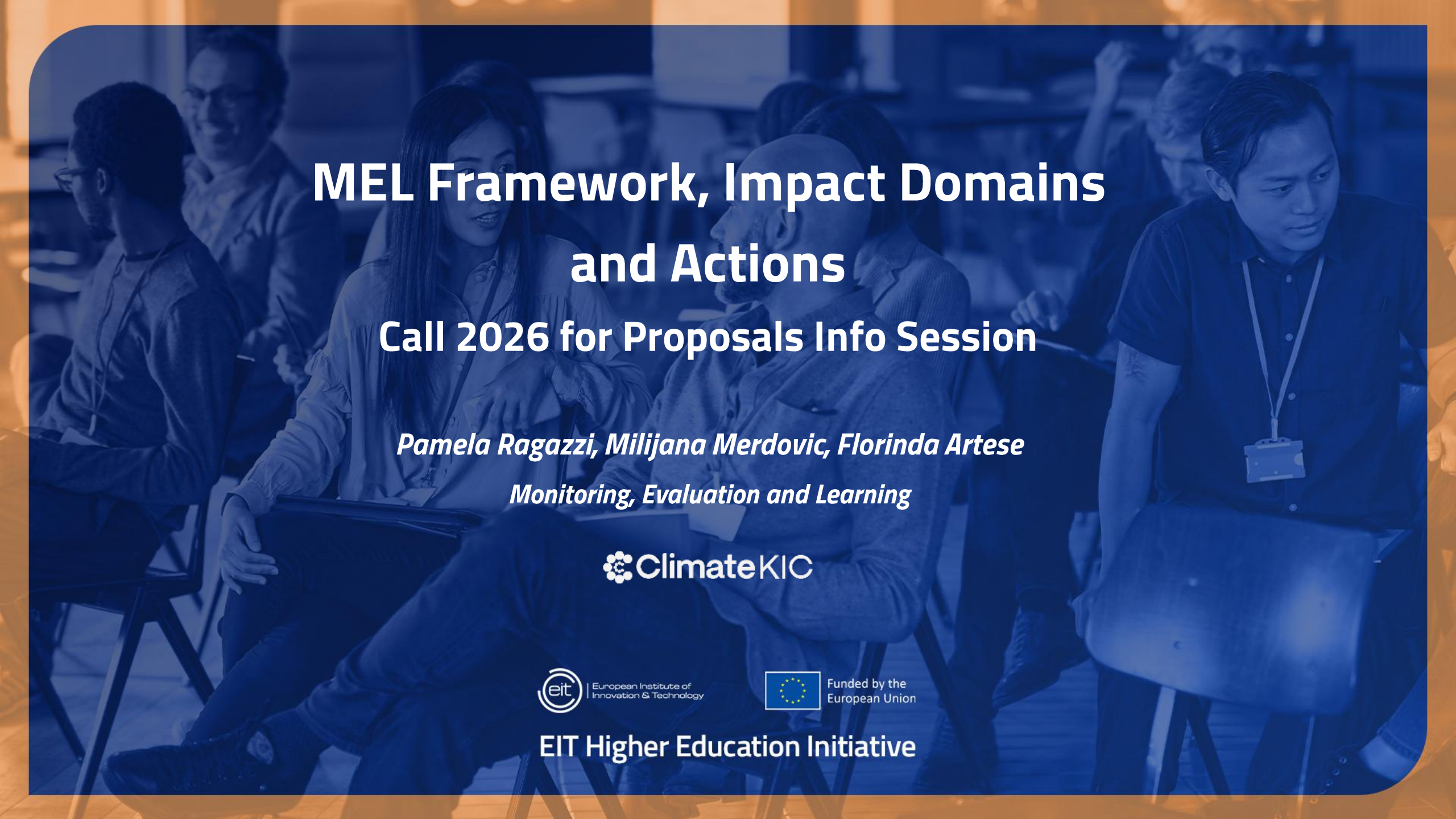


MEL Framework, Impact Domains and Actions

Call 2026 for Proposals Info Session

Pamela Ragazzi, Milijana Merdovic, Florinda Artese

Monitoring, Evaluation and Learning

ClimateKIC

European Institute of Innovation & Technology

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EIT Higher Education Initiative

Call 2026 Info Sessions

04/11/2026	*3 pm CET: Overview of EIT HEI Call for Proposals 2026*
06/11/2026	*3 pm CET: Introduction to HEInnovate*
11/11/2026	3 pm CET: MEL Framework & the Impact Domains and Actions
13/11/2026	3 pm CET: KPI Expectations
17/11/2026	3 pm CET: Application and Budget Planning
23/11/2026	10 am CET: EIT KIC Discovery DAY
03/12/2026	3 pm CET: Open Q&A

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Goals of the session

This info session will:

- Share some **examples** for building your IVAP, from Most Significant Change Story Videos from previous cohorts
- **Trigger questions** to raise internally to your consortium and your respective institutions on **the change** you want to provoke through the EIT HEI project
- Look at the **wider picture** of the EIT HEI and its long-term vision and goals

This session will not:

- Explain HEInnovate (please see the recordings of the session held on 6 November)
- Discuss KPI expectations (please attend the dedicated info session on 13 November)
- Discuss reporting, forms, timelines and other operational details, which will be shared in due time with awarded projects

Today's Session

- Introduction
- Impact Domains and HEInnovate dimensions
- Actions and examples
- Theory of Change, VMSC stories and Sensemaking
- Planned activities
- Additional resources
- Q&A

Do you have a question during the presentation?

- **Please use the Q&A**
- **Questions will be picked at the end of the presentation**

Who are we?



Pamela Ragazzi

Learning Programmes Orchestrator / HEI Evaluation Committee Member

Climate KIC



Milijana Merdovic

Senior MEL Manager

Climate KIC



Florinda Artese

Data Collection & Management Officer

Climate KIC

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KICs involved in the **EIT Higher Education Initiative**

EIT RawMaterials – Connecting matters

Develop raw materials into a major strength for Europe

28 DGTL

Drive Europe's digital transformation

ClimateKIC

Accelerating the transition to a zero-carbon economy

EIT Food

Accelerating agrifood innovation in Europe

EIT UrbanMobility

Smart, green & integrated transport

EIT Health

Healthier lives for EU Citizens

EIT Culture & Creativity

Unite Europe's creatives

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01

DOMAINS AND ACTIONS



Domains


1
Fostering leadership support and institutional change
2
Strengthening partnerships and networks
3
Supporting innovation and business generation
4
Enhancing innovation and entrepreneurship education
5
Sharing knowledge and success

8 ACTIONS SUPPORTED

selected by consortia, with the following criteria:

4 ACTIONS



Domains 1 – 4

1 Action per Domain.

2 ACTIONS



Selected from **Domains 1 – 4**, according to consortia needs.

2 ACTION



Mandatory from Domain 5

Knowledge Sharing & Success

8 actions, selected to match your institution's own needs - not a checklist to cover everything.

(Section 2.4.2 of the Call text, p.15)



FROM HEInnovate TO 8 FUNDED ACTIONS

- Complete your HEInnovate self-assessment
- Identify your institution's needs and priorities
- Select your 8 Funded Actions from the 5 Domains based on your needs

*HEInnovate looks at **your institution/s** - where it stands today.*
*The Domains and Actions are how you turn that picture into a **project**.*

Every Domain Maps to a HEInnovate Dimension

Domain 1	Fostering leadership support and institutional change	(1) Leadership and governance (2) Organisational capacity, people, resources and digital capability
Domain 2	Strengthening partnerships and networks	(5) Entrepreneurial ecosystems and networks
Domain 3	Supporting innovation and business generation	(4) Preparing and supporting entrepreneurs
Domain 4	Enhancing innovation and entrepreneurship education	(3) Entrepreneurial teaching and learning
Domain 5	Sharing knowledge and success (including MEL)	(8) Impact of the Entrepreneurial HEI

Cross-cutting: HEInnovate dimension (7), the Internationalised Institution, applies across all five domains, not just one.

Domain 1: Fostering leadership support and institutional change

Actions:

- Secure and maintain institutional engagement for the implementation of the IVAP, especially among HEI leadership and its strategy
- Enhance the scale and scope of student engagement activities, including improving student support offices to advise on entrepreneurship and innovation.
- Develop inter- and multi-disciplinary support, incentive and collaboration structures (including digital infrastructure) to foster innovation.

Illustrative activities

Leadership steering groups, institutional roadmaps.

Student innovation programmes, co-working spaces, innovation hubs and virtual al hubs,

Cross-consortium innovation labs; shared facilities; digital platforms; virtual innovation forums; technology transfer offices (TTOs).

See more illustrative activities on pag. 6 of the Project Design and Implementation Guide

Domain 2: Strengthening partnerships and networks

Actions:

- Establish new collaborations and enhance the nature, content and types of collaborations with external partners, including businesses, research organisations, governmental bodies, NGOs and other societal partners.
- Build partnering capacities among staff and facilitate networking and connections with partners.

Illustrative activities

Industry-HEI projects, collaboration agreements.

Partner mapping, networking, brokerage.

See more illustrative activities on pag. 6 of the Project Design and Implementation Guide

Domain 3: Supporting innovation and business generation

Actions:

- Develop and utilise structures and conditions for people to create or develop their businesses and start-ups, and to transfer technology.
- Create structures and conditions for innovation-driven research.

Illustrative activities and examples

Incubation, mentoring, funding support.

Innovation scouting, proof-of-concept funding

See more illustrative activities on pag. 6 of the Project Design and Implementation Guide

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Domain 4: Enhancing innovation and entrepreneurship education

Actions:

- Develop or improve the innovation and entrepreneurial curricula.
- Develop innovation and entrepreneurial training programs and mentoring schemes for staff and students.
- Organise internships in businesses.
- Provide up-skilling opportunities to businesses, especially SMEs.
- Assessment of teaching and learning practices.

Illustrative activities

Curriculum development, challenge-based learning.

Training, mentoring schemes, MOOCs.

Industry placements, work-based learning.

Tailored training and workshops.

Teaching quality reviews, assessment.

See more illustrative activities on pag. 6 of the Project Design and Implementation Guide

Domain 5: Sharing knowledge and success

Actions:

- Collect and share success stories and lessons with others.
- Engage in joint activities with other EIT HEI project partners via the EIT HEI Community.

Illustrative activities and examples

Case studies, knowledge-sharing platforms.

Peer-learning, joint KIC activities.

See more illustrative activities on pag. 6 of the Project Design and Implementation Guide

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02

THEORY OF CHANGE
FROM SEEDS TO SIGNIFICANCE



THEORY OF CHANGE

Inputs

- **EIT funding**
- **EIT innovation ecosystem**
- **KIC expertise and coaching**

Domains Impact Pathways

- Fostering leadership support and institutional change
- Strengthening partnerships and networks
- Supporting innovation and business generation
- Enhancing innovation and entrepreneurship education
- Sharing knowledge and success (including MEL)

Outputs

- Institutional engagement, improving student support offices, infrastructures developments
- Establish collaboration with external partners, build partnering capacities, facilitate networking
- Develop conditions for business development, conditions, technology transfer, innovation-driven research
- Entrepreneurial curricula, training and mentoring, internships in business, assessments
- EIT HEI community, share success stories, lessons learnt and best practices

SIGNS OF CHANGE

Outcomes

- Strengthened capacity for innovation and entrepreneurship within HEIs and partners
- HEIs recognized as key players in transforming society
- More integrated and supportive ecosystem for HEI-based innovation and entrepreneurship

Systemic Impact

- **By 2027, more inclusive and well integrated HEIs start bringing solutions to the market**
- **By 2030, contribute to the realisation of a carbon-neutral, digital, circular and inclusive society**

Engage HEI leaders	**HEI leaders actively support**
Build and foster Community	**Active and growing Community**
Communicate and raise awareness	**HEIs recognized as drivers of societal transformation**

amplifies

Narrative with Numbers

MSC Methodology: Collect and analyse personal accounts of change and equips teams to identify, capture, analyse and use narratives for learning and amplification.

Learning conversations to understand and showcase impact.

Describe your activities and expected results as signs of change (behavioural, relational, institutional) and impact - not just KPI targets.

Optional resources:
Understanding Change: From Signs to Impact course



Most Significant Change Video - EUAcceL (Cohort 1)
Pavlina Vujovic
Project Coordinator of EUAcceL
Head of Internationalisation at the Strascheg Center for Entrepreneurship, Munich

Sensemaking for Impact



Sensemaking (Cohort 2)
Maja Brkljacic
Project Coordinator of SMART4FUTURE
Head of the research institute Algebra LAB at Algebra University, Zagreb

Why Sensemaking?

Data alone ≠ understanding. We need observation, interpretation and reflection to connect project experiences with Initiative-wide learning.

Three Key Questions:

- What? – What is happening?
- So What? – Why does it matter?
- Now What? – What should we do next?

Sensemaking Gathering:

A space for projects and EIT HEI team to pause, reflect, learn collaboratively and plan strategically.

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03

PLANNED EIT HEI COHORT 6 ACTIVITIES



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What	Format	Who	Q3 27	Q4 27	Q1 28	Q2 28	Q3 28
IVAP Workshop	In-person · 2.5 days	Min. 4 reps per project					
System Innovation Training	Online (~10 days, async) + in-person workshop	Consortium; ≤2 reps per project in-person					
Diversity, Equity & Inclusion training	Online · ~15 h	Entire consortium					
Co-creation Workshop Series	2 half-day online workshops	Entire consortium					
KIC Discovery Days	2 half-day online events	Entire consortium					
Preparing for Investment with Creative Innovation	5 online sessions · 1.5 h each	Entire consortium					
Cohort 6 Sensemaking	In-person · 2.5 days	2 reps per project					
EIT HEI Community events	In-person · 1 of up to 3 per year	Wider Community			annual		
Community webinars & thematic activities	Online · IPR, partnerships, pipelines…	Wider Community			ongoing		

In-person Online Ongoing / recurring

(Section 3.5 of the Call text, p.25)



04

ADDITIONAL RESOURCES

Video Most Significant Change Stories

Cohort 1

EUACCEL

Transforming Innovation in Europe: Start For Future Launches European Cooperative Society

Munich, Germany

CLOUDEARTHI

Better Together!

Alicante, Spain

Cohort 2

ILCA

Climate Innovation Mind-set and Strategy Strengthened Among HEIs

Sofia, Bulgaria

IDEATION

Transforming Education: The Journey of IDEA-Up International Open Innovation Training

Wrocław, Poland

HEInnovaSport

Institutional Engagement for Innovation and Entrepreneurial Capacity Established

Oslo, Norway

Cohort 3

Deep INVENTHEI

Transforming Ideas into Ventures: The Impact of the Conception X Program

Porto, Portugal

ABCD

Collaborative Innovation: Universities, Entrepreneurial Support Organizations, and Startups Unite for Lasting Impact

Skopje, Macedonia

Cohort 4

BIKE-HEI

Working Together Makes Changes That Have Real Impact

Alicante, Spain

SPORT-IE

Coming Together, Moving Forward

Oslo, Norway

**Click on the box to open the video*

Sensemaking Videos

Cohort 1

BOLOGNA – Nov 2022



Cohort 2

BOLOGNA – Oct 2023



Cohort 3

BOLOGNA – May 2024



Cohort 4

VALENCIA – Oct 2026

Coming Soon!

**Click on the photo to open the video*

Closing Remarks

With this session we wanted to :

- Translate into practical understanding the Monitoring, Evaluation and Learning (MEL) approach behind the EIT Higher Education Initiative as a framework for planning effective social change.

- Help you to reflect on the long-term objectives that your project aims to achieve, how it can align with the EIT HEI Theory of Change and plan sustainable change beyond the funding period from the beginning.

- We went through supported Domains & Actions, translating them into practical understanding through the experience of previous projects.

- We showed you some MSC stories from the ground.

Questions



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Call 2026 Info Sessions

UPCOMING EVENTS | Online Event

Overview of EIT HEI Call for Proposals 2026 (Call 2026 Info...

4 November 2026, 15:00-16:30 CET

Register

UPCOMING EVENTS | Online Event

Introduction to HEInnovate (Call 2026 Info Sessions)

6 November 2026, 15:00-16:30 CET

Register

UPCOMING EVENTS | Online Event

Application and Budget Planning (Call 2026 Info Sessions)

17 November 2026, 15:00-16:30 CET

Register

UPCOMING EVENTS | Online Event

EIT KIC Discvery Day (Call 2026 Info Sessions)

23 November 2026, 10:00-12:15 CET

Register

UPCOMING EVENTS | Online Event

MEL Framework and the Impact Domains and Actions (Call 2026 In...

11 November 2026, 15:00-16:30 CET

Register

UPCOMING EVENTS | Online Event

KPI Expectations (Call 2026 Info Sessions)

13 November 2026, 15:00-16:30 CET

Register

UPCOMING EVENTS | Online Event

Open Q&A (Call 2026 Info Sessions)

3 December 2026, 15:00-16:30 CET

Register

Register on the Call 2026 page NOW!

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Thank you!

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