	M	Develop a good understanding of the EIT model and keep up-to-date with the KICs activities	N/A
###	M	Collaborate closely with the wider network of EIT Community Officers including by sharing information, good practices, collaborating on joint initiatives as well as any other activities which would support the EIT Community and the local innovation ecosystem	N/A
###	M	Form good working relations with the whole EIT Community, including the SRI Cluster and Community Members	N/A
###	M	Review and report to the EIT Community Officer Coordinator via the Lead KIC SPOC of the EIT Community Officer	N/A
###	M	Any other tasks mandated by the EIT Management which, in principle, supports the EIT RIS Hubs to contribute to the achievement of the EIT's Objectives and implementation of its Strategy and Annual Work Programmes	N/A
Coordination			
###	M	Local EIT Community coordination - Deploy and keep up-to-date the Governance Memorandum of Understanding of the EIT Community Hub that sets up the working relations with all Members of the EIT Community Hub, including other EIT KIC Offices present in the same ecosystem nationally;	N/A
###	M	Local EIT Community coordination - Establish working method which limits administrative burdens, while supporting their minimum functions; Design a work method, necessary tools for information sharing/coordination so as to facilitate continuous information exchange, identify the need for, facilitating the implementation of shared services for Hub Members with a view to improve efficiency;	N/A
###	M	Local EIT Community coordination - To the greatest extent possible, and when appropriate, ensure a coordinated approach amongst the EIT KICs, Members of the EIT Community Hub, and other EIT KIC Offices, EIT Alumni Network towards national authorities including relevant NCPs and Managing Authorities;	N/A
###	M	Local EIT Community coordination - Facilitate and coordinate EIT Community branding efforts, sharing information and advising KICs and Community Members.	N/A
###	M	Local Intelligence Gathering - Provide support, in close cooperation with other Hub Members and potentially other EIT Community Officers, to the EIT and the EIT KICs with navigating the local innovation landscape.	N/A
###	M	Local Intelligence Gathering - At the request of the EIT KICs, support any necessary updating of the local Country-specific roadmap and support with its implementation, as appropriate	N/A
###	M	Local Intelligence Gathering - Maintain a fully updated understanding of the local innovation ecosystem, including its innovation needs and gaps / Number of ecosystem map	Number
###	M	Local Intelligence Gathering - Coordinate the collection of local funding opportunities and relevant key national events and bring these to the attention to the EIT KICs, the Members of the EIT Community Hub Members, and other EIT KIC Offices; / Number of local funding opportunities and relevant national key events collected.	Number
###	M	Local Relationships - Build a strong working relationship with NCP and national authorities, in order to highlight to the national authorities, the added value of the EIT, and influencing the national position in FP10 negotiations / Number of engagements with national authorities	Number
###	M	Local Relationships - Liaise with representatives of other innovation support actions (COST, EEN, EUREKA, EIT Alumni, EPO, EUIPO, RCC, etc.) / Number of engagements with other EU support actions	Number
###	O	Local Relationships - Build strong working relationship with key local innovation stakeholders / Number of Cooperation MoUs signed	Number
###	O	Local Relationships - Participate in national policy dialogues in relation to the knowledge triangle / Number of dialogues, meetings participated with national authorities	Number
###	O	Local Intelligence Gathering - Provide data on the local EIT-supported start-ups' development (such as new customers, external funding obtained etc.) / Number of startups for which data s provided	Number
###	O	Other, please specify.....	Number

###	O	Other, please specify.....	Number
Communication			
###	M	General communication - 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;	N/A
###	M	General communication - Coordinate and support local joint EIT Community communication efforts, including by managing the EIT Community Hub country webpage / Number of visitors of the EIT Community Hub country webpage	Number
###	M	General communication - Update the EIT Community Hub country webpage, in the local language, with information on EIT Community activities and opportunities / Number of EIT Community Hub country webpage updates	Number
###	M	General communication - Manage the EIT Community Hub social media channel / Number of new LinkedIn followers	Number
###	M	General communication - Publish posts on EIT Community Hub social media channel / Number of posts for general communication	Number
###	M	General communication - Enhance Audience Interaction on EIT Community Hub social media channel / Number of engagements for general communication posts	Number
###	M	General communication - Organise a kick-off event (only for newly established EIT Community Hubs) / Number of participants at kick-off event	N/A
###	O	General communication - Lead or support press announcements (in close alignment with the RI&I) / Number of press announcements	Number
###	O	General communication - Collect testimonials, impact stories / Number of testimonials, impact stories collected	Number
###	O	General communication - Other, please specify.....	Number
###	O	General communication - Other, please specify.....	Number
WPO Activity descriptions Please provide strategic approach, methodology and description of the activities			

[Max 1,000 words]

Annex 5: ECO Performance Monitoring and Evaluation Guidelines

ECO Performance Monitoring and Evaluation Guidelines

EIT Community Officer guide to performance monitoring and assessment 2026-2028

Regional Innovations and Internationalisation (RI&I)
Cross-KIC/EIT Community Cluster

August 2025

1. Introduction

The European Institute of Innovation and Technology (EIT) Strategic Innovation Agenda 2021-2027 ([Decision - 2021/820 - EN - EUR-Lex](#)) 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, expectations on the EIT RIS to deliver increasing levels of impact in line with the EIT’s objectives remain 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 27² EIT Community Hubs established by 2026 in RIS countries, the outermost regions and in a neighbouring country, with their unique, on-the-ground presence, strongly contribute to the EIT’s objectives and Key Performance Indicators (KPIs). The “[EIT RIS Implementation Framework \(Updated 2025-2027\).pdf](#)” outlines the mission, the minimum functions, the structure of the EIT Community Hub Members and the tasks and responsibilities of the EIT Community Officers serving the EIT Community Hubs.

2. Scope

The scope of this document is to provide a structured set of guidelines for the EIT Community Officers in planning and implementing their annual activities, and define their monitoring and evaluation system by defining the key performance indicators (KPIs), which are meant to support and contribute to the EIT Impact Framework KPIs. The guide also defines mandatory and optional activities for the EIT Community Officers to enhance their impact on the local EIT Community. Minimally expected target values are also determined, the monitoring process, and a final evaluation score is defined. The nature of this system presents enough flexibility to implement it not only to EIT Community Officers in RIS countries, but eventually to potential EIT Community Officers established in other geographies.

This document will come into force on 1 January 2026 and will supersede the previous ECO monitoring and evaluation guidelines 2023-2025. The revision of this document is expected in the first quarter of each year, starting in 2027.

3. Work packages and key performance indicators

The EIT RIS Implementation Framework has defined a comprehensive list of functions that the EIT Community Officer is expected to undertake. Some tasks are administrative, while others refer to an objective explicitly, where measurable targets can be defined. The Cluster’s approach to define the **EIT Community Officers Key Performance Indicators (EITECO KPI)** is in line with the strategic objective of the EIT, and was set to measure the direct contribution of the EIT Community Officers to the broader EIT Impact Framework KPIs. The ECO indicators are focusing both on supporting the Regional Innovations and Internationalisation (RI&I) Cluster activities and on contributing to the individual KIC’s impact and financial sustainability). Each key performance indicator has a subset of strands that provides more detail for the implementation.

EIT Community Officers’ KPIs have been developed and approved by the representatives of the RI&I Cluster, leveraging the experience of 2 years of ECO deployments, and after a series of workshops and consensus meetings conducted during June and July 2025. The EITECO KPIs are defined as SMART (specific, measurable, achievable, relevant, and time bound) indicators and represent an evolution from the previous ECO KPI list set

² Potentially involving other neighbouring countries associated to Horizon Europe

up and used in the Business Plan 2023-2025. The ECO KPIs and tasks are organised into 4 work packages.

Work Packages	Key Performance Indicators	
WPO Administration and Coordination	No specific KPI	
	RI&I Cluster	KICs
WP1 Local Community Development for Innovation/Education/Business Creation * only applicable in RIB pilot countries.	EITECO01 – Number of applicants, participants supported/referred by the ECO to the RI&I Cluster innovation, education, business creation calls and training programmes <u>Strand 1.</u> Number of EIT Jumpstarter programme eligible applicants supported/referred by the ECO. <u>Strand 2*.</u> Number of Regional Innovation Booster applicants eligible supported/referred by the ECO. <u>Strand 3.</u> Number of Global Outreach programme applicants eligible supported/referred by the ECO <u>Strand 4.</u> Number of Global Outreach training programme participants supported/referred by the ECO	EITECO02 – Number of applicants, participants supported/referred to individual KIC's innovation, education, business creation calls and training programmes <u>Strand 1.</u> Number of EIT KIC Innovation Calls applicants eligible supported/referred by the ECO <u>Strand 2.</u> Number of EIT KIC Education Calls applicants eligible supported/referred by the ECO <u>Strand 3.</u> Number of EIT KIC Business Creation Calls applicants eligible supported/referred by the ECO <u>Strand 4.</u> Number of KIC training programme participants supported/referred by the ECO
WP2 Business Development for Financial Sustainability	EITECO03 – Number of leads for revenue, funding facilitated by the ECO to contribute to the financial sustainability of the RI&I Cluster <u>Strand 1.</u> Number of leads facilitated by the ECO for national, regional, local funding (grant or investment) raised by EIT Jumpstarter teams, participants. <u>Strand 2.</u> Number of leads facilitated by the ECO for national, regional, local funding (grant or investment) raised by Global Outreach supported startups/scaleups. <u>Strand 3.</u> Number of leads generated by the ECO converted in Global Outreach selling GO Academy modules.	EITECO04 – Number of leads for revenue, funding facilitated by the ECO to contribute to the financial sustainability of the KICs <u>Strand 1.</u> Number of leads facilitated by the ECO for new KIC partner membership fee. <u>Strand 2.</u> Number of leads facilitated by the ECO for national, local funding secured (co-funding or co-investment) that supports the KICs financial sustainability. <u>Strand 3.</u> Number of leads facilitated by the ECO for revenue converted by the KICs with sold services.
	External funding raised for the EIT Community Hub activity	
WP3 Fundraising for the EIT Community Hub	EITECO05 Amount of non-EIT funding raised for additional activities of the EIT Community Hub (preferably together with EIT Community Hub Members) contributing to the EIT core KPIs	

3.1. The Definition of the Key Performance Indicators

The description of the KPIs is the following:

EITEC001	Applicants, participants supported/referred by the ECO to the RI&I Cluster innovation, education, business creation calls
Definition: EIT Community Officers are requested to strategically scout and secure new applicants, applications to the calls published by the RI&I Cluster initiatives: EIT Jumpstarter, Regional Innovation Booster, Global Outreach programmes and participants for the Global Outreach training sessions.	Evidence:
	Cross-check of the applications registry of the Cluster programmes and training programme participant list with the submitted structured data
	Structured data: <ul style="list-style-type: none"> Name of the applicant to the Cluster programme or Name of the training participants Title of the cluster programme or the training programme Means of support provided by the ECO
EITEC002	Applicants, participants supported/referred by the ECO to the KIC's innovation, education, business creation calls
Definition: EIT Community Officers are requested to strategically scout and secure new applicants, applications to the calls published by the KICs in the areas of innovation, education and business creation and ensure participants at KICs education programmes.	Evidence:
	Cross-check of the applications registry of the KIC calls and training programme participant list with the submitted structured data
	Evidence or structured data: <ul style="list-style-type: none"> Name of the applicant Title of the KIC call Means of support provided by the ECO
EITEC003	Number of leads for revenue, funding facilitated by the ECO to contribute to the financial sustainability of the RI&I Cluster
Definition: EIT Community Officers are requested to support revenue generation and secure funding to contribute to the financial sustainability of the RI&I Cluster by supporting EIT Jumpstarter, Global Outreach and Regional Innovation Booster programmes supported startups, scaleups to attract investment, local funding. EIT Community Officers are also requested to contribute selling the Global	Evidence: Strand 1. and 2. Signed declaration of the startup, scaleup supported by the ECO indicating the amount of investment attracted or funding raised, and the support provided by the ECO attaching any public information, term sheet or proof of the investment

Outreach services/modules.	closed. Strand 3. Invoice issued by Global Outreach
	Structured data:
	<ul style="list-style-type: none"> • Name of the startup, scaleup supported • Cluster programme • Amount of investment attracted, funding raised, revenue generated • Means of support provided

EITEC004		Number of leads for revenue, funding facilitated by the ECO to contribute to the financial sustainability of the KICs	
EITEC004	Definition: EIT Community Officers are requested to support revenue generation and secure funding to contribute to the financial sustainability of the KICs by introducing leads for new membership fee paying entities (or potential shareholders to KICs), co-investment/revenues to KICs portfolio startups or selling KICs services locally.	Evidence:	
		Strand 1. Warm introductory meetings with the participation of KIC or filling out dedicated form as per the Cluster assignment Strand 2. Signed declaration of the startup/scaleup supported by the ECO indicating the amount of investment or revenue attracted, and the support provided by the ECO, attaching any public information, term sheet or proof of the investment/revenue closed. Strand 3. Invoice issued by the KIC for the service, or proof of service acceptance.	
		Structured data:	
		<ul style="list-style-type: none"> • Representative and organisation of the lead • KIC • Amount of investment/revenue attracted, funding raised, revenue generated 	

EITEC005		External funding raised for additional EIT Community Hub activity	
EITEC005	Definition: EIT Community Officers are requested to raise external funding for additional EIT Community Hub activities	Evidence:	
		Copy of the funding (grant, sponsorship, etc.) agreement, including	

<p>(including its Members signatories of the governance MoU) via submitting proposals and implement projects through other (non-EIT) EU / national / regional funds. These projects shall (1) involve local authorities and institutions to strengthen synergies with EIT/EIT KICs or (2) target local talents which could be supported via the EIT Community opportunities or (3) support general EIT Community actions or (4) joint activities amongst the KICs to implement locally. These projects preferably shall align with local RIS3 priorities. The scope of the project should be defined by the EIT Community Hub based on the ecosystem needs and the competence of the EIT Community Officer.</p>	<p>project/activity description to the secured funding with the description of the activities clearly in line with the EIT core KPIs</p>
	<p>Structured data:</p> <ul style="list-style-type: none"> • Amount of funding raised • Funding organisation • EIT CH members involved, if any (at least 1 except white spot countries) • Type of funding • EIT relevance of the project/activity • Activity(ies) funded

3.2. Responsibility areas of EIT Community Officers

The responsibility areas of the EIT Community Officers depend on the EIT KICs representation in the country.

There are countries where the EIT KICs on the ground representation can be very broad, and there are different stakeholders representing the knowledge triangle of the KICs, EIT local KIC representatives (former RIS Hubs) and Co-Location Centers, thematic experts established. In these countries and territories ("**well established countries**"), the EIT Community is well populated, there is potential for cross-KIC activities but less for individual-KIC support, and the EIT Community Officer has a more coordinative role, avoiding overlap with existing KIC experts (the "EIT Community Hub members").

There is another set of countries and territories where there is no or little on-the-ground EIT 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 known as "**white-spot**" countries with no significant KIC presence. In white-spot countries, the EIT Community Officer will have a deeper representative role.

These major roles are important to distinguish because both the KPI targets expectation and how to monitor activities will differ in "established" and "white-spot" countries. The tables below set the targets to be achieved on an annual basis by the ECO depending if it operates in a white-spot or a well-established country. For clarity, the countries³ that are deemed to be white-spot are: Albania, Bosnia, Bulgaria, Cyprus, Malta, Moldova, Montenegro, North Macedonia, Serbia, Ukraine.

Countries	EITECO1	EITCO2	EITCO3	EITCO4	EITCO5
Well established	Yes	Only for KICs not present in the	Yes	Only for KICs not present in the	Yes

³ The list is indicative and will be updated in case of change.

countries		country		country	
White-spot countries	Yes	Yes	Yes	Yes	Yes

3.3. Minimum targets

EIT Community Officer minimum yearly target values			
		White Spot Countries	Established Countries
EITECO01	Number of applicants eligible supported/referred by the ECO to the RI&I Cluster innovation, education, business creation call	5 applicants (programmes) or participants (trainings)	10 applicants (programmes) or participants (trainings)
EITECO02	Applicants eligible supported/referred by the ECO to the KIC's innovation, education, business creation call	5 applicants (programmes) or participants (trainings)	10 applicants (programmes) or participants (trainings)
EITECO03	Number of leads facilitated by the ECO to contribute to the financial sustainability of the RI&I Cluster	4 qualified leads	6 qualified leads
EITECO04	Number of leads facilitated by the ECO to contribute to the financial sustainability of the KIC	4 qualified leads	6 qualified leads
EITECO05	External funding raised	10k EUR	20k EUR

The above KPI targets are established for the EIT Community Officers operating on the country level and yearly basis. **The target values are established as minimums and can be subject to change defined by the Lead KIC depending on the needs of the programme, the previous years' baseline data or the size of the country.**

Activities per Work Packages

The activities mandated to the EIT Community Officers in the [EIT RIS Implementation Framework \(Updated 2025-2027\)](#) document are also integrated in a way that they serve the purpose to contribute to the impact framework rather than being a task on its own. Tasks outputs are measured with **EIT Community Officer metrics** and support the achievement of EIT Community Officers key performance indicators.

The EIT Community Officer activities are integrated into 4 work packages, each of them including mandatory and optional activities contributing to the achievement of the EITECO KPIs.

Mandatory activities are defined as per the RIS Implementation Framework (Updated 2025-2027) document and contribute to the KPI achievement.

4.1. Mandatory activities

Work package 1 – Administration/Coordination/Communication

Administration activities:

- Develop a good understanding of the EIT model and keep up-to-date with the KICs activities;
- Set up and maintain a physical space, in a city accepted by the Cross-KIC Strategic Regional Innovations Cluster and the EIT, after having consulted with or at least informed the national authorities in advance, where local stakeholders, including NCPs, can physically, walk-in to obtain information on, as well as gain access to the EIT Community, while additionally, aiding with the EIT's on-the-ground visibility and branding;
- Collaborate closely with the wider network of EIT Community Officers including by sharing information, good practices, collaborating on joint initiatives as well as any other activities which would support the EIT Community and the local innovation ecosystem
- Any other tasks mandated by the EIT Management which, in principle, supports the EIT RIS Hubs to contribute to the achievement of the EIT's Objectives and implementation of its Strategy and Annual Work Programmes.
- Form good working relations with the whole EIT Community, including the SRI Cluster.
- Review and report to the EIT Community Officer Coordinator via the Lead KIC SPOC of the EIT Community Officer.

Expected deliverables

- 5 photos of the 1 EIT Community Hub Office with relevant branding
- Attendance at 10 monthly ECO/SPOC meetings yearly (attendance list) and 1 ECO Annual Meeting or informal gathering
- Presentation of at least 1 good practice, joint opportunities (ppt slide deck, good practice case studies shared, templates to be used by other ECOs)
- 1 yearly Activity Plan, 4 quarterly review reports and 12 monthly briefing sessions, per year, with Lead KIC SPOCs
- Flash reports to EIT in case of events for which participation is mandated by EIT or with the participation of high-level EU, national government representative.

Coordination activities:

Local EIT Community coordination:

- Deploy and keep up-to-date the governance Memorandum of Understanding of the EIT Community Hub that sets up the working relations with all Members of the EIT Community Hub, including other EIT KIC Offices present in the same ecosystem nationally;

- In consultation with the Members of the EIT Community Hub, and other EIT KIC Offices present in the same ecosystem, establish a smooth and efficient working method which limits administrative burdens, while supporting their minimum functions;
- Design an appropriate work method and necessary tools for information sharing / coordination so as to facilitate continuous information exchange between the Members of the EIT Community Hub, and other EIT KIC Offices present in the same ecosystem nationally;
- To the greatest extent possible, and when appropriate, ensure a coordinated approach amongst the EIT KICs, Members of the EIT Community Hub, and other EIT KIC Offices, EIT Alumni Network towards national authorities including relevant NCPs and Managing Authorities;
- Identify the need for and facilitating the implementation of shared services for Hub Members with a view to improve efficiency;
- Facilitate and coordinate EIT Community branding efforts, sharing information and advising KICs and Community Members.

Local intelligence gathering:

- Maintain a fully updated understanding of the local innovation ecosystem, including its innovation needs and gaps;
- Build a strong working relationship with the key local innovation stakeholders, including relevant NCPs and other national authorities, in order to highlight to the national authorities, the added value of the EIT, and influencing the national position in FP10 negotiations. Also, liaise with representatives of other innovation support actions present in the local innovation ecosystem, including the local COST National Coordinators and the Enterprise Europe Network representatives, or the local EIT Alumni network amongst others;
- In cases where EIT Community support is not possible, refer local stakeholders to other support networks such those run by the national and regional authorities, Enterprise Europe Network, COST, or other support networks, such as those run by national and regional authorities, as well as those with which EIT has a Memorandum of Understanding (e.g. EPO, EUIPO, RCC);
- Provide support, in close cooperation with other Hub Members and potentially other EIT Community Officers, to the EIT and the EIT KICs with navigating the local innovation landscape, including by:
 - contributing to the development of EIT maps / ecosystem mapping;
 - identifying and regularly reporting (potentially based on a template to be provided by the Regional Innovations & Internationalisation Cross-KIC/EIT Community Cluster) on the most pertinent challenges observed in delivering EIT activities and achieving results on a national and / or regional level, including observed political climate shifts, important regulatory changes, or other factors seen as potentially impacting the execution of EIT activities and outcomes.
 - identifying and regularly reporting (potentially based on a template to be provided by the Regional Innovations & Internationalisation Cross-KIC/EIT Community Cluster) on identified unexplored

potential opportunities and promising areas of growth, including shifts in policies or regulations, which encourage specific areas of promising development in terms of innovation.

- Coordinate the collection of local funding opportunities and relevant key national events and bring these to the attention to the EIT KICs, the Members of the EIT Community Hub Members, and other EIT KIC Offices;
- At the request of the EIT KICs, support any necessary updating of the local Country-specific roadmap and support with its implementation, as appropriate;

Expected deliverables

Local EIT Community Coordination:

- 1 Memorandum of Understanding signed by all EIT Community Hub Members and updated, if needed
- Local intelligence gathering:
- 1 description document of the local innovation ecosystem, including needs and gaps, challenges observed in delivering EIT activities, unexplored opportunities (yearly updates)
- Report the engagement with National Authorities (including Ministries, NCP, etc) and the results of highlighting the EIT added value in the National and European innovation ecosystem.
- 1 database of key local innovation stakeholders (including EIT Community Members, NCP, local EIT Alumni Community and other innovation support actions (organisation, contact details, and engagement, including referrals to other innovation support actions) to be considered as the EIT/local ecosystem map
- Upon request, support to the KICs' update of the local Country-Specific Roadmap

Communication activities:

- Collect information to share through applicable channels related the EIT KICs' activities, events, results and opportunities of interest to local stakeholders with a view to their dissemination internally and externally;
- Coordinate and support local joint EIT Community communication efforts, including by managing and updating the EIT Community Hub 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 and so on, as well as the EIT Community Hub social media channel;
- Organise a kick-off event (for newly established EIT Community Hubs)

Expected deliverables

- Country page in English and in the local language at the eit-ris.eu website, maintained by the RI&I Cluster and attracted 100 visitors yearly
- Social media analytics showing that the EIT Community Hub LinkedIn page increased the followers at least by 25% yearly; weekly 1 post in addition to the below mandatory posts linked to the KPIs and an average of 10 engagements per post

Work package 2 – Local Community Development for Innovation, Education, Business Creation

- Serve as a centralised contact gateway for local stakeholders to the EIT Community as a whole, and refer stakeholders to contact persons within other relevant EIT KICs, best suited to support their needs and, and support applicants to RI&I Cluster or KIC calls, or when EIT Community offer is not available refer to other EU innovation support actions, such as COST, EUREKA, EEN, EPO, EUIPO, etc.

Expected deliverables

- Reports on submitted applications supported/facilitated by the ECO
- Personalised outreach monitoring excel filled in
 - Social media analytics showing 5 LinkedIn posts per RI&I strands with an average 10 engagements generated

Work package 3 – Business Development for Financial sustainability

- Coordinate the collection of local funding opportunities (public, private grants, sponsorship, investments, etc.) and bring these to the attention to the EIT KICs, the Members of the EIT Community Hub, and other EIT KIC Offices;
- Support the fundraising (public, private funding, investment, service sold) for Jumpstarter, Global Outreach and Regional Innovation Booster⁴ supported startups/scaleups
- Facilitate the purchase of Global Outreach Academy module or KIC innovation services, education programmes by local stakeholders
- Refer membership fee paying partners for KICs
- Facilitate the co-funding to, co-investment with KIC programmes

Expected deliverables

- 1 funding map as excel table with local funding opportunities (source of funding, target group of the local funding and contribution to the Financial Sustainability) and yearly update

Work package 4 – External fundraising for additional activities of the EIT Community Hub contributing to EIT KPIs

- Scout for and recommend to the EIT KICs opportunities to implement joint projects, including projects involving local authorities and institutions, financed through other EU / national / regional funds (including ESIF and IPA III) as well as local talent which could be supported via the portfolio of opportunities offered by the EIT Community;
- Contribute to, support and where appropriate, with the agreements of the EIT KICs, lead any horizontal exploratory efforts towards securing co-funding opportunities, including matching KIC thematic area with the local RIS3 priorities, securing meetings with relevant national / regional

⁴ only applies to the RIB pilot countries

authorities and facilitate the preparation for the submission of joint proposals for national / regional funding in case of general EIT Community actions;

- Suggest and support, including, where appropriate and with the agreement of the EIT KICs, lead, the implementation of possible joint activities amongst the EIT KICs, to be implemented nationally and / or regionally, aligned with relevant RIS3 priorities;

Expected deliverables

- 1 copy of the joint project proposal submitted for ESIF or IPA III funding with value of at least 10K€
- 1 copy of the submitted proposal in relation to RIS3 priorities for national / regional funding with value of at least 10K€
-

4.2. Optional activities

Work package 1 – Administration/Coordination/Communication

- Participate in national policy dialogues in relation to the knowledge triangle
- Lead or support press announcements (in close alignment with the RI&I)
- Collect testimonials/impact stories
- Provide data on the local EIT-supported start-ups' development (such as new customers, external funding obtained etc.)

Work package 2 – Local Community Development for Innovation, Education, Business Creation

- Facilitating the organisation of EIT Community awareness-raising events
- Presentation of RI&I and KIC opportunities at external events by the EIT Community Officer or by the KIC or Cluster representative
- Website posts at external organisations facilitated by the ECO
- Personalised support with 1:1 advisory service (e.g.: coaching sessions)
- Promotion via newsletter posts (EIT Community Hub or third party)
- Public communication through programme-specific media mentions

Work package 3 – Business Development for Financial sustainability

- Arrangement of funding by the national authorities to reimburse membership fees for KIC partners
- Contacts for funding by the national authorities to pilot the EIT Regional Innovation Booster in a country (other than Poland, Malta, Hungary, Croatia)

Performance monitoring and assessment

The EIT Community Officers will be overall monitored and evaluated by the EIT Community Regional Innovation and Internationalisation (RI&I) EIT Community Cluster, although they will be supported by one lead

KIC in each country, which will be responsible for contracting and monitoring the EIT Community Officer.

The performance of EIT Community Officers is measured through a unified and simplified evaluation and reporting system. The EIT Community Officer prepares yearly activity plans with quarterly planning of the activities, KPIs, metrics and insert the approved activities, metrics, KPIs to the online platform provided by the RI&I Cluster.

Monthly, the ECO updates its progress within the online platform of the RI&I Cluster and briefs the status of the implementation of the Activity Plan to the lead KIC SPOC in the monthly monitoring meeting.

Quarterly, the ECO reports are collected in the format of an appealing presentation and shared with lead KIC SPOCs. The lead KIC SPOC presents the quarterly results with traffic light assessment to the SRI Cluster Steering Committee and to EIT.

Assessment of the performance of the EIT Community Hub is both quantitative and qualitative and done quarterly, accumulating to a yearly final assessment.

Quantitative assessment:

Green light – Very Good (Score 3) - The KPIs and metrics are overperformed and **above** the minimum targets.

Yellow light – Fair (Score 2)- The KPIs and metrics are **equal to** the minimum targets.

Red light – Weak (Score 1)– The KPIs and metrics are **below** the minimum targets, and the deviation is not justified and there was no mitigation plan provided.

The quantitative assessment with the traffic light evaluation is done for each KPIs and metrics. And the average traffic light scores will provide a quantitative traffic light assessment.

Qualitative assessment:

For each KPI and for the Administration/Coordination/Communication activities, a qualitative assessment is performed as well.

Green light – Very Good (Score 3) - The implementation of the activities to reach KPIs and metrics in a very good quality, convincingly and successfully. Optional activities were also carried out. The deliverables and reports provided all the information and evidence needed, and there are no concerns or areas of weakness.

Yellow light – Fair (Score 2) – The activities were carried out in line with the objectives per target, although some small improvements could be still made. No optional activity was carried out. The report gives clear information on all or nearly all of the activities carried out.

Red light – Weak (Score 1) – The activities failed to reach the objectives of the KPIs or cannot be judged due to missing or incomplete information. No optional activity was carried out. The content of the report does not address the questions asked or gives very little relevant information.

A red light in the annual performance review in either the quantitative or qualitative assessments will need to be corrected during the following year. Two consecutive red light annual assessments will be evaluated by the Steering Committee of the KIC Cluster and might lead to cancellation of the contract.

Approved annual EIT Community Officer reports are to be added as annexes to the EIT Community Hub Annual

report by the Lead KIC to provide an up-to-date description of the existing distribution and role of Community Hubs to the EIT.

Appendix 1. Glossary

Local EIT Community Stakeholder – All stakeholders having a connection to EIT (partners, supported organisations, student Alumni, local authorities, etc.) in the country.

EIT Community Hub Member – Signatory entities of the governance MoU among KIC CLCs, EIT KIC local representatives and EIT national contact point (NCP).

EIT KIC partner – Official partner of an EIT KIC

Lead – An individual or organization that has shown interest in a programme, product or service who can be considered a potential customer (paying member, service purchaser for KICs or Global Outreach, investors or funding agency for startups/scaleups). The lead is not yet a confirmed customer, but a promising prospect due to their initial engagement with a meeting between relevant representatives (warm introduction) or by filling out dedicated form expressing interest.

Key Performance Indicators (KPIs) – The measurable indicators tied to strategic objectives of the EIT Community Officer

Metrics – Measurable value that indicates the performance of the activities leading to reaching KPIs or executing mandatory activities.

Deliverable – Concrete evidence produced to prove that an activity has been carried out as required (document, log, lists, etc.).

Appendix 2. EIT Core KPIs

The [EIT Simplified Impact Framework | EIT](#) lists the EIT Key Performance Indicators. There are 37 EIT KPIs relevant to all KICs and 61 specific societal impact KPIs to be achieved by all 9 KICs in their thematic areas. EIT Community Officers are expected to raise non-EIT funds for local activities in the country directly or indirectly contributing to the EIT core KPIs listed⁵ below and not overlapping with activities in WP1 and WP2:

[EITHE02] Innovations launched on the market with sales revenue of at least 10 000 EUR documented.

[EITHE04] Start-ups created for the purpose of an innovation project to organise and support the development of an asset having financial transactions of at least 10 000 EUR.

[EITHE05] Start-ups created by students enrolled and graduates from EIT-labelled programmes

The list is for reference only, and the EIT Impact Framework in effect shall supersede in the event of any inconsistency.

[EITHE06] Investment attracted by KIC-supported start-ups and scale-ups

[EITHE07] Graduates from EIT-labelled programmes

[EITHE11] Financial Sustainability (FS)

[EITHE22] Number of new and established KIC Partners from RIS countries

Annex 6: Proven experience of the proposed expert(s)

If there are two proposed experts, you have to include the proven experience of both experts.

Proven experience	Number of experiences	
1. Proven experience of previous or current awarded European Union projects/tenders (like Horizon Europe, Digital Europe, or Interreg) including ESIF and IPA programmes with involvement of the proposed expert(s).	Number of awarded projects/tenders:	Out of them, how many are related with business creation, innovation or education?
2. Number of prior events organised with the involvement of EIT KICs (or comparable European innovation bodies) participated by the proposed expert(s) as speaker or moderator.		
3. Proven experience managing an EIT RIS Hub (or equivalent innovation body) in Latvia with involvement of the proposed expert(s).		
4. Proven experience of knowledge of and involvement in the national innovation ecosystem in Latvia.		

Please provide the required information for all experiences

1. Proven experience of previous or current European Union projects/tenders (like Horizon Europe, Digital Europe, or Interreg) including ESIF and IPA programmes with involvement of the proposed expert(s). (please copy-paste the table):

Project/Tender title:	
Funding/procuring organisation:	
Type of funding/procuring organisation (please underline):	European, national, regional or local

Topic (please underline)	business creation, innovation, education or others
Funding programme, in case of grant (please underline)	Horizon Europe, Digital Europe, Erasmus, ESIF, IPA or others (if others, please specify:)
If available, project/tender award decision webpage link (showing the supplier name):	
Role of the supplier and the proposed expert in the project/services provided (max. 1000 characters):	

2. Number of prior events organised with the involvement of EIT KICs (or comparable European innovation bodies) participated by the proposed expert(s) as speaker or moderator. (please copy-paste the table):

Title of the event:	
Topic:	
Place and date:	
Link to the agenda (if online) or copy paste it here:	
Role of the supplier and the proposed expert in the project/services provided (max. 1000 characters):	

3. Proven experience managing an EIT RIS Hub (or equivalent innovation body) in Latvia with involvement of the proposed expert(s). (please copy-paste the table)

Name of the EIT KIC (or equivalent innovation body) that was represented	
Years of operation:	
Link (if online) or any other proof of the award, like a reference letter from the KIC.	
Involvement/role of the proposed expert(s) in the representation (max. 1000 characters)	

4. Proven experience of knowledge of and involvement in the national innovation ecosystem in Latvia. (please copy-paste the table)

Type of activity [Activities specified in Technical criteria table in Section 3.9 of the RfP]	
[For each activity, add evidence as specified in Technical criteria table in Section 3.9 of the RfP]	
[For each activity, add evidence as specified in Technical criteria table in Section 3.9 of the RfP]	
[For each activity, add evidence as specified in Technical criteria table in Section 3.9 of the RfP]	