Business Plan 2019
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A. Executive Summary

Strategy
Raw materials are critically important for implementing the 2030 Agenda for Sustainable Development, and for achieving the goals set out in COP21 and several of the United Nations Sustainable Development Goals. The European Union is strongly committed to implementing this and aims for sustainable development as outlined in the Proposal for a new European Consensus on Development of Our World, our Dignity, our Future.

Metals, minerals and materials are of particular importance in this context. The sustainable management of natural resources and the shift to a green economy tackling climate change are examples for this and have been taken up in the EU’s Raw Materials Initiative. At the same time, Europe is highly dependent on importing raw materials for securing the global competitiveness of its manufacturing industries and to accelerate the transition to a resource efficient, sustainable society.

To meet this challenge, the vision of EIT RawMaterials is to develop raw materials into a major strength for Europe. The vision is in line with the ambition of the Raw Materials Initiative, the European Circular Economy Package and it supports a systemic change for the raw materials production and consumption with innovation in technologies, education and society.

This vision requires the development of a link between the optimal use of primary and secondary resources complemented by a new generation of skilled people entering industry, universities and research. This development will build on the current strengths of the EU raw materials sector and its leading capabilities and technologies in exploration, mining, processing and metallurgy of raw materials from primary and secondary sources. It will benefit from world-class competence in the design of tools and equipment, smart products and services, end-of-life product management and recycling. Top-notch learning and education is vital to achieve this vision. The strength and complementarity of the EIT RawMaterials consortium will contribute to realising this ambitious vision for Europe, as expressed in our mission statement: The mission of EIT RawMaterials is to enable sustainable competitiveness of the European minerals, metals and materials sector along the value chain by driving innovation, education and entrepreneurship.

To fulfil our mission, three strategic objectives will be addressed: Securing raw materials supply; designing materials solutions; and closing materials loops. The three strategic objectives are complementary and invite the cross-fertilisation of different actors and areas of expertise across the raw materials value chain. Innovative solutions to raw materials challenges emerge where the three strategic objectives interact, but also within each of the strategic objectives themselves.
EIT RawMaterials focuses on metal and mineral raw materials, critical as well as non-critical. Bio-based and polymer materials are covered in view of their substitution potential, and other materials are considered in the context of multi-material product recycling. EIT RawMaterials targets raw-materials intensive markets critical to the green energy and circular economy transition, and with high strategic importance for Europe and a significant potential for job creation and exports to international markets. The material requirements of global markets are complex, and offer opportunities for new innovations and cooperation with other sectors and other initiatives promoted by the EIT such as EIT Digital, Climate KIC and InnoEnergy.

EIT RawMaterials has defined six Knowledge & Innovation Themes across the entire raw materials value chain:

- Exploration and raw materials resource assessment
- Mining in challenging environments
- Increased resource efficiency in mineral and metallurgical processes
- Recycling and material chain optimisation for End-of-Life products
- Substitution of critical and toxic materials in products and for optimised performance
- Design of products and services for the circular economy

Activities 2019
As EIT RawMaterials advance further in its growth phase the focus in 2019 will be to:

- Support the first Lighthouse Programmes initiated in 2018 and launch one additional Lighthouse
- Develop and launch new innovation activities strengthening all themes
- Select and coordinate high-priority programmes and activities as well as continued support of a rich diversity of bottom-up projects proposed by the KIC partners under the RM Academy
- Continue to optimize the KAVA process, including the tools and mechanisms for proposal submission, evaluation, feedback, and project implementation and review
- Continue to develop the partnerships and attract relevant new partners, especially industry partners
- Develop the financial sustainability strategy of the KIC, including developing EIT RawMaterials Service and Revenue streams with the aim of becoming a strong service organisation
- Increase the level and effectiveness of cooperation with the other KICs
- Fully develop and implement the KIC’s RIS strategy
- Revise the KPI and impact assessments and continue efforts towards meeting KPI targets.

Lighthouses are large-scale and long-term coordinated innovation initiatives that address critical and specific raw materials challenges for Europe. They are mission approaches to innovation and education challenges, directly steering KIC activities towards the achievement of its strategic objectives. Through the Lighthouses, the long-term objectives and main KPIs of EIT RawMaterials will thus be achieved more efficiently. Two Lighthouses were initiated in 2018 (Raw Materials and Circular Societies Lighthouse and Sustainable Materials for Future Mobility Lighthouse), and a third will be implemented in 2019 (Sustainable Discovery and Supply Lighthouse).
The 2018 KAVA call led to a proposal to fund a total of 66 new projects in Education, Upscaling, RIS and Internationalisation, which brings the total portfolio in 2019 to 180 partner driven projects as well as a number of Events, Start-up / SME Boosters and Funding Instruments. The InfoCenter, the information and strategic intelligence platform of EIT RawMaterials launched in 2017, will be strengthened to support the KIC’s strategic planning and execution processes. Most projects are multi-year and it is expected that future years will see a slight decrease in number of projects due to projects becoming larger and projects clustering and merging. The “within-the-year” call introduced for the first time in September 2017 resulted in the reallocation of over 1 million EUR to support Partners’ projects in 2017 and 2018 (as ‘fast-track’ funds to projects approved for 2018). Considering the success of this initiative, it is predicted that it will be implemented again in 2019, subject to the availability of funds.

The Area “Acceleration” covers activities aimed at developing technologies. The Area is composed of two Segments: 1) “Start up & SME growth booster”; and 2) “Upscaling Projects”. The start up & SME growth booster segment covers activities aimed at transforming innovative ideas and projects into new business for existing companies (large and small) as well as creating new start-ups and spin-offs. The Upscaling Projects are collaborative projects, aimed at developing emerging technologies into innovative market applications. 29 new Up-scaling projects are added to the portfolio in 2019.

In 2019 the RawMaterials (RM) Academy will consolidate its existing education programmes by establishing a sound balance between two channels of RM Academy activities, (i) centrally-selected and –steered, high-priority programmes and activities as well as (ii) continued support of a rich diversity of bottom-up projects proposed by the KIC partners. Both channels of education programmes and activities will be implemented under the RM Academy.

In 2019 EIT RawMaterials will run 87 bottom-up education projects in total, including 27 new ones. These will be complemented by actions implemented by KIC staff.

Our activities in 2019 will continue to ensure that the different segments of European society are equipped with the knowledge, skills and attitudes necessary for innovation in the raw materials sector. For this reason, the RM Academy will address learners along their entire life cycle, from awareness raising of future game changers and the public as well as educating learners in higher education and professionals in industry.

Our strategy for delivering maximum impact in RIS regions is:

- Engage strong key partners to enable outreach to the local stakeholders
- Carry out core KIC activities in innovation/upscaling and education with partners in RIS regions
- Grow KIC participation from non-partners (and potential partners) from RIS regions by securing a strong presence in the RIS countries (HUBS) and by targeted outreach

EIT RawMaterials aims at extending the geographical reach to those countries where we do not yet have partners. This will be achieved by establishing fruitful partnerships and sharing of knowledge, best practices and innovative technologies with the respective ecosystems. In terms of EIT RIS outreach the KIC is
prioritizing aligning strategic objectives with smart specializations strategies that support the raw materials agenda. The ability to connect with stakeholders on local level can only be achieved by creating local contact points and through working with groups or partners who are close to these stakeholders. Therefore we will extend Innovation Hub/CLC outreach by establishing local RIS hubs. EIT RawMaterials have established three RIS hubs (Regional Centers) with the intention to open one additional in 2019.

Impact of 2019 Business Plan and medium to long-term perspective
The growth phase of EIT RawMaterials will generate the first impact by developing activities and providing services based on the integration of the Knowledge Triangle. Towards the end of this phase the KIC will have provided the first best available technique (BAT) and a number of start-ups will be established in the sector. A first generation of graduates from EIT-labelled programmes will get their degrees at the end of 2018. The partnership will be enlarged, ideally to include more major industry players in the primary raw materials sector and from demand-side industries such as the automobile industry and its suppliers. Major expected achievements in the growth phase of EIT RawMaterials supported by the BP 2019:

- Development of all strategic service and revenue platforms
- Educational excellence provided through the RM Academy
- Lighthouse Programmes initiated and fully integrated in thematic programming
- Innovation funnel implemented and fully operational (RM Accelerator), including funding from private sources
- Growth of KIC partnership and networking accelerated through increase in the number of industry partners, geographic scope, and implementation of cross-KIC activities
- Roadmap for sustainability initiated and specific strategies identified

In the time frame of 2019-2020 EIT RawMaterials will contribute to all major output KPIs within the balanced scorecard that guides the performance management process of the KIC. Regarding core KPIs, EIT RawMaterials is aiming for 50-80 new or improved products, processes or services, which are marketed by 10-20 new start-ups and result in part of 120-180 patents of which 5-15 will have been commercialised by the end of 2019. For learning and education we expect that about 300-400 students will participated in our courses and will have graduated by the end of 2019.

EIT RawMaterials will have produced a considerable amount of impact KPIs by the end of 2019. In terms of improving EU’s industrial competitiveness and innovation capacity, the KIC is aiming at having initiated at least 1-3 investment decisions for new production units. This is based on 20-100 million EUR spent by companies in new piloting or demonstration infrastructure, as a result of the more than 20 up-scaling projects that will have been finished by the end of 2019. These projects will also have uncovered 10-30 million EUR of industry savings due to higher material and energy efficiency, which will have an impact on the environmental and social sustainability of the raw materials sector in Europe. EIT RawMaterials is aiming for creating for 500-1,500 new jobs within the EU, emerging from 10-20 start-ups that are created and of which up to five will have become stable SMEs, contributing to safeguarding jobs in the EU.
Table 1: EIT core and KIC-specific impact KPIs.

<table>
<thead>
<tr>
<th>KPI Name</th>
<th>KPI Code</th>
<th>2019 Target</th>
<th>Total Target 2018-2020 (proposal)</th>
</tr>
</thead>
<tbody>
<tr>
<td># Graduates from EIT labelled MSc and PhD programmes</td>
<td>EITN01</td>
<td>56</td>
<td>4,180</td>
</tr>
<tr>
<td># Start-ups created by students enrolled and graduates from EIT labelled MSc and PhD programmes</td>
<td>EITN02</td>
<td>1</td>
<td>64*</td>
</tr>
<tr>
<td># Products (goods or services) or processes launched on the market</td>
<td>EITN03</td>
<td>84</td>
<td>210</td>
</tr>
<tr>
<td># Start-ups created as a result of innovation projects</td>
<td>EITN04</td>
<td>5</td>
<td>64*</td>
</tr>
<tr>
<td># Start-ups supported by KICs</td>
<td>EITN05</td>
<td>23</td>
<td>300*</td>
</tr>
<tr>
<td>Investment attracted by start-ups supported/ supported by KICs</td>
<td>EITN06</td>
<td>270K EUR</td>
<td>n.a.</td>
</tr>
<tr>
<td># Success stories submitted to and accepted by EIT</td>
<td>EITN07</td>
<td>22</td>
<td>n.a.</td>
</tr>
<tr>
<td># External participants in EIT RIS programmes</td>
<td>EITN08.01</td>
<td>666</td>
<td>n.a.</td>
</tr>
<tr>
<td># External participants in EIT RIS programmes</td>
<td>EITN08.02</td>
<td>150</td>
<td>n.a.</td>
</tr>
<tr>
<td>Budget consumption of KICs</td>
<td>EITN09</td>
<td>80%</td>
<td>n.a.</td>
</tr>
<tr>
<td>Error rate of KICs</td>
<td>EITN10</td>
<td>3%</td>
<td>n.a.</td>
</tr>
<tr>
<td>Financial Sustainability (FS): revenue of KIC LE</td>
<td>EITN11.1</td>
<td>6 M EUR</td>
<td>n.a.</td>
</tr>
<tr>
<td># New primary / secondary sources of CRM in the EU</td>
<td>IMP01.01</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td># Applied substitution cases</td>
<td>IMP01.02</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td># Investment decisions for new production units</td>
<td>IMP01.03</td>
<td>4</td>
<td>20</td>
</tr>
<tr>
<td># New SMEs created</td>
<td>IMP01.04</td>
<td>3</td>
<td>50</td>
</tr>
<tr>
<td>Investment in new pilot / demo infrastructure</td>
<td>IMP02.01</td>
<td>2.8 MEUR</td>
<td>800 MEUR</td>
</tr>
<tr>
<td># New KET-related breakthrough innovations applied / in progress</td>
<td>IMP02.02</td>
<td>7</td>
<td>1 / 2</td>
</tr>
<tr>
<td># New RIS-related cooperative innovations applied / in progress</td>
<td>IMP02.03</td>
<td>15</td>
<td>10 / 50</td>
</tr>
<tr>
<td># Venture Capital firms contributing funds to KIC innovations</td>
<td>IMP02.04</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Industry savings due to higher material and energy efficiency</td>
<td>IMP03.01</td>
<td>29.5 MEUR</td>
<td>100 MEUR</td>
</tr>
<tr>
<td># New sustainable BAT accepted / in progress</td>
<td>IMP03.02</td>
<td>9</td>
<td>3 / 6</td>
</tr>
<tr>
<td># Ideas-into-market to reduce waste containing CRM to landfill</td>
<td>IMP03.03</td>
<td>9</td>
<td>20</td>
</tr>
<tr>
<td># New / improved products with reduced content of toxic materials</td>
<td>IMP03.04</td>
<td>6</td>
<td>50</td>
</tr>
<tr>
<td>Creation of new jobs in the RM sector</td>
<td>IMP04.01</td>
<td>71</td>
<td>10,000</td>
</tr>
<tr>
<td>Development of entre- / intrapreneurship-minded people</td>
<td>IMP04.02</td>
<td>2653</td>
<td>8,000</td>
</tr>
<tr>
<td>Master programme students from outside EU</td>
<td>IMP04.03</td>
<td>594</td>
<td>25%</td>
</tr>
<tr>
<td>Women graduating from RM-related courses</td>
<td>IMP04.04</td>
<td>620</td>
<td>40%</td>
</tr>
</tbody>
</table>

*The number of 64 start-ups created referred in the proposal to the sole EIT core KPI, which is now split into two core KPIs. The number refers to both. The two old KPIs “EIT04.01 “Number of start-ups” and “EIT04.02 Number of spin-offs” are added up in “Start-ups created (by projects)”.

** The number of 300 start-ups supported referred in the proposal to the EIT core KPI “business ideas incubated”.
B. Main achievements and lessons learnt

During 2018, the aim on the operational front was to finalise the organisational setup to have a lean and efficient team to run the organisation, also considering the significant changes in the make-up of the management team in 2016 and 2017. On the strategic front, efforts were devoted to start achieving key goals of the KIC. This includes the successful implementation of the first projects, organising and executing new calls for KAVA projects in an improved format and supporting partners of EIT RawMaterials to help them participate in the activities in the most beneficial way. A partner satisfaction survey launched in early 2018 for 2017 shows an overall satisfaction rate of 77%, which was above the target. A new survey will be launched in Q1 2019, to continue improving the processes and performance of the KIC.

To strengthen the relationship between partners and CLCs we have finished a Management Agreement, which is a dedicated contract allowing partners to provide guidance, strategic advice and input into the CLC management on the direction of CLC activities.

Staffing of the CLCs is completed, with all CLCs having a Director/General Manager, a Team Assistant/Coordinator, one or two Business Developers and one Education Officer. Most functions are established as matrix functions, with hierarchical reporting lines within the CLC and functional reporting lines to the KIC LE. All permanent office locations of the CLCs are located close to an innovation hub (like a university, a tech center or start-up hub), and wherever possible close to, or sharing with, another KIC. At Headquarter (HQ) of EIT RawMaterials the hiring of management is completed with the appointment of a new Director of Programs and Director of Operations in 2018.

All hires across the organisation are fulltime and exclusively on the payroll of the KIC. The entire team meets twice per year in team development retreats where the implementation of operational and strategic measures is discussed. This improves the communication, coordination and collaboration across the organisation. An employee satisfaction survey will be launched in Q4 2018 or Q1 2019.

The implemented governance model has demonstrated its full potential. The CLCs are advised by local partners and Steering Committees, and their discussions focus on content-driven and strategy-driven topics. The CLC Directors and the HQ management team form the Operational Management Team (OMT). The OMT meets (mostly via video-conference) once a month to discuss common operational issues and share pro-actively best practice. In Q3 2018 the OMT began a management development programme, to strengthen alignment, cooperation and trust in the organisation. This programme will continue in 2019.

The Strategic Management Team (SMT), consisting of the OMT and the CLC Steering Committee Chairs, meets physically once every quarter. The SMT discusses and provides recommendations on strategic matters like project portfolio, Lighthouses and budget splits, while strategic decisions are made by the Executive Board or the General Assembly of EIT RawMaterials. It is an excellent example of best practice, demonstrating the very active engagement of the Steering Committee Chairs in the management of the KIC.
The Executive Board of EIT RawMaterials consists of six members coming from KIC partners (at least three from industry) and a Chairman external to the KIC partnership. In 2018, the Chairman and three members were re-elected, and one new member was elected.

To develop and implement strategy and content, several partner-driven task forces formed in 2017, have continued their work in 2018. Lighthouse task forces are composed of partners, with a Thematic Officer/Senior Advisor and other staff as facilitators, and are chaired by a partner. An Education committee, also composed by partners and chaired by a partner was established in 2017 to provide an opportunity for partners to advise the KIC on education-related matters. In 2019 the education committee will be strengthened by adding alumni representatives and representatives from our industry partners. Finally a task force for financial sustainability, also consisting of and chaired by partners and facilitated by staff has been working throughout 2017 and 2018, developing a strategy for long-term sustainability of the KIC. We expect to continue to deploy such partner driven task forces and working groups when appropriate in 2019.

In 2018 a main strategic focus continued to be the on-going and new KAVA activities, with a growing portfolio of existing projects. Observations related to the KIC operation are:

- We see a real effort from partners to integrate the knowledge triangle in projects in order to achieve a maximum benefit from the partnership. This is reflected in project participation and collaboration, which is highly diverse, and in the clustering of certain projects.
- We continue to see increased collaboration between partners from different CLCs and regions in Europe. Several task partners involved in the first projects have become Core or Associate Partners and are bringing in their networks.
- We see a great interest to include SMEs in several activities. This is especially true for our innovation projects, but also in education projects. Several partner- and CLC-driven events are prioritising attracting SMEs to the partnership.
- We have an innovation portfolio spanning our six themes
- We have an education portfolio of great diversity and quality with projects implementing entrepreneurial content and approaches. This is reflected in the fact that seven programmes in higher education have been awarded the EIT label. This has been explicitly prioritised and supported by the KIC education staff.
- We see a strong partner interest in participating in EIT RIS and we see an increasing level of activity in KAVAs coming from the Partners from RIS countries, primarily from the ESEE Region
- We see a strong partner interest in participating internationalisation projects, as networking and fact-finding activities aimed at developing international networks and engaging potential partners.

Our management tool called “BlueBook”, implemented and adopted by the partners already in 2016, is under continuous improvement. This tool allows not only for the direct project control and management, but also expands to portfolio management and planning. Partners are pro-actively using the tool and coordinators are participating in a project reviews, which is assisted by the system and enables the users to define whether the projects are “on scope”, “on time” and “on budget”. The reviews are held at least twice
a year as and managed by the CLCs. They are either physical meetings or conference calls. A rigorous process of review of the Feasibility Study for upscaling projects was fully implemented in 2018. A process for mitigating or in some cases terminating projects that are underperforming was developed in 2018, and approximately 10 projects have been subject to this process.

Collaboration with other KICs on administrative and transversal topics has proven to be highly valuable and continues to contribute positively to our KIC. In particular, multilateral meetings with the other KICs offer valuable information and knowledge sharing regarding operational details. The Forum for EIT and KIC CEOs to exchange views provides the framework for future governance improvements and changes. The CEO roundtable allows the CEOs to share and align strategies and discuss common needs. In addition, it has been established that also the Chairmen and CEOs meet regularly with the EIT Director and the Chairman of the Governing Board. All these initiatives have significantly contributed to a better alignment and understanding of the KICs’ different needs and opportunities. Besides all the established exchange platforms many bilateral and multi-point connections contribute to a network of best practice.

In the RM Academy, the Education Team, in consultation with the Education Committee, achieved the approval of its Education Consolidation Action Plan by the KIC Executive Board in 2018.

A major achievement of the Education team was their substantial contribution to the revision of the EIT-Label Handbook, in collaboration with EIT and the other KICs. Furthermore, the Academy has succeeded to establish concrete strategic synergies and complementarities with existing EU actors and initiatives, including the Horizon2020 INFECT and INTERMIN projects, CEDEFOP, Copernicus and DG GROW, and Junior Achievement Europe. Please refer to Synergies document uploaded in Duna for further details.

By strengthening the brand and visibility of the EIT Label through targeted messaging and successful marketing, EIT RawMaterials has succeeded in increasing substantially the number of applicants to its EIT-labelled programmes, with all EIT-labelled programmes achieving their recruitment targets for the 2018 intake; in one case this meant an increase to 500 applicants. To add to the portfolio of our 7 EIT-Labelled programmes and achieve our goal of 10 EIT-Label programmes by 2021, one Master programme was carefully selected and submitted and EIT Label application in 2018, with the result currently pending.

In 2018 the Education Team met with 4 industrial partners to strengthen the industry involvement in education as well as to gauge current and future needs regarding knowledge, skills and attitudes to provide demand-driven orientation to our lifelong learning programmes. This work will continue in 2019.

In 2018 the externally funded RawMatCop 2018-2020 programme was secured, which will continue to develop new skills and applications in the raw materials sector based on Earth Observation/Copernicus data and services through post-doctoral research projects, academic placements in industry and governmental authorities and short courses oriented to industry and the research community.

The flagship programme RM@Schools continued to increase its reach with more than 10 RM@Schools editions taking place in 7 countries and reaching nearly 1000 pupils, as of summer 2018.
C. Implementation of the KIC multiannual strategy in year 2019

C.1 Expected results and impact

During the growth phase (2017-2019) of EIT RawMaterials, the focus on generating impact by developing activities and providing services integrating the Knowledge Triangle. In order to achieve this long-term strategic goal, we will continuously add new innovation activities. The 5th KAVA call, which closed in February 2018, was focused in scope to ensure the excellence of the overall portfolio in all themes and activity areas.

The Strategy of EIT RawMaterials has been revised during 2018 to fit the plans for developing EIT RawMaterials into a service organisation. The strategy focuses on creating impact, through ensuring a strong network, a focus on both innovative and educational activities, and on developing services for the partners and beyond. Some of the core services related to this strategy are closely aligned with our Financial Sustainability strategy (section C3) and possible revenue streams as illustrated below.

Figure 1: Revenue streams

Developing the possible services will be a priority area in 2019 along with other strategic priorities as summarized below.

C.1.1 RM Academy: Develop and implement centrally steered activities in all four segments of learning, where gaps have been identified in the portfolio. Continue our focused approach to EIT-Labelled programmes.

C.1.2 Develop and launch first Lighthouse Programmes; develop and launch new innovation activities strengthening all strategic themes.

C.1.3 Implement services by the KIC as part of the financial sustainability strategy

C.1.4 Develop the partnership and attract new key partners

C.1.5 Meet the KPI targets, and explore how to ensure and communicate long-term impact.

C.1.1 RawMaterials Academy
The RawMaterials Academy as an area consists of four segments of learning and education, Wider Society Learning, Master Education, PhD Education and Lifelong Learning. The projects in all four segments of learning are delivered via two channels, namely:
i. Centrally selected and steered activities via KIC staff: These projects and activities are of high strategic importance for the EIT RawMaterials (for further details see D4.5). In 2019, this will consist of activities implemented by the KIC staff in its four KAVA projects, each addressing the four segments of learning. The Education Director directly oversees all projects and activities run under the RawMaterials Academy. They form the so-called top-down projects.

ii. Bottom-up KAVA projects conceptualized and implemented by the KIC partners: In 2019, this consists of 87 projects. The CLC Manager, supported by the Project Officers/Education Managers in the CLCs, oversees these projects (for further details see D4.1 to D4.4). They form the so-called bottom-up projects.

The EIT RawMaterials portfolio of learning and education is collectively characterized, by rich diversity. The top-down activities serve as the instrument to create cohesion and impact in the context of this diversity by setting a coherent strategy and implementing it through a limited number of top-down measures.

C.1.2 Lighthouse programmes

Lighthouses are large-scale and long-term coordinated innovation initiatives that address critical raw materials challenges for Europe. They are mission approaches to innovation and education challenges, directly steering KIC activities towards the achievement of its strategic objectives, i.e., key coordinated actions to secure raw materials supply, close material loops and design materials solutions. The long-term objectives and main KPIs of EIT RawMaterials will be achieved for specific EU value chains and markets through the Lighthouses.

Lighthouses will generate tangible solutions for societal challenges that have raw materials at their core. In doing so, they will enable the KIC to raise awareness about the role and importance of raw materials in the sustainable society, and create a positive perception about raw materials and their associated industries. In the KIC activity portfolio, the Lighthouses will serve as beacons for many cross-theme activities and will foster efficient value chain integration and de-siloing. Because the Lighthouses target important societal challenges, they will create synergies with other programmes and organizations dedicated to addressing societal challenges related to resource efficiency and consumption, e.g., EIT InnoEnergy and Climate-KIC, European Innovation Partnership on raw materials, UN International Resource Panel, World Resource Forum, Club of Rome, the Global Challenges and Industrial Competitiveness Pillar of Horizon Europe (advanced materials; circular industries; smart mobility; energy storage; circular systems).

The scope of the Lighthouses is to generate impact that goes beyond that created by individual projects and consortia. This is done by:

1. Funnelling synergies and expertise already existing within the partnership into coordinated high-impact activities that will contribute to the solution of important societal challenges and that will enhance the role of EIT RawMaterials as a leading innovation community; and
2. Identifying future challenges and developing the ability to address them in the partnership.

Although individual KIC actions may be very successful in answering specific questions, their legacy and added value to the KIC community may be lost if left uncoordinated. Lighthouses will build on the
complementarity and individual strengths of our partners to develop the critical mass for a strong community that can address the complex challenges faced by modern society.

C.1.3 Financial sustainability
See dedicated chapter C3 below.

C.1.4 Partnership development
See dedicated chapter C2 below.

C.1.5 KPI targets
The original KPI system for KIC was set up based on the strategic agenda. With the revision of the strategic agenda, EIT RawMaterials reviewed, sharpened and updated its KPI system. With the experience gathered from previous business plans and collecting feedback from partners, each of the original KPIs was analysed in terms of:

- Relevance: to make sure that the KPI is relevant to reach EIT RM’s goals
- Measurability: to make sure that the KPI can be measured
- Applicability: to make sure to have KPIs that can be applied to all types of projects
- Exclusivity: to make sure there is no overlap with EIT core KPIs
- Achievability: realistic to reach for KIC ecosystem

The EIT RawMaterials key performance indicator structure is based on three levels to include: the top-down, long term KPIs as defined above and tied to the impact areas; the project output indicators that contribute to the overall achievement of the KIC’s objectives; and finally, the process KPIs which provide the setting for project execution and success.

There will be a transition period in which running projects will still have KPI targets under the current system, and starting BP2020, with KAVA call 6, partners will be asked to include targets based on the new KPI system.

C.2 Partnership, governance and management, including Co- location centers

The setup of EIT RawMaterials with regards to governance, operations and legal was described in detail in past Business Plans. This section provides a brief summary with focus on lessons learnt, best practice and changes where applicable.

After three years of regular operations, the governance processes and mechanisms have been well established. The chosen setup has demonstrated its capability to deliver timely guidance in running a complex organisation such as a KIC efficiently and effectively. The meeting frequency of the different governance bodies is still slightly on the high side, but as we are still in a process of aligning expectations and building the KIC this appears to be necessary.
EIT RawMaterials is a not-for-profit association. The control is with the partners, exercised at the General Assembly. The experience shows that the system of control by the partners works well with plenty of constructive input and feedback at the meetings. The Executive Board governs the Managing Directors and Management Team. This interaction has been working well, with an excellent strategic guidance and strong support by all its members. Meetings are held bi-monthly, with additional teleconferences when needed. During 2018 the structure of the EIT RawMaterials Headquarter Management Team was consolidated and reduced to two C-level officers, i.e., a Chief Executive Officer and a Chief Operations Officer (COO), both Managing Directors, and a HQ management team that includes the Director of Finance, Director of Education, Director of Operations and a Director of Programmes. This setup is in line with the operational needs of the KIC, including the need to reduce administrative costs and to streamline operations. The operational management will continue to be based on the input of the Strategic Management Team (SMT). Having partners represented by the Steering Committee Chairs directly in discussions and decisions facilitates an association-wide alignment of partner needs and wishes. Operations are governed by the Operational Management Team (OMT), consisting of the Headquarter Management Team and the CLC Directors/General Managers. This is the main platform for establishing, managing and controlling all operational processes. Operations such as payroll have been outsourced both on HQ and CLC levels. All members of EIT RawMaterials GmbH access Framework Project Agreements as KIC Partners. The members participate actively in the KIC via the above described bodies and pay an annual membership fee. An exception was made for the partners converting from the task partner to the project partner category for the duration of the projects, as a way to compensate for this change and resulting increase in administrative work.

Each member participates in the General Assembly of EIT RawMaterials and core and associate partners have voting rights as described in the statutes of the association. As such, each member plays an active role in the KIC governance and even if they are not individually mentioned with costs assigned in the Annex I and III of the Business Plan. A list of active entities is available in Duna, as well as the list of linked third parties who submitted the LTP declaration for funding above the partner funding.

The six CLC locations across Europe were defined during the consortium-building period. The CLCs serve as business hubs, event platforms and networking coordination centers. As the geographical coverage of each CLC is relatively large, mobility of the CLC staff plays a key role to ensure sufficient level of services to be available for all the partners. All CLCs covers at least three countries.

The CLC Managers report to the KIC CEO & COO and are guided by the Steering Committees in which partners linked to specific CLC are represented. All the partners elect a Steering Committee at their specific CLC region, with one partner representative being elected as Steering Committee Chair.

The role of the Steering Committee is to advise the CLC management regarding CLC activities, focus and budget, and to support the selection of the CLC Manager and possibly other key CLC staff. For all operational aspects the CLC Managers report to the KIC COO through monthly “business update” teleconferences for each CLC individually, and through direct ad-hoc dialogue.
Partner integration is a crucial success factor for the performance of the KIC and the delivery of impact. The CLC teams will continue to offer and facilitate the organisation of Matchmaking and Networking events, hosting partner meetings and Steering Committee Meetings and linking the partners across the KIC with other CLCs, thus strengthening the integration of the Knowledge Triangle.

A big exercise took place in 2018 to convert task partners for Business Plan 2019 into Project Partners. This new membership category was approved by the General Assembly in May 2018 as a response to the EIT feedback on the usage of task partners as subgranting at EIT RawMaterials. This entailed a fundamental change to our Membership Order and all other founding documents. All task partners in projects selected for funding as part of Business Plan 2019 were invited to become partners of the KIC. Of the 245 task partners included in the original Business Plan 2019, 196 have converted to date. There are 5 partners still undergoing the conversion process: Nissan, Kaerger, Volvo, University of Helsinki and Clover Sustainability.

Together with this exercise a revision of the RIS task partner selection criteria as carried out, and all relevant documentation collected. Successful collaboration with other KICs is already well established and will further increase in 2019 as the KIC is capitalizing on the current projects and networks to develop more complex activities and programmes designed to involve all the KICs.

The risks related to the financial plan and the operation of EIT RawMaterials have been identified and assessed. Risk mitigation measures are integrated into the operations and kept continuously assessed (see details on supporting documents – Risk Management Strategy, which includes an updated risk register).

C.3 Financial sustainability strategy

Based on the recommendation of the financial sustainability task force and the vision that EIT RawMaterials has to become a service organization, four clusters of services have been defined. These groups correspond to matchmaking; innovation projects; RM Academy and business support. The different services are termed Strategic Business Units (SBU) and are described in the section under the same name.

The financial development of EIT RawMaterials is considered over three time periods that are linked to the foreseen EIT funding evolution, namely period 1 from 2018 to 2022, period 2 from 2023 to 2030 and period 3 beyond 2030.1 By varying the boundary conditions for period 2 and 3, three scenarios have been developed. A financial analysis has been performed for the three scenarios. As indicated in Figure 1, period 1 is identical for all scenarios. In the Worst case scenario, the EIT funding is discontinued in period 2. In the conservative scenario, EIT funding stops after 2030 and no alternative funding is available for EIT RawMaterials from 2030 onwards. In the Base case scenario, access to funding has been secured for period 3.
In the Worst case scenario, a discontinuation of EIT funding after 2022 results in a decreased service offer that is focusing on animating the partnership. The size of the organisation drops to less than half. Due to discontinued development of EIT RawMaterials’ expertise and service portfolio, we see a high risk that EIT RawMaterials cannot develop a market competitive offer and thus might not bring added value to its partners compared to other types of network organisations. This will negatively affect EIT RawMaterials’ objectives with regard to increasing industrial competitiveness and developing human capital.

In the Conservative case scenario, EIT RawMaterials’ expertise and portfolio can be further developed and consolidated during period 2. This results in a competitive service offer that can differentiate EIT RawMaterials from other players in the market.

The Base case scenario differs from the Conservative case in the point that access to funding is ramped-up during period 2, thereby securing the possibility to keep innovation projects in the portfolio after 2030. As the barrier to get technologies from lab to proof-of-concept level is related to the high upfront capital and specialized knowledge required for technological innovations in the Raw Materials field, we believe that funding will remain a key element facilitating the market entrance of new technologies. Therefore, the ability to address this market failure by funding is an important value driver for the partners and significantly contributes to the leverage EIT RM can provide to impact EU industrial competitiveness in the Raw Materials field.

Based on the investigated scenarios, the corresponding financial analysis and impact assessment, the TF recommended that EIT RawMaterials’ management develops an implementation plan for the financial sustainability strategy based on the Base case scenario, while including a partner acquisition and management strategy and an assessment of funding opportunities. The TF also indicated its willingness to present this study to the EIT and further recommends EIT RawMaterials’ management to review and update this plan regularly, in dialogue with the GA.

For 2019, the implementation plan of the management foresees to relaunch the InfoCenter (SBU1.1) with refined functionalities and content, to run the first RM Summit (SBU1.2), to continue the services that contribute to the personalized support of partners such as Hackathon or Ustart (SBU1.4), to continue EIT
RM’s high efforts together with EIT InnoEnergy to develop funding potentials out of the European Battery Alliance (SBU2.1) and the RawMatCop Postdoctoral Scholarships by DG Grow. It is furthermore the intention to further develop the service offering together with the KIC Partners of the RM Academy (SBU3.1) and to continue to negotiate backflows from start-ups (SBU4.1).

C.4 Contribution to the EIT Community brand identity, communications, dissemination and outreach

Communications, Outreach and Dissemination activities are essential to leverage the added-value of the KIC to increase its visibility and to ensure maximum impact.

EIT RawMaterials Communications Strategy is aligned with the overall EIT Communications Strategy. It recognizes the joint EIT Community strengths in terms of brand visibility and reputation, leveraging the fact that both innovation, and education are high on public agenda, creating an opportunity to position EIT RawMaterials as a leading innovation network in the raw materials sector in Europe. To achieve this, it is essential that the value and the impact of the EIT RawMaterials Community is understood, its long-term vision communicated, its mission is supported by communicated success in key areas and segments, to ensure political support and reputation.

The long-term development of Communications function of the KIC has two main considerations: strengthening the link between the overall business objectives and KPI’s and coping with the digitalization of the function and the social web. Dealing with the ever-growing information flow, increased number of projects, events and activities EIT RawMaterials operates, the need to address ever more audiences as well as strengthening collaboration and building trust among the members of the EIT RawMaterials Community is increasingly important.

During 2018 communication, joint outreach and dissemination activities were initiated with KIC partners as ambassadors towards internal and external stakeholders. This we will continue to develop in 2019. Together with an update of the EIT RawMaterials Strategic Agenda in H2 2018; the Communications, Outreach and Dissemination Strategy 2019 - 2022 was developed laying a foundation for the Communications activities and plans for the next 3 years.

From 2019, the new updated Communications Strategy will be implemented with specific action and activity plans for each pillar focusing on integrated communications and building on the foundations, activities, channels and tools that were developed and implemented in 2016 – 2018.

The Communications Strategy of the EIT RawMaterials is aligned with the overall Communications Strategy of the EIT and relies on 5 pillars: 1) EIT RawMaterials Brand Identity 2) Internal Communication & Community Building; 3) External Communication & Dissemination; 4) Content generation and Key Messages, 5) Public Affairs and EU Stakeholder Engagement
EIT RawMaterials will have a special focus on engaging and integrating the KIC across the Innovation Hubs, RIS and Partner Innovation Community through various Matchmaking and Networking activities, Cross KIC activities and the further development of the digital collaboration platforms.

In 2019, Communications activities and plans will focus in the following areas:

**EIT RawMaterials Brand Identity for Greater Visibility:**

- Continue monitoring and strengthening branding coherence across all partner and project channels as well as start-ups and alumni.
- Supporting partners in the project branding and their media activities, particularly for education activities that are EIT labelled.
- Develop additional EIT RawMaterials branding packages to address partner demand for branding, project websites and corporate presentations templates as well as guidelines for videos, poster and digital event templates.

**Internal Communication & Community Building:**

- Engaging partner collaboration through the InfoCenter (KAVA) - digital networking platform, further development and content generation through thematic knowledge, projects results, success stories, industry and market publications and ideas exchange platform.
- Build on successful event approach – align all event activities across the Innovation hubs and create improved internal processes of event promotion across all communications channels.
- Implement the communications and marketing plan for RawMaterials Summit (KAVA) an EIT RawMaterials flagship event.
- Supporting the successful implementation of the Brokerage events and Matchmaking activities.

**External Communication, Dissemination and Outreach:**

- Digital Communications – evaluate current digital platform integration and online communications tools with a purpose of implementing an integrated digital communications plan for the website, InfoCenter, newsletters (internal and external), Social media and event matchmaking tools.
- Increasing the number of news published from the KAVA projects, sharing results and good practices leveraging partner media and stakeholder relations.
- Update communications printed materials – evaluating the portfolio of printed materials, improving corporate presentations graphics, improving and creating new templates.
- Further developing ‘Success Stories’ and implementing additional tools to measure campaign effectiveness.
- Continue developing and increasing the number of ‘Success Stories’ to raise awareness of EIT RawMaterials work and achievements in boosting innovation in Europe.
• Building up social media activities – continue implementing wider society communications to increase the social acceptance of raw materials value chain activities and raise consciousness about the importance of raw materials in modern life, as well as spark the interest of school and university students.
• Promote EIT RawMaterials services – in perspective to the financial sustainability of the KIC.

Content Generation and Key Messages

• Developing narrative and communication campaign ‘Raw Materials in Modern day life’
• Developing infographics supporting impact objectives and activity segments
• Tailor key messages for greater impact, aligning with the re designed EIT Keu messages
• Building up visual stock library

Public Affairs and EU Stakeholder Engagement:

• Participation ay high-level events and coordination groups that are directly connected with the various EU organisations.
• Reaching out to the local EU member states at the Innovation hubs Level
• Position EIT RawMaterials as a leading innovation network in the raw materials sector in Europe through position paper distribution and specialised content.

C.5 EIT Regional Innovation Scheme (EIT RIS)

Our strategy for delivering maximum impact in RIS regions is:

• Engage strong key partners to enable outreach to the local stakeholders
• Carry out core KIC activities in innovation/upscaling and education with partners in RIS regions
• Grow KIC participation from non-partners (and potential partners) from RIS regions by securing a strong presence in the RIS countries (HUBS) and by targeted outreach

As a part of the EIT Regional Innovation Scheme (RIS), EIT RawMaterials will outreach mostly to those EU regions where a smart specialisation strategy supports the raw materials agenda and where there is a natural opportunity for the raw materials sector activity. In its RIS Strategy EIT RawMaterials has identified 5 different European regions (ESEE Region, Visegrád, Mediterranean, Baltic and “other”) where it wants to be active. In KAVA Calls in 2017 and 2018 several high value KAVA Projects have been selected for execution by EIT RawMaterials Partners. Calls for RIS projects are organised together with calls for internationalisation projects. The selection process is the same as for all the other projects, based on evaluation by external experts.
The Eastern and South-Eastern European region (ESEE) has been identified as a priority outreach region. It represents a unique raw materials potential: the availability of various raw materials (both geological resources and secondary raw materials), its specific industrial history with state-owned enterprises, and its geopolitical situation and importance. In addition, outreach activities will be initiated in the Baltic countries, Estonia, Latvia and Lithuania.

The Eastern CLC is responsible for coordinating activities in the Eastern and South-Eastern Europe. Apart from several KAVA Projects led by Partners coming from the ESEE Region, there will be additional operating activities to enhance education and business creation in this region. The Baltic Sea CLC will coordinate activities targeted towards potential partners in the Baltic countries. Application of the idea of a resource alliance between the KIC community and ESEE and Baltic regions forms a core of the activities. The purpose is to translate and implement the EIT RawMaterials overall strategy in the regions.

RIS activities will have three targets: First to continue building a RIS community in the raw materials sector and to continue identifying additional potential RIS partners. Examples of these activities are the regular ESEE Dialog conferences that are organised 1-2 times a year. Secondly, to start building the knowledge base on specific business potentials and resource inventories. Example of these activities is the project to organise a meeting place for the KIC Partners, and students and other seeking jobs. And thirdly, to start investing in well-defined value-adding activities and business opportunities.

D. Design, selection and management of KIC portfolio of activities

D.1 Overall KIC portfolio activities (BP level)

The fifth KAVA call in EIT RawMaterials for KAVA activities had a deadline at the end of February 2018 and continued to follow a bottom-up approach established in the previous calls, whereby partners could propose content (and budget) according to their own needs and interests. The SeedBook online tool was used for both submitting the proposals, and for the evaluation process.

This year, Proposers were required to register their intention to submit a proposal by 12 January 2018. This additional step was introduced to identify proposals early, assign them to the most appropriate Project Officer and Senior Advisor and thus provide more feedback to the Proposer before submission. After the initial 320 registrations, a total of 180 proposals were submitted, with the following breakdown:

- Education 62 (25 LLL, 15 WSL, 15 Master and 7 PhD) – total request 31 M EUR
- RIS/International 27 (5 International and 22 RIS) – total request 19 M EUR
- Network of Infrastructure 6 – total request 2 M EUR
- Upscaling 85 – total request 147 M EUR
Proposals were evaluated by three panels consisting of 49 independent external evaluators coming from (in alphabetical order) Austria, Belgium, Chile, Denmark, Finland, Germany, Greece, Ireland, Italy, Poland, Romania, Slovenia, South Africa, Spain, Sweden, Switzerland, The Netherlands, Turkey and the United Kingdom. The panel evaluated proposals individually according to the evaluation grid provided in the call texts. Each proposal was evaluated by three evaluators, one of which was assigned the role as rapporteur. Evaluators were assigned to proposals so that each proposal had at least one thematic expert and one business expert, and care was taken to ensure a balanced coverage of the knowledge triangle.

Individual evaluations were carried out remotely. Subsequently, consensus meetings were held in Berlin. Each formal proposal discussion was chaired by the Rapporteur, who was also responsible for consolidating the evaluation into a consensus report to EIT RawMaterials. During the panel meeting, consensus scores were agreed on for each proposal, and strengths, weaknesses and recommendations for each proposal were recorded for feedback to be provided to partners. A survey on the evaluation process (from the reviewers’ perspective) was carried out in Q2 2018.

To maximize the impact of the funds used to support KAVAs, a “within-the-year” KAVA call was launched for the second time in August 2018. This was managed jointly by Headquarters and the CLCs, and partners were invited to submit proposals for activities that 1) create added value to existing KAVAs by adding a task in 2018, 2) allow early start of KAVAs set to start in 2019, and 3) target specific suggestions by external evaluators of proposals rejected in 2018. It is foreseen that the same process will be implemented in 2019, subject to the availability of funds.

The 2018 KAVA call led to decision to fund a total of 61 new projects in Education, Upscaling, RIS and Internationalisation, which brings the total portfolio in 2019 to 202 partner driven projects as summarised below (Table 2) together with 32 KIC-driven activities. The portfolio was carefully selected and a detail of how each kava contributes to the KIC’s strategic objectives is available in Duna. Furthermore, a detailed breakdown of resources allocated to each kava is available as supporting document in Duna (personnel costs internal kavas bp2019).

Table 2: 2019 Project Portfolio (supporting document – BP19 portfolio list)

<table>
<thead>
<tr>
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<th></th>
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<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Matchmaking and Networking (1.)</td>
<td>InfoCenter (1.1.1-1.1.9)</td>
<td>9 projects</td>
<td>1 project</td>
<td>1.65 M EUR</td>
<td>83%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Events &amp; Matches (1.2.1-1.2.5)</td>
<td>2 projects</td>
<td>3 projects</td>
<td>2.95 M EUR</td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Internationalization (1.3.1-1.3.7)</td>
<td>6 projects</td>
<td>1 project</td>
<td>1.12 M EUR</td>
<td>84%</td>
<td></td>
</tr>
<tr>
<td>Acceleration (2.)</td>
<td>Growth Booster (2.1.1-2.1.4)</td>
<td>2 projects</td>
<td>2 projects</td>
<td>3.57 M EUR</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Up-scaling (2.2.1-2.2.79)</td>
<td>51 projects</td>
<td>28 projects</td>
<td>53.5 M EUR</td>
<td>87%</td>
<td></td>
</tr>
</tbody>
</table>
**Acceleration RIS (7.1.1-7.1.20)** | 13 projects | 7 projects | 1 project | 4.56 M EUR | 94%
--- | --- | --- | --- | --- | ---
RM Academy (3.) | Wider society learning (3.1.1-3.1.16) | 10 projects | 6 projects | 1 project | 2.99 M EUR | 55%
 | Master education (3.2.1-3.2.30) | 21 projects | 9 projects | 1 project | 8.76 M EUR | 62%
 | PhD education (3.3.1-3.3.12) | 8 projects | 4 projects | 1 project | 2.41 M EUR | 58%
 | Lifelong learning (3.4.1-3.4.29) | 18 projects | 11 projects | 1 project | 5.40 M EUR | 68%
 | **RM Academy RIS (7.2.1-7.2.6)** | 4 projects | 2 projects | 1 project | 0.90 M EUR | 95%
Management (4.) | Management (4.1.1-4.1.8) | 8 projects | 8 projects | 6.96 M EUR | 96%
Cross-KIC activities (5.) | Cross-KIC activities (5.1.1-5.6.1) | 4 projects | 2 projects | 6 projects | 0.70 M EUR | 100%
Other (6.) | Other (6.1.1-6.1.3) | 2 projects | 3 projects | 2.01 M EUR | 85%

* Approximate distribution. Includes EIT funding and co-funding (partner/regional/national/membership fees).
** RIS categories have been included into the different areas in EIT RM, although for Business Plan purposes they have been kept separate in agreement with EIT’s current structure.

D.2 Matchmaking & Networking (1.1.1-1.3.7 of Annex 1 2019 budget: 5.72 M EUR)

In line with the Partners’ Satisfaction Survey carried out during 2017, Matchmaking & Networking are considered among the most valued activities by the partners. This has also been a result of the work of the Task Force Financial Sustainability and of the resulting Financial Sustainability Strategy.

To continue to build up the EIT RawMaterials community, the role of InfoCenter will be critical, and as such, the platform will be further developed in 2019. Furthermore, in 2019 EIT RawMaterials will continue devoting additional resources to build the community and to allow people with different expertise to connect and to generate innovative ideas. Activities are key in supporting Knowledge Triangle Integration, strengthen regional/thematic ecosystems and increase the outreach of EIT RawMaterials. During 2019, events will be designed around themes or around challenges affecting the raw materials sector, e.g., under the Lighthouses. A larger outreach and networking event, the ‘Raw Materials Summit’ will be implemented for the first time in 2019 to strengthen the brand and reputation of EIT Raw Materials.

The strategic implementation relevance of Matchmaking & Networking for the Tri-annual Strategy includes:
Lighthouse Programmes: The Lighthouse Programmes support cross-fertilising the impact achieved and strongly add to the InfoCenter, Events and communication opportunities of the KIC.

Financial Sustainability: In 2019, the further development of InfoCenter, Events and Intrapreneurship Facilitator will directly add to the financial sustainability strategy of the KIC.

Networking & Partnership: The first RM Summit will be held in Q2 2019.

D.2.1 EIT RawMaterials InfoCenter (1.1.1-1.1.9 of Annex 12019 budget: 1.65M EUR)
The InfoCenter was started in 2017 and fully deployed in 2018. Its main role is to give access to the documentation, collaboration platform, the events and news provided by the partners and the KIC staff. Following EIT RM strategy, the InfoCenter is one of the 5 strategic streams by becoming the largest European source of information related to Raw Materials sector (see figure 1).

In 2019, we will expand the existing InfoCenter from a communication media platform to a knowledge base on Raw Materials, a collaborative platform with state-of-the-art intelligent search functionalities. The InfoCenter will be further developed to access and open to allow a fast-growing source of data.

It will be composed of 3 major sections:

- Information about the Raw Materials Sector and EIT RM strategy
- Information about the partners and their competencies
- Information about innovation and knowledge provided by EIT RM

One tangible source of information that will be displayed in the InfoCenter will be the outputs of the first Networks of Infrastructure (NoI) projects that came to an end in 2018. The NoI segment will be integrated into the InfoCenter in 2019. The NoIs consists of a series of collaborative projects where partners across Europe come together to pool infrastructure and competencies in a specific topic or tool(s). Each project aims at the creation of a virtual network of infrastructure. This approach has four main objectives: 1) to facilitate the access to infrastructure, by providing a brokerage function between partners and potential customers; 2) to coordinate strategies of infrastructure investment amongst partners; 3) to increase the utilisation rate of infrastructure, 4) to facilitate access to state-of-the-art infrastructure for education and training activities.

There was no NoI call in 2017 and therefore no new NoIs commencing in 2018. Six proposals were submitted in the fifth KAVA call but none was approved for funding. 2018 was the last operational year for most NoIs, and the decision was made to consolidate NoIs into a single KAVA managed at central KIC level. Clustering of several Networks of Infrastructure into one web-based platform is seen as a crucial step in this development. The final result will be a new, fully integrated, platform that can be used as a virtual lab of infrastructure compassing all the data currently available in the different Networks of Infrastructure. Systems for new additions of infrastructure/data will be available through the newly developed input forms and queries of the database will be handled via a dedicated query.
D.2.2 EIT Matches and Events (1.2.1 and 1.2.5 of Annex 1. 2019 budget: 2.95 M EUR)

a) EIT RawMaterials - Raw Materials Summit

The Raw Materials Summit is the flagship event organised by the EIT Raw Materials and will take place in May 2019. The event will gather experts from Europe and the rest of the world to discuss strategies in relation to raw materials supply and access, innovation in the raw materials value chain as well as entrepreneurship and education. The Summit will be an opportunity to understand and discuss the EU positioning with respect to the challenges ahead, such as the energy transition and the impact this will have on raw materials supply and policies.

The objectives of the Raw Materials Summit 2019 are:

- Strengthening the brand of the EU funded organisations such as EIT RawMaterials, establishing the organization as the reference point in Europe for innovation and entrepreneurial education within the raw materials value chain.
- Showcasing innovation and technology in the raw materials sector covering the entire value chain: the event will be a chance to show what the most successful innovation projects of the EIT RawMaterials consortium have achieved so far and to show cutting-edge innovation emerging on the market.
- Providing partners with a unique opportunity to network, not only within the partner community, but also with external stakeholders in Europe and outside of Europe.
- Attract investors: Showcase successful start-ups. Bridging the gap between smart idea and capital, that is, venture capital from big EIT RawMaterials companies and beyond.

The Raw Materials Summit 2019 will run for 3 days and is based on the following pillars:

- Innovation and new technologies within the raw materials value chain:
- New products/processes/services generated within the ecosystem
- Projects/products that are expected to have an impact on the value chain
- Ground-breaking technologies for the raw materials sector
- Future EU innovation programmes and impact on the raw materials value chain, as well as policies for the sustainable and efficient use of raw materials
- Start-up and venture forum: showcase of start-ups and pitching sessions dedicated to investors
- Education focus: showcasing innovative programmes in Education, meet the EIT Alumni

b) EIT RawMaterials Alumni Association

EIT RawMaterials and the Board of its own Alumni Association will implement together the roadmap that is currently being developed following the inauguration of the network in June 2018 and the first Board meeting in August 2018. The development and progress of the EIT RawMaterials’ Alumni Association will be a joint effort of the KIC’s Education and the Business Development teams under the steer of the EIT RM’s Director of Education. Two events for the members of the EIT RawMaterials Alumni Association are planned in 2019.
c) EIT RawMaterials External Thematic & Strategic Coordination

This activity supports the positioning of EIT RawMaterials in Europe and the influence of EIT RawMaterials on policies regarding raw materials, innovation and education. In 2019 we will continue to participate in alliances, advisory boards, committees etc., and actively pursue meetings with stakeholders on national and EU level, as well as internationally. Specifically we will participate in:

- The UNECE Mineral Working Group (MWG)
- Advisory board CAMM (Center for Advanced Mining and Metallurgy), Luleå Technical University.
- H2020 advisory Boards for projects: MinFuture, FORAM, NEXT, ERAMIN2, DEMETO, INSPIREWATER, C-SERVEES, MICMINE (TBD), working groups of SCREEN and FUTURISM, the European AI Alliance
- Under the European Battery Alliance EIT RawMaterials will take leadership on work packages related to raw materials, advanced materials, and recycling. We will do this in close collaboration with KIC InnoEnergy.
- We will have regular meetings with the European Commission. Quarterly with DG GROW, unit C2, and less frequently with DG RTD and DG Environment. We will reach out to members of the European parliament and to national governments to influence and support agendas and policies.

d) Events

The fundamental purpose of EIT RawMaterials Matches and Events is to bring partners and other stakeholders together to generate and develop ideas into innovation through new innovation projects (KAVA) and other forms of collaboration, and to increase the awareness of the Knowledge and Innovation Community’s (KIC) initiatives and opportunities.

In 2019, the KIC will take a new direction in its way of running matchmaking and networking events. Learning from partner feedback and our own experience during 2018, we will in 2019 aim at larger and fewer events that are strategically significant to the KIC. We will also shift the responsibility of organizing events from the partners more towards the KIC organization, with support from partners. The most important event of 2019 will be the EIT RawMaterials Summit (see Section d below) and the events organized at CLC level will be built to complement or support the Summit. In addition, we will organize several strategic events around the Lighthouses.

We will reduce the redundancy of KAVAs by merging two existing KAVAs: Matches and Intrapreneurship Facilitator. Matches are activities aimed at connecting KIC partners and/or customers in order to create collaboration opportunities, facilitate de-siloing, enable encounters between people and organizations, and promote collaboration between different sectors within the raw materials value chains. Intrapreneurship facilitator activities are a sub-set of matches, whereby business ideas and entrepreneurship are promoted around a specific problem or set of challenges pressing to one or several partners. Business ideas are then identified, emerging from within the entity or from external participants, and the generation of spin-off initiatives or new projects is facilitated. Co-creation activities such as open innovation workshops and
hackathons are examples of where such intrapreneurship is taking place. A detailed list of events planned for 2019 is available as a supporting document in Duna (Events 2019).

D.2.3  **Internationalisation (1.3.1-1.3.7 of Annex 1. 2019 budget: 1.12M EUR)**

The raw materials sector is inherently international as a result of economic, geological and geopolitical factors. Thus, we need to consider the global context for maximising the values and impacts of the innovations that EIT RawMaterials support.

The implementation of the internationalisation strategy in 2019 is focused on the following specific objectives (Table 3):

Table 3: Objectives and expected outcomes of the internationalization strategy.

<table>
<thead>
<tr>
<th>Objectives #</th>
<th>Expected outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Liaise with stakeholders in the global value chain involved in the supply of critical raw materials for EU; 2) Create export partner network in non-EU markets; 3) Develop and access to the pool of global talent;</td>
<td>At least 3 strategic alliances with local governmental organisations  At least 3 potential export partners identified  At least 3 alliances with Non-EU universities</td>
</tr>
</tbody>
</table>

Methodology: the 2019 strategy implementation will be based on existing networks and activities of our partners and on-going and upcoming KAVA projects as follows (Table 4):

Table 4: Internationalization projects and their objectives and expected outcomes.

<table>
<thead>
<tr>
<th>Internationalisation projects</th>
<th>Objective #</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ARCHUB2:</strong> Bridging to the Arctic region</td>
<td>4, 3</td>
</tr>
<tr>
<td><strong>ELI:</strong> European Lithium Institute (set-up phase)</td>
<td>1, 3</td>
</tr>
<tr>
<td><strong>GATEWAY-II:</strong> Bridging to emerging countries (Latin America and Africa)</td>
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<tr>
<td><strong>GloREIA:</strong> Global Rare Earth Industry Association</td>
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</tr>
<tr>
<td><strong>IRTC:</strong> International Round Table on Materials Criticality, an online platform for exchange for students and researchers</td>
<td>3</td>
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<tr>
<td><strong>MORAMA:</strong> Map the Mexican RM networks and opportunities</td>
<td>1, 2, 4</td>
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<tr>
<td><strong>USEPGM-NET:</strong> mapping EU-US value chain in Platinum Group Metal Network</td>
<td>4</td>
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</table>

D.3  **Acceleration (2.1.1-2.2.79 of Annex 1. 2019 budget: 57.07 M EUR)**

The Area “Validation & Acceleration” has been renamed “Acceleration” and covers not only activities aimed at developing technologies, and at validating the feasibility of transforming research into marketable innovation, and at accelerating this process, but also activities related to supporting entrepreneurs in the raw materials sector.
The Area is composed of two segments:
1) Upscaling Projects: aim at developing new technologies, services and products and at transforming them into innovative market solutions.
2) Start up & SME growth booster
The strategic implementation relevance of Acceleration for the Tri-annual Strategy includes:

- Lighthouse Programmes: The Lighthouse Programmes will be fully operational and ready for use as important guidance for the portfolio optimisation and development of the Call for Proposals 2020 as well as a pilot call within 2018.
- Financial Sustainability: First outcomes of Up-scaling projects will be commercialised, and a consolidation of Networks of Infrastructure prepared.
- Networking & Partnership: A particular focus will be on the acquisition of new industry partners, in line with the KIC’s New Partner Strategy.

D.3.1 Start up & SME growth booster (2.1.1- 2.1.4 of Annex 1. 2019 budget: 3.57 M EUR)

This segment covers activities aimed at transforming innovative ideas and projects into new business for existing companies (large and small) and creating new start-ups and spin-offs.

The overall objective of the EIT RawMaterials is to support the creation of 64 start-ups and SMEs and the incubation of 300 new business ideas by 2022. In its first two operational years 2016-2017, EIT RawMaterials has supported the co-creation and further development of 80 new business ideas.

The EIT RawMaterials Business Creation and Support strategy addresses a bottom – up approach (EIT-RM driven Business creation activities): offering Business Creation services to entrepreneurs and start-ups at various stages of maturity and support/accelerate selected ventures in delivering innovative solutions to the market. The objective for EIT-RM is to build-up a portfolio of game changing start-ups and solutions in the raw materials sector and to identify and educate highly innovative entrepreneurs.

Table 5: Activities for Business Creation activities

<table>
<thead>
<tr>
<th>Strategic areas</th>
<th>Activities</th>
<th>Expected outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. EIT-RM Business Creation activities (bottom-up)</td>
<td>• RawMaterials Academy</td>
<td>500 students &amp; entrepreneurs trained</td>
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<tr>
<td></td>
<td>• Bootcamps</td>
<td>2 new start-ups created</td>
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<td></td>
<td>• Idea competition calls</td>
<td>3M investments in existing start-ups &amp; SMEs (100 K€ invested in equity holding)</td>
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<td></td>
<td>• Booster grants/SME Boost</td>
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<td></td>
<td>• Accelerator program</td>
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<td></td>
<td>• Access to KIC Equity</td>
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The strategic implementation relevance of Business Creation & Support for the Tri-annual Strategy includes:

- RM Academy: Education plays a crucial role in the Start-up Strategy and following the 1st stage of the Accelerator implemented in 2018, the 2nd and the 3rd Stages will be implemented in 2019.
• Financial Sustainability: New start-ups will be supported.
• Networking & Partnership: Partners and start-ups will be further integrated.

Business ideas and start-ups supported by the KIC are required to meet our thematic scope, fulfil criteria of excellence, match with the Lighthouse Programmes and the CLC-specific strategies regarding the coverage of themes and topics according to the relevance of CLC ecosystems.

Following the 2 lines of the Business Creation strategy summarized above the main goals of 2019 are:
- to further expand the KIC portfolio of start-ups and SMEs in all stages of maturity
- to support the co-creation and development of 80 new business ideas.

The first objective will be reached through the implementation of the Accelerator program, the main support to starts-up and growing SMEs. It targets entrepreneurs and start-ups at different stages of maturity: screening and identifying early stage and promising start-ups (large deal flow); following and supporting the venture and team progress and identifying the most promising ones and focus efforts on helping those realizing the full potential of their business offering. The program is designed in three phases:

• Phase 1 – Invent: Bootcamp and coaching for training on business essentials (3 months)
• Phase 2 – Build: Customers validation, testing, advanced training and coaching (6 months)
• Phase 3 – Grow: Business development, tailored services and add-ons (9 months)

While the Business Idea Competition and the Booster kavas will remain as part of EIT-RM business creation service offering, our intention is to gradually simplify our tools and integrate those services to the accelerator program. The support from the KIC goes beyond the placement of funding or investments and includes the offering of services to provide access to funding and to new markets.

Business Idea Competition:
The KIC will offer a broad range of possibilities for start-ups and idea holders to present business ideas to the KIC industrial partners and investors, to ensure matchmaking and knowledge transfer.

Growth Booster:
In 2019, the KIC will continue providing quick, limited financial support to idea holders, start-ups and SMEs. The objective of Start-up and SME Growth Boosters is to support highly performing start-ups and SMEs that are in the phase 3 (possibly 2) of Accelerator program for running activities that would help to maturate a technology, or to produce significant quantities of a newly developed materials or a first prototype that could be tested by the potential customers.

Co-creation innovations:
those activities are typically designed in close collaboration with our partners and aim at solving key strategic challenges of given partners. EIT-RM service offering in this area is large and spans from organizing hackathons, cross-pitching events to idea exchange platform InfoCenter.

Table 6: Strategic activities for co-creation
Innovation co-creation. The KIC stimulates joint innovation between start-ups, industrial partners and researchers by running facilitated workshops at large industry partners, and by triggering industry co-creation through industry hacks and open innovation processes, e.g. the Veolia U-start initiative that will launch the 4th edition jointly with the KIC in 2019.

As a new tool in 2019, the five tracks for co-creation initiated in 2018 will be widespread implemented. It is foreseen that the co-creation activities will offer significant value added to the KIC and its partners when implemented across the value chain.

D.3.3 Upscaling Projects (2.2.1-2.2.79 of Annex 1. 2019 budget: 53.5 M EUR)

The Upscaling Projects are collaborative projects, aimed at developing emerging technologies, services and products into innovative market applications. For EIT RawMaterials, such innovation projects can only apply to relatively mature technologies with a Technology Readiness Level (TRL) 5 at the beginning of the project. The aim is to conduct steps for development, upscaling, demonstration or implementation and it is expected that the technology, service or product reach at minimum TRL 7 during the project. The goal is to help bring the solution to market as a technology, service and/or process fulfilling specific customer needs, and Upscaling projects must aim for a market introduction within 3 years after the end of project.

Proposals for Upscaling projects have to demonstrate the “business case” that they may represent for the KIC, i.e., partners must reflect on possible financial and/or non-financial backflows to the KIC, as well as contribute to specific KPIs of the KIC. Furthermore, the KIC expects Upscaling projects to directly contribute to the impact targets of the KIC and to focus most particularly on break-through innovations that have a strong impact.

Each project proposal contains a specific Work Package (WPO) dedicated to a feasibility study that evolves into a go-to-market strategy as project progresses. Upscaling projects are carried out across the entire raw materials value chain and many of them impact several parts of this value chain. Projects selected to be funded and added to the overall project portfolio of EIT RawMaterials in 2018 (to be started in 2019) are also chosen according to an overall balanced project portfolio across the value chain.

New Upscaling activities added to the portfolio for 2019 can be found under supporting document 2019 Portfolio.
The “Learning and Education” Area has been renamed RM Academy. The KIC’s first five KAVA calls since its inception have resulted in 125 education projects, dedicated to spurring entrepreneurship and innovation across the raw materials value chain along the entire life cycle of learners.

In 2019, the KIC will have 87 bottom-up running projects in education, which together with a few centrally coordinated activities will ensure:

- Implementation of high-priority Wider Society Learning programmes which aim to illustrate the significance of raw materials, and particularly role of materials as enablers of green technologies.
- Enhanced the visibility and attractiveness of the Label programmes, in order to boost recruitment and deliver highly-qualified graduates with a holistic understanding of the entire raw materials value chain and the industrial and societal relevance of their disciplines. AVSA grant guidelines and expected budget for 2019 available as supporting document.
- Innovative pedagogy for more student-centred programmes: transform mining engineering education through the development of innovative textbook integrating VR/AR technology
- Reflection of the wide range of topics and themes in our lifelong learning programmes, from health and safety, lightweight design, e-waste, critical raw materials etc.
- Collaboration with existing EU actors and initiatives

To operationalize the Education Consolidation Action Plan, the RM Academy will implement and coordinate 10 centrally-selected and steered activities in 2019, which are distributed in four KAVA projects coordinated out by KIC staff in cooperation with KIC partners.

In 2019 we will continue to strengthen the industrial orientation of our activities through an Industrial Road show with KIC industrial partners. The Road show was initiated in 2018 to establish a closer cooperation with industry and together with industrial partners, determine the knowledge, skills and attitudes in demand now, and in the future.

To continue refining, harmonizing and increasing the visibility of all Academy-driven and bottom-up education programmes and their results, a robust RM Academy Communication, Marketing and Branding Action Plan will be operationalized. This will establish the guidelines and procedures for dissemination of education programme offerings. It will continue to include Europe-wide RawMaterials University Days as a successful tool for showcasing the raw materials sector as an attractive, innovation-driven career path to young people. In doing so, the RM Academy continues the initiative that was originally coordinated by DG GROW and handed over to EIT RawMaterials.

In addition, there will be specific centrally driven consolidation actions to boost the unity, brand identity and impact of the Academy and its programmes. These will include the set-up of a KIC Master School and a KIC Doctoral School, which will start with the following activities: the EIT-labelled programmes, the Raw & Circular Economy Expedition (RACE) for students and a Boot Camp on science communication. Academy-
driven Wider Society Learning programmes will focus on RM@Schools and Junior Achievement, and the RM Academy coordinated Lifelong Learning segment will create workforce qualification guidelines based ISO standards and continue the Professionals edition of the RACE, RACE-Pro.

Because of the complexity of the ESEE region, a dedicated education approach coordinated by Eastern CLC will plug into successful, existing EIT RawMaterials programmes, ensuring they are tailored to the needs of the ESEE region.

Our Wider Society Learning projects will build on, integrate and link to the successful RM@Schools programme as well as use digital, virtual and gamification technologies to make learning more fun and engaging. New Wider Society Learning activities added to the portfolio for 2019 can be found under supporting document 2019 Portfolio.

D.4.2  **Master Education (3.2.1-3.2.30 of Annex 1. 2019 budget: 8.76M EUR)**
In 2019 Master Education will focus on the existing Label programmes, the creation of new Master programmes that may be selected for labelling as well as summer schools and short courses using innovative and digital pedagogy to deepen learning. New Master activities added to the portfolio for 2019 can be found under supporting document 2019 Portfolio.

D.4.3  **PhD Education (3.3.1-3.3.12 of Annex 1. 2019 budget: 2.41M EUR)**
The PhD Education activities continue to aim at education of PhD students in the raw materials field across Europe to further their entrepreneurial mind-set and innovation capacities. Activities include the EIT-labelled PhD programmes, blended learning modules, summer schools and other short courses.
The particular focus of 2019 is oriented to short courses addressing circular economy and entrepreneurship as well as incorporating industrial challenges and multidisciplinary approaches into the programmes.
New PhD activities added can be found under supporting document 2019 Portfolio.

D.4.4  **Lifelong Learning (3.4.1-3.4.29 of Annex 1. 2019 budget: 5.40M EUR)**
In lifelong learning, the bottom-up projects will offer short courses covering the wide range of innovation themes and topics in our sector, as determined by our partners, ranging from health and safety, lightweight design, e-waste, critical raw materials etc., using innovative pedagogic tools.
New Lifelong Learning activities added to the portfolio for 2019 can be found under supporting document 2019 Portfolio.
D.5 EIT Regional Innovation Scheme (RIS) (7.1.1-7.2.6 of Annex 1. 2019 budget: 5.64 M EUR)

Based on EIT RawMaterials strong belief that the RIS region is an integral part of our KIC and that the overall objective is to integrate the region and its partners to the regular activities, EIT RawMaterials has categorized RIS projects as part of the Acceleration and RM Academy areas. Furthermore, to achieve maximum impact and outreach, some activities, such as CircularSlovenia, will be centrally implemented by the KIC.

The RIS portfolio in 2019 can thus be split in Acceleration RIS projects and RM Academy RIS projects. The details can be found under supporting document 2019 Portfolio.


In 2017, the successful governance structure of the KIC has been fully implemented so that in 2018 the KIC can rely and build on it when further optimising its portfolio and impact generation. No major changes are foreseen in 2018 with regard to the governance and organisational structure of the KIC, implying that the KIC will enter into a stable growth phase. In 2018 an activity line for the administration of the Association, e.V. is added to include General Assembly, Executive Board, and other Association activities directly into the business Plan to add transparency about all administrative activities.

The strategic implementation relevance of Governance, Organisation & Management for the Tri-annual Strategy includes:

- **Lighthouse Programmes**: The Lighthouse Programmes support cross-fertilising the impact achieved and strongly add to the InfoCenter, Events and communication opportunities of the KIC. New cross-KIC opportunities will be raised.
- **Networking & Partnership**: A particular focus will be on the acquisition of new industry partners, in line with the KIC’s New Partner Strategy.

D.6.1 EIT RM HQ (4.1.7 and 4.1.8 of Annex 1. 2019 budget: 3.51 M EUR)

The role of HQ can be defined as a facilitator for the rest of the organisation. It is the role of the HQ to allow for an efficient and lean backbone that provides tools, methodologies and guidance to the entire organisation. Besides its strategic position between EIT and the partners, HQ is responsible for establishing a transparent and compliant framework to support efficient operations.

All main operational capabilities have been implemented during the start-up years 2015 and 2016, and all key administrative personnel is in place.
To ensure compliance of the KIC, the “House of Compliance” was implemented in 2016, covering all major compliance documents such as a code of conduct and procurement policy. Also, a Compliance Manager has been recruited in Q4/2016 to assist and implement measures related to compliance across the organisation. Our guidelines are continuously reviewed and optimised, and we ensure a continuous dialogue and exchange with the other KICs and the EIT HQ.

In 2019 HQ will funnel activities related to external positioning into an “External Strategic and Thematic Coordination” KAVA, making sure that all activities across the KIC are well coordinated and monitored for maximum impact.

**Stakeholder Committees**

In 2019, the IP Committee will continue to serve as an advisory body for the Executive Board on the Open Innovation strategy of EIT RawMaterials and as a co-working partner for the Management Team on simplifying the Internal and Project Agreement with our partners.

In 2018 the Nomination Committee was established with new members to support the election of the new Board for EIT RawMaterials e.V in 2019.

The Education Committee structure was revised in 2018 and new members have been selected in 2018 for a three-year term. The new committee will now include student representatives as well as industry partners to ensure the right direction of the educational activities carried out by the KIC.

**IT landscape**

To support operations, EIT RawMaterials has continued to develop the functionality of its IT tools that provide access to all required applications supporting different users (project partners, HQ and CLC staff, external project evaluators, etc.).

- BlueBook is a project and partner management tool used to manage, monitor and evaluate the activities and projects in the portfolio. Bluebook is used to generate the budget, KPI and KCA reports for the business plan.
- SeedBook: our own proposal submission and proposal evaluation tool launched in 2017 and under continuous improvement. This solution is fully compatible with BlueBook.
- InfoCenter: Following our successful selection of our IT provider to run the InfoCenter, activities will ramp up to ensure an active knowledge management and communication tool.
- Addventure: Deal flow management system to track business development efforts

**Risk assessment**

The financial plan and the operation of EIT RawMaterials are exposed to risks. These risks have been identified and assessed. Risk mitigation measures have been defined as described in the supporting document – Risk Management Plan. The assessment and mitigation procedures will be updated and improved continuously during operations.

**Impact assessment**
EIT RawMaterials will pay specific attention to assess the impact individual projects will generate in the evaluation, monitoring and reporting phases. Quantitative analyses will be complemented by qualitative analyses to identify good or best practices as well as success stories.

The HQ Business plan is divided into a GmbH portion dealing with personnel costs and running of the KIC, and an e.V portion for administrating the General Assembly, Executive Board meeting, remuneration and travel, and other association activities.

D.6.2 CLCs (4.1.1 - 4.1.7 of Annex 1. 2019 budget: 3.45 M EUR)

Baltic Sea CLC

Specific strategic objective: The Baltic Sea Innovation Hub is managed by a team of 6 professionals: the Hub’s Managing Director, two business developers, an education officer, a communications officer and a financial officer. In addition, the Hub is supported by a cross-KIC team assistant working both for EIT Digital Helsinki Node and the EIT RawMaterials Baltic Sea Innovation Hub. Located in Espoo, Finland, the Baltic Sea Innovation Hub spans a wide geography and increases the regional impact of EIT RawMaterials in the Baltic Sea area by involving potential new partners, government agencies, industry associations, think-tanks and non-governmental organisations in EIT RawMaterials activities. Particular target regions are the Central and Southern Baltics, Stockholm Region, Northern Finland and Southern Norway.

Starting in 2019 and continuing for a three-year period, the Hub will have three strategic focus areas:

1. Efficient and new processing solutions for metals and materials used in the urban environment
2. Material selection for circular economy
3. Intelligent mineral deposits of the future

To achieve our strategic objectives, the Baltic Sea Innovation Hub has five action lines: Partner Liaison, KAVA Support, Business Creation and Start-up Support, Regional Impact, and Cross-KIC Collaboration

1. Partner liaison action line

The EIT RawMaterials is fundamentally a partner driven community. At the Baltic Sea Innovation Hub, we recognise the priority of our partners and support them in improving their innovation performance and skills development. In 2019, the innovation hub shall focus on providing Key Account Management to our partners, implementing value-adding innovation services such as open innovation sessions, and increasing the visibility of the Raw Materials Academy in the Hub region.

2. KAVA support action line

Closely linked to partner liaison, KAVA support consumes the largest portion of the Innovation Hub’s resources. The Innovation Hub team helps partners to identify new KAVA project ideas with other partners as well as to form competitive project consortia. The team further coaches partners in writing the actual KAVA proposals, and acts as project officers to awarded KAVA projects. The project officer’s role is to ensure that projects progress as planned, and also contribute to reaching the strategic objectives of the EIT RawMaterials and the EIT. Finally, the Innovation Hub team supports project coordinators in successfully off boarding completed projects.
3. **Business creation and start-up support action line**

During 2018, the KIC has piloted the first stage of its new accelerator programme. Together with the Business Idea Camp and the Start-up Booster funding, the accelerator programme will in 2019 broaden the activities of the Baltic Sea Innovation Hub to newly established companies. From the Hub, 5 companies are expected to enter the accelerator, and a further 5 companies will receive start-up booster funding. Up to two new start-ups are expected to be hosted in the Hub premises.

4. **Regional impact action line**

The Innovation Hub is making efforts for EIT RawMaterials to be recognised as the most important international community in the Baltic Sea Region by further implementing the European Battery Alliance (EBA) with key Finnish, Swedish and Estonian partners. We will further strengthen EIT RawMaterials presence in the Stockholm region by opening a satellite office at the Royal Institute of Technology’s Main Campus. Together with KIC InnoEnergy, the aim of EIT RawMaterials is to apply for the status of an EIT House for the Stockholm location in 2019.

5. **Cross-KIC collaboration**

The Baltic Sea Innovation Hub region is a home to the locations of four KICs: EIT RawMaterials, EIT Digital, KIC-InnoEnergy, and EIT Health. Furthermore, many Baltic Sea partners are also partners of Climate KIC and EIT Food. This way, the Baltic Sea region has representation of all 6 KICs and makes the region optimal for cross-KIC activities. The Baltic Sea Innovation Hub premises are opened to EIT RawMaterials label programme students in 2019. At first stage, the students of both the AMIS and EMC programmes will arrange activities in the Hub premises and interact with students from EIT Digital as well as with start-ups from EIT RawMaterials, EIT Digital and Climate-KIC.

**Central CLC**

Covering mainly France and South Germany, the Central CLC hub that started in 2015 with 11 partners will have a total of 26 partners (Core and Associate) in 2019, with among them a large number of industrial partners. In that regard, attracting new partners to join EIT Raw Materials and bring their added value has a significant impact on the strategic objectives of the CLC, namely:

**Specific strategic objectives:** Against this background, Central CLC has re-opened in 2018 the discussion about the CLC specific strategy, as a result of the strategy workshops, 4 main innovation pillars that are all connected to the Green Economy Transition have been identified.

- Sustainable Raw Materials (SRM) and Functional Materials (FM) for Battery will be further treated as the priority, closely with the 1st Lighthouse program as well as the newly formed European Battery Alliance.
- SRM for permanent magnets (PM) are strategic for all electrified means of mobility, and our partners form an expertise-nucleus for new PM materials
- Metal powders are related to Additive Manufacturing; the latter can be implemented for the development of lightweight materials and for new functionalities.
- Fuel cells (FC) would probably be a strong alternative to the more conventional electrified cars, with RM
Concerning Education, and based on activities prioritized and performed in 2018, we will continue to focus on Lifelong Learning (LLL) activities in order to design the right toolbox and provide it to the industrial partners. To do so, a Road show will be performed to identify the training needs of the industry. The Education Officer will carry out activities on Lifelong Learning not only at CLC level, but also at the KIC level to integrate all aspects of the Raw Materials value chain and be able to develop a procedure for certifying a LLL program.

In terms of CLC governance, we will continue to organise 4 Steering Committee meetings per year, that preferentially will be hosted at industrial partners’ sites to better integrate the 3 sides of the knowledge triangle. At the same time, we will also organize workshops on the 4 main innovation pillars linked to the Steering Committee meetings by inviting also non-members to facilitate creativity. At staff level, we will continue the strong dialogue between employees based on regular “Jour fixe” meetings, and employees will have clear specific objectives that will be documented and evaluated twice a year. In terms of internal communication, we will continue the publication of a monthly CLC Newsletter.

**Strong support on implementation of running KAVA projects, and in building new ones:** In 2019, and according to the positive outcomes of the Call 5, the Central CLC members will participate in roughly 70 running projects with half of them coordinated by them, mainly on upscaling and higher education. With roughly 2/3 of the 34 proposals that are already running and a couple of them that will be finished in 2019, the CLC staff will focus on increasing their performance, according to the initial objectives. In parallel, the staff will also support the design of new proposals. Beside cross-KIC and cross-CLC activities that will be performed occasionally, we intend to develop relations with clusters (e.g. cluster of competitiveness) in 2 different ways: first, by having now a new partnership category (project partner) dedicated to SMEs, we will increase awareness on our activities in order to attract the most promising SMEs. We also think that organizing initiatives across ecosystems would also help to develop synergies.

**Business creation:** At last but not least, the CLC will be involved in getting the Accelerator program started, and based on the expertise we gained on joint booster initiatives with Veolia, we will promote this initiative at other industrial partners as a new service.

**Eastern CLC**

The Eastern Innovation Hub is the regional centre of EIT RawMaterials covering the geographical area of East and Southeast Europe. Partners of the Eastern Innovation Hub come from Austria, parts of Germany, Poland, Slovakia, Hungary, Slovenia, Croatia and Greece. The role of the Eastern Innovation Hub is to support current partners with generating ideas for innovative KAVA Projects as well as oversee the running projects led by these partners. It is further in charge of organizing value-adding matchmaking events, supporting modern education programs led by its Partners, supporting idea-holders, start-up’s and SME’s in either starting their business in this sector, or growing it by expanding its products and services. It is last but not least actively involved in the Regional Innovation Scheme. The geographic setting and exposure to
countries which are below the average EU innovation level triggers natural interest of the Hub to support such actions, that allow for improving this innovation level, and outreaching to third parties to involve them into KIC activities.

In terms of the strategic focus the Eastern Innovation Hub ecosystem and partnership provides excellence in: (1) mining under difficult conditions, (2) environmentally friendly geo-metallurgical and mineral extraction processes, (3) recycling of valuable raw materials from waste streams, industrial residues, as well as urban and landfill mining.

The Eastern Innovation Hub contributes to the EIT RawMaterials impact through three strategic pillars addressing challenges in primary and secondary resources: (1) deep-intelligent mine which addresses mining in challenging environments, (2) zero-waste programmes which covers the extraction of all valuable materials from primary and secondary resources and, (3) advanced supplier solutions which is related to modern machinery and equipment for operations in the raw materials industry.

The strategy execution at the Eastern Innovation Hub is undertaken across several key activity lines:

**Partner management:** to reinforce the role of the EIT RawMaterials as a service organisation a Key Account Manager (one of the Eastern Hub Team members) will be the key contact point for each of the Partners in all issues regarding the KIC (through direct communication with the Partners, bilateral meetings, as well as two Eastern CLC Partner meetings). Partners will be approached to initiate co-creation activities based on the past KIC experience and primarily drawing on the BASF RawMaterials Innovation Day organised in September of 2018.

**Portfolio management:** The Innovation Hub will focus on two primary activities in this area:
- **Support of running KAVA Projects** - this will be achieved by a number of activities including: (1) two reviews of projects during 2019, (2) active individual support of projects by Project Officers (ECLC Team Members) throughout the year and, (3) deeper dive into project issues / understanding the projects better by participating in Project meetings (primarily this will be the responsibility of the respective Project Officer).
- **Coaching of new KAVA idea / proposals** - this will also be achieved by a number of activities that will include: (1) Proposers’ Day in I.2019 to ensure alignment of the proposal with the strategic objectives and increase the proposals’ quality level, (2) Workshop on proposal writing in Q4 2019 to provide the Partners with in-depth knowledge on how to improve their proposal writing skills and, (3) Assigning ECLC Team Members individually to all proposals for support in the preparation phase.

**Business creation and support services:** similar to the whole KIC organisation Eastern Innovation Hub will migrate from focusing on booster funding into providing more versatile services in the areas of: (1) Accelerator Program, (2) Booster funding and (3) Business Idea Competition.

**Regional Innovation Scheme:** Eastern Innovation Hub with its natural roots in the Eastern part of Europe and many Partners representing the RIS eligible countries will continue its involvement into Regional Innovation Scheme activities. This can be divided into the following areas: (1) Support of running RIS KAVA Projects, (2) ESEE Education

**Cross-KIC activities:** East Innovation Hub will lead EIT RawMaterials efforts in cooperating with all other KICs in the Cross-KIC RIS Project. We will also work directly with Climate-KIC on supporting the Slovenian Government in implementing their Circular Economy Strategy (based on the three-way Memorandum of Understanding signed in 2018).
Northern CLC
The mission of NCLC is to operate the community of excellence within the raw materials value chain on behalf of its partners. The NCLC is expected to maximize the return of investment (time and money) made by NCLC partners and to support innovation and commercialization. The NCLC shall further develop and secure access to top talents in the area of raw materials. The NCLC shall promote opportunities for funding and ensure successful execution of partner projects to strengthen the partners innovation capacity, growth and competitiveness on a global market.

The NCLC partners have a focus on primary raw materials but have competences that cover the entire raw materials value chain from exploration, through mining, processing and initial manufacturing to recycling and materials substitution. Several of the partners also supply the global mining, metals and steel industries with world-class original equipment.

1. Business creation and support services:
   • Structure and develop coaching/ service support for prospects and on-going innovation projects
   • To increase the number of start-ups in the system (deal flow) of innovation within NCLC partnership.
   • Increase relationship and build business managers with selected service providers in the NCLC area to secure and increase support services
   • To build and further develop a network cross-link Europe for bridging and linking NCLC projects to needed technology, market and expertise.
   • To develop funding platform and integrate through collaboration with regional, national, European investors.
   • To identify and further develop by our own or through collaboration new needed support services and run test pilots in selected services.

2. Partner management:

In order to support partner idea creation and to increasing number partner project proposals submitted and subsequently approved the following activities will be carried out.

Partner days: Each partner is offered to have support for a so-called “Partner day”. These days are design with each partner and the set up aiming to fit the need of their organisation of how to best boost and support ideas within their organisations. These days could also be in cooperation with several partners to boost collaboration and networking. The partner days will e.g. contain:

   • Group meetings: Goals: 1 per partner/ KAVA call 2019
   • Individual meetings with KAVA prospects at partner site/ webinar during KAVA Call process steps from brokerage event to submitting a proposal.
In order to increase partner awareness of EIT RM activities the aim is to facilitate the opening of one (1) new account per partner in InfoCenter and that all new projects coordinated by NCLC shall open one account for their projects.

Integration is of high importance to increase the quality of creative and innovative ingredients for making new collaboration and exchange between parts in knowledge triangle. NCLC will drive for increasing the number opportunities for integration within KPI frames and will implement an internal mind-set to continuously work for increasing opportunities in all operative activities.

Southern CLC
The Southern Innovation Hub aims to become the reference point for innovation and entrepreneurial education for the raw materials sector mostly in Italy and Spain, with interests in other regions (e.g. Hungary and Malta). The Innovation Hub supports the partners of the EIT RawMaterials in idea generation, networking, co-creation, innovative education approaches, technology scouting and transfer and communication in different areas of the raw materials value chain, spanning primary and secondary resources – the hub is also home to industry that are more downstream to the raw materials value chain, thus ensuring the full coverage.

The strategy will focus on: primary resources (geophysics and exploration, rock mechanics, treatment of mineral resources and waste), recycling (metals and minerals processing, refining and recycling; industrial waste; collection and processing of end-of-life products) and substitution (materials and nanomaterials design, bio based substitution, biopolymers, elastomers, composites and natural rubber). Production technologies for materials, tyres manufacturing, steel, iron and light metal alloys are also part of the knowledge assets of the CLC. During a strategic review exercise implemented in 2018, the following technical areas have been identified:

- Securing raw materials supply: recovery of value from industrial and mining waste; improved exploration and resources evaluation methods and evaluation of secondary resources; enhancing recovery of waste streams in metallurgical processes; development and deployment of cutting-edge digital technologies (e.g., artificial intelligence, blockchains) in all of the steps of the raw materials value chain, from the primary sector to downstream industries
- Designing solutions: innovative materials design, covering substitution of CRM/PGMs in catalysts for energy, mobility; Innovative materials with improved performance, also thanks to innovative processing solutions (e.g. new heat treatments, surface engineering, etc.); bio-based materials and composites for critical raw materials substitution; ceramic materials for mobility: automotive (brakes); aeronautic/aerospace sector (ceramic Matrix Composites for application in severe aerospace environments); selective laser melting (SLM) technology for 3D (or even complex geometry) objects construction; Innovative lighting and photovoltaic devices (OLED and OPV) with improved performances.
• Closing materials loops: New processes for recovery of end of life product (batteries) also in the automotive sector; recovery of precious metals from exhausted catalysts and process wastes; new eco-friendly, cost effective strategy for the valorisation of multicomponent polymer based EoL components.

• Several cross-cutting approaches will be pursued in particular considering ICT applications (e.g., predictive maintenance, big data analytics, multi-scale modelling, blockchains). The partners are also promoting cross-KIC collaboration, with special emphasis to Climate KIC, EIT Digital, InnoEnergy and the new upcoming wave of new KICs (Urban Mobility and Advanced Manufacturing), both in educational programs as well as for impactful upscaling projects.

The above-mentioned objective will be pursued implementing the following activities:

1. **Partners management:**
   the Innovation Hub will contribute to reinforce the role of the EIT RM as a service organisation. A Key Account Manager (the Innovation Hub Director, supported by the Team Assistant) will be the reference point to all partners for transversal issues of the KIC. Partners as well as other industries in the ecosystem will be approached to initiate co-creation activities according to the formats already developed by the KIC in the past years (e.g., Hackathon in collaboration with industries). At least 1 cross-CLC workshop will be organised. Partners will be periodically contacted to understand their interests and needs in terms of events contents: during 2019 five events will be organised by the hub, covering e.g., mining in Spain, additive manufacturing and graphene. Two partner’s events will be organised, focusing on success stories, projects achievement and networking among partners and between start-ups and industries.

2. **Portfolio management:**
   a balanced portfolio of Southern-hub-led KAVAs will be built and on-going KAVAs will be properly coached to increase the chance of success. The staff will be involved in the Project Officer monitoring and support role for 35 KAVAs (15 upscaling projects, 1 Master, 1 PhD programme, 1 Internationalisation, 3 RIS, 5 Lifelong Learning, 4 Wide-Society-Learning and 4 Networks of Infrastructures). A Proposers’ Day will be organised to liaise coordinators with the EIT RM staff. We will aim to boost the education tools developed by CLCS partners-led KAVAs (e.g. 4L-Alloys, RM@Schools, EURO-RM, BREAK-IT, SETI) in an attempt to create bridges between compartments: schools, universities, business.

3. **Business creation and entrepreneurship:**
   we will integrate past experience with Business Idea Competition and pilot Accelerator to simplify the offer for new businesses and start-ups (multi-phase Accelerator Programme). At least 4 new start-ups will be recruited in the portfolio and at least 1 start up will be integrated in Upscaling projects. A coaching/networking event for start-ups will be organised in 2019.

4. **Outreach:**
   we will further increase the awareness about the EIT RM among mining companies in Spain through a dedicated workshop. Contacts with local funding agencies (e.g., CDTI) and with ministries (Ministry of
research and of Economic Development in Italy) will be continued. A joint workshop with the Graphene Flagship will be carried out. Regional outreach activities will also be undertaken to promote the KIC in regions where the KIC partnership is less present (e.g. south of Italy and south of Spain).

5. Cross-KIC activities:
cooperation with Climate KIC and EIT Digital’s nodes in Italy will be continued with the aim of approaching the Ministry of Research and Education. Also cooperation with InnoEnergy in Spain will be promoted, with the aim of jointly collaborate on start-up-related activities.

Western CLC
The western CLC ecosystem provides excellence in the recycling of complex end-of-life products and urban mining, the recovery of valuable raw materials from industrial residues and landfill mining; substitution of critical raw materials exploration and mining in challenging environments (incl. sea floor) and materials processing. The CLC West strategy is oriented towards bringing together primary and secondary resources, closing material loops and substitution, exploring and defining zero-waste scenarios, and effectively contributing to the creation and implementation of circular economy business models for both industries and cities.

Specific strategic objective:
In 2018, the Western CLC team and Steering Committee have put a lot of effort into defining a high-level innovation strategy, as summarized in the picture below. In 2019, the Western CLC will continue implementing the various thematic pillars:
Digitalisation in processing, recycling, circular economy (broadening), Mining in challenging environments (broadening), Underwater and deep-sea mining, processing of marine resources, Materials for e-mobility (deepening), Batteries and composites, Circular economy (deepening), Inner circles, design, business concepts and models, Urban mining and critical raw materials (deepening), Sensor technologies and characterization, New business concepts, Valorisation of industrial residues (deepening) and Production of construction materials with recycled minerals.

The above-mentioned objectives will be pursued by reinforcing the following activities:

**Western CLC team activities:** After a renewal of 60% of the staff by end of 2018, the team will further develop their experience and activities by increasing the cooperation between team members, maintain and continuously improve the close cooperation with the network of partners, and increase visibility by developing communication particularly with private and public actors in the financing innovation sector and actors in the defined thematic fields.

**Partner management:** The CLCW team will contribute to reinforce the visibility and impact of EIT RM by strengthening the network. Having an important community of partners from the education sector, there will be a particular focus on communicating and developing the partnership with industrial partners in the region that can play a key role in the development of strategic projects in line with the Lighthouses and
WCLC strategy. It will increase the (cross-CLC) cooperation with partners from other regions to develop a wider community spirit and consequently setup wider projects. The CLCW team will continue supporting the Steering Committee by improving the information exchange and point of views between its regional partners and EIT RM bodies. This will be done by strengthening the use of the InfoCenter and other collaboration tools developed by EIT RM bodies. It will also reinforce and develop the communication with new partners, particularly considering the increased number of project partners from 2018 onwards.

**Portfolio management:** The project portfolio of running projects for 2019 consists of 40 running projects composed of Education projects (60%) and Upscaling projects (38%). We will organize the 2 forecasted reviews for all of them and have continuous contact with and provide support to project stakeholders. As a series of projects will be finishing in 2019, the team (based on the EIT RM strategy on project off-boarding) will help successful projects to further exploit their results particularly by bridging with business development opportunities or further internal exploitation, as well as bridging the job demand and offer developed in education programmes.

**Business creation and entrepreneurship:** The CLCW will integrate past experience with the Business Idea Competition, booster funding and pilot Accelerator to simplify the offer for new businesses and start-ups (multi-phase Accelerator Programme). A coaching/networking event for start-ups will be organised in 2019.

**Co-Creation:** Based on the experience from projects and activities set up in cooperation with particular partners. The CLCW will develop approaches to better understand and analyse partner needs in order to meet their technology demands, develop the partnership, meet human resources needs or further develop entrepreneurship initiatives to support future competitiveness in the raw materials sector.

### D.7 Cross-KIC (5.1.1 - 5.6.1 of Annex 1. 2019 budget: 0.70M EUR)

In 2019, EIT RawMaterials is actively involved in 6 out of 7 cross-KIC activities and will leverage its expertise to increase synergies between the KICs. Beside the running activities in BP2018, 2019 will include the new following Kavas:

1. Cross-KIC CLC Consolidation (leader – Climate, total budget XX M EUR)
2. Cross-KIC Common Outreach (leader – Climate, total budget XX M EUR)
3. EIT House in Brussels (leader – Digital, total budget 0.XX M EUR)

1. Cross-KIC CLC consolidation:

Building on the success of the EIT House co-locating the EIT community in Brussels, the EIT Working Group (WG) on Cross-KIC CLC Consolidation has in 2018 explored the feasibility of establishing similar shared arrangements in other European cities where more than two KICs currently have individual offices. It is
anticipated that Cross-KIC CLC Consolidation will take place in a phased manner in 2019, with individual KICs joining at times appropriate to their strategic needs and contractual constraints (e.g. remaining duration of current lease).

EIT RawMaterials is planning to open a satellite office in Stockholm, and is in discussion with EIT InnoEnergy. Consolidation between EIT InnoEnergy and EIT RawMaterials will take place in 2019.

2. Cross-KIC Common outreach:

Has the mission to explore the added value and feasibility of establishing a permanent presence in the US, Israel & China. EIT RawMaterials will focus on the China activities.

3. EIT House:

Will facilitate the operation of the EIT House in Brussels as a Cross-KIC Activity. The EIT House is established to increase the visibility of the EIT and its KICs in Brussels and provides temporary co-working, meeting and exhibition space in Brussels.

The Cross-KIC Learning & Education Initiative in 2019 consists of two separate KAVAs, Cross-KIC Human Capital and Cross-KIC EU Skills for the Future. EIT RM participates is a participant in the Cross-KIC Human Capital KAVA (led by InnoEnergy) and the lead for the Cross-KIC EU Skills for the Future KAVA.

4. Cross-KIC Human Capital

The main aims in 2019 are:
(1) Continue to build on results of 2017 & 2018 and scale a number of initiatives.
(2) Create common delivery mechanisms, content, processes and (education) technology. Ensure that educational material developed in the KICs become available through common delivery mechanisms and are accessible for re-use through common “repositories” (online) that are linked together through appropriate standards.
(3) Start the implementation of actions of the Digital Education Action Plan, with specific emphasize upon awareness of the European citizens.

EIT RawMaterials is involved in the following three work packages: WP1: EIT EDU Teachers Conference, WP2: Common Cross-KIC Course working and development methods, WP7: DEAP-2 EU-Wide Digital Education Hackathon

5. Cross-KIC EU Skills for the Future

EIT RM is the lead on this, the two participating KICs are: EIT Food and EIT Climate. The aim of this Cross-KIC KAVA is to expand the EIT concept to a wider range of citizens and engage with a segment of society who so far has not been a priority for most of the KICs, namely school children age group 16-19 years, i.e. the future game changers. This Cross-KIC Educational Activity consists of four parts in three countries (one country per KIC):
- One-day “Idea Camps” for secondary school pupils involving the KICs’ industry partners and alumni where the pupils are set real-business challenges by the industry partners. The teenagers work in groups and produce c. 5 business solutions per country.
- One-day “Public Science Communication” training for school pupils run by science journalists and/or actors and KIC partners from university and research
- A c. 6 months secondary school entrepreneurship programmes together with KICs’ industry partners as mentors leading to student-run mini-companies
- A final competition on the second day of Cross-KIC Human Capital Teacher Conference in Brussels where the 15 teams (i.e. the 15 business ideas resulting from the three idea camps) compete in front of a jury consisting of KICs partners, alumni.

2. Cross-KIC EIT RIS:

The project plan for 2019 aims to build on the foundations established by the 2018 - the program has proven to be an effective x-KIC initiative with numerous synergies in place. Given the past success of the x-KIC Business Ideas Competition in EIT RIS, the participating KICs (Raw Materials, Food, and Health) would like to extend the scope of the program by doubling the number of Boot camps and enhance the content covered to better prepare participating idea holders to enter KIC-specific start-up support funnels. This latter activity will be done in cooperation with InnoEnergy and their Primer program. Effectively Primer, an industry-agnostic entrepreneurial training program run by KIC hubs will serve as the second stage of the x-KIC program, bringing business ideas out of the 2-day Boot camp closer to commercialized products.

D.7 Other (6.1.1-6.1.3 of Annex 1. 2019 budget: 2.01M EUR)

Making very careful use of the category, EIT RawMaterials welcomes the inclusion of the “Other” area in the Business Plan for activities that are directly linked to the achievement of EIT’ KPIs and targets. In this purpose, EIT RawMaterials has created a structure to include: all activities related to all innovation activities that will lead to a successful portfolio product of KAVA 6. It consists of the 1) Brokerage event; 2) Proposal days; 3) Partner information days; 4) Evaluations.

Finally, based on feedback received during the BP2017 resolution meeting, EIT RawMaterials has put into place and will further develop a plan to monitor the progress of the Business Plan implementation. This includes strengthening the Operations team and the centralization of some of the project management activities starting 2019, to leverage on centralized expertise and obtain an improved and consistent quality. To ensure that projects are running as planned to provide the maximum impact, and to address any challenges or problems that may arise, EIT RawMaterials will hold two (potentially more) official project reviews in a year, besides the regular reviews that are part of the running operations of each Kava.