

Call for Proposals for Activities to be executed in 2020

Guidelines

V1.0 2018-12-18

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1 Introduction

1.1 Context

EIT Food is putting Europe at the centre of a global transformation in how food is innovated, produced and valued by society. With a strong, trusted and growing partnership and an engaged multi-stakeholder community, we are creating a new kind of food system that is innovative, resilient and sustainable. Our approach puts the needs, concerns and ideas of consumers at the heart of what we do to drive a more resource-efficient, secure, trusted and transparent food system. We achieve this by going beyond the integration of the **Knowledge Triangle of Education, Business Creation and Innovation** by including **Communication as an equal, fourth functional area** to implement our Strategic Agenda until 2024 and beyond.

EIT Food has defined **six Strategic Objectives** to create impact using a carefully selected portfolio of activities (please refer to EIT Food's **Strategic Agenda 2018-2024** for more details and inspiration¹):

- Overcome low consumer trust,
- Create consumer-valued food for healthier nutrition,
- Connectivity and transparency – build a consumer-centric connected system,
- Enhanced sustainability through resource stewardship,
- Educate to engage, innovate and advance,
- Catalyse and support food entrepreneurship.

Meeting these Strategic Objectives will require combining aspects of innovation, education, business creation, and communication in an integrated fashion. **Activities** (for specific terminology see the glossary in section 8) along these lines will be the focus of EIT Food. Proposals for these are solicited through a call process open to all members of EIT Food. **This document describes the goals and process of the call**, as well as an outline of how a convincing and integrated portfolio of Activities will be selected. The chosen Activities will start in 2020.

1.2 Key changes from the 2019 Call for Proposals

This section outlines the key changes from the **Call for Proposals (CfP) for the 2019 Business Plan**, and explains briefly why these changes are introduced.

- The Call process is based on a **single stage to maximise time available to produce high quality proposals**. The key driver for this is the very condensed timeline required for a two-stage process (as experienced in the CfP for the 2019 Business Plan), leaving little time for proposers to articulate their ideas and for reviewers to provide detailed reviews.
- The process includes an **'Intention to Submit'** step, to enable the EIT Food team to tailor review panels and to structure general guidance, both for idea development (e.g. how to align with SOs, impact, market need) and proposal development (how to create budgets, tasks outputs, deliverables, KPIs). *It is important to note that there will be no review of projects or feedback given at the Intention to Submit step.*
- The Call process includes **clear expectations to demonstrate impact on EIT Food's strategic Objectives, societal/market need and route to market/implementation** to enhance the overall quality of proposals.
- The Call for Proposals for the Innovation functional area is structured according to the Strategic Objectives and no longer by Innovation Segments. This approach creates clear priority areas to accelerate the route to achieve EIT Food's ambition as articulated in the Strategic Agenda and responds to partner requests for guidance while leaving open the possibility to submit other ideas.

¹ The Food Connects proposal, the original bid book for EIT Food, may provide additional inspiration.

- EIT Food will enlarge the pool of reviewers to meet the anticipated demand for reviews. The review process will be expanded through the **introduction of pitches for proposals** to improve the evaluation process. More details about the pitches is provided in section 4.
- Publication of **evaluation criteria** to improve the transparency of the review process: feedback will be provided by the reviewers in a standardised template, and will include both aggregate scores based on the criteria and written comments.
- Introduction of a **formal redress mechanism** to enhance the robustness of the review process; the precise terms of this mechanism will be defined in Spring 2019.
- Introduction of a **Call for Contributors** to join in-flight strategic infrastructure Activities such as the Accelerator and Incubator networks and FoodUnfolded™ to increase the reach and step up impact. More details are provided in sections 2 and 6.

DISCLAIMER

These guidelines might be subject to further development and modifications depending on EIT instructions that will be made available to EIT Food in April. Partners are encouraged to check regularly the EIT Food Plaza for the latest version of the guidelines.

2 Thematic areas and principles

In general, Activity proposals are solicited in the areas of:

- Grand Challenge, Strategic Objective 1 (Overcome low consumer trust & enhance transparency), as defined in the Call for Proposals for the 2019 Business Plan,
- Innovation,
- Education,
- Business Creation,
- Communication.

Next to this general call for activity proposals, EIT Food introduces the concept of a **Call for Contributors to 'Infrastructure Projects'**. Infrastructure Projects are Activities that are strategically important as defined in the Food Connects proposal, and/or that build key infrastructure to achieve EIT Food's Strategic Objectives. Examples are the Accelerator and Incubator Networks, FoodUnfolded™², and the Master in Food Systems programme. The consortia delivering these projects involve partners, and the Call for Contributors aims to widen these consortia to increase the reach of the Activity. More detail can be found in section 2.4 and in Section 6.

2.1 Scope of proposals

Proposals need to be aligned with EIT Food's overall vision, mission, and set of KPIs. They must contribute to **one of the Strategic Objectives** of EIT Food as primary objective to achieve impact; they may specify impact on a secondary Strategic Objective if appropriate. E.g. a project on Strategic Objective 4 could also have an impact on Strategic Objective 5 if an educational aspect is planned.

The Activity proposal must articulate **market need, output and impact**, and demonstrate a realistic prospect for market and/or societal success of the proposal including the **competitive landscape**. The proposal must also include a roadmap for implementation of the results, **milestones with measurable go/no-go criteria**, expected risks and a dissemination plan. All Activities are expected to have a mechanism in place to ensure impact can be sustained beyond the duration of the project itself – this can be financial and/or societal in nature.

In principle, the duration of Activities is **one year**, corresponding with the EIT Grant Cycle. However, it is clear that **Infrastructure, Grand Challenge, Communication** and a number of **Innovation and Education Activities** require a longer timeframe to achieve impacts. If an Activity runs for more than one year, a

² Formerly MyFoodPortal

new proposal needs to be submitted for every year – the reason is that the EIT Regulation mandates an annual cycle and, for now, does not allow for multi-annual business plans. Further guidance for these follow-up proposals is given in section 7.3.

Each Activity is expected to make use of so-called **KIC Complementary Activities** (KCAs, see Glossary in section 8). These are projects that partners of the consortium were, or still are, involved in. KCAs are for instance previous company internal development programmes or projects funded by non-EIT sources (e.g. other EU or nationally funded research projects). They have produced results which will be built upon and enhanced to achieve the specific activity objectives that then will contribute to at least one of the strategic goals of EIT. This part of the proposed Activity is the **KIC Added Value Activity** (KAVA, see Glossary) that will be fully or partially funded by EIT. The KCAs chosen have to have a clearly defined innovation and valorisation potential and need to be in line with the work planned in the submitted proposal.

2.2 Organisation of activities

Each Activity of EIT Food is **executed by a consortium of partners of EIT Food**, from both academia/ research institutes and industry, representing different areas of the food system, and include at least three members representing a minimum of two different CLCs. Each partner is expected to play a key role in the consortium towards achieving the defined objectives. Consortia of more than five partners are discouraged, except for proposals in the context of the **Grand Challenges** or when there is a well-defined rationale (e.g. multiple universities linking up for a combined trans-European Master programme, or in multi-year projects where different partners play a role in the second year).

One partner organisation needs to take the lead partner role. The Activity Leader of the Activity will be an employee of this partner. **The Activity Leader is responsible for the project management, and to ensure all outputs, deliverables, impact and financial requirements are achieved and reported.** Due to the amount of work this role represents, SMEs and start-ups are discouraged to take this role in Activities.

Those start-ups which are members of the **RisingFoodStars** may participate as so-called "linked third parties" through their membership of the RisingFoodStars association, which is a full partner of EIT Food.

If you want to involve **EIT Food network partners** in one of your activities, please get in contact with the CLC Director responsible for the region where the network partner is located to discuss contacting relevant organisations. Contact details for all CLCs are given in section 7.1.

2.3 Impact

Any EIT Food Activity must have:

- A **robust and sizeable contribution** towards achieving the ambition of EIT Food's Ecosystem for each Strategic Objectives as defined in the Strategic Agenda,
- A focus on challenges which require the **collaboration of multiple partners**, and which cannot be solved in a classical bilateral approach, with a **strong partner commitment** and a European dimension involving multiple countries and partners to drive a change in innovation culture,
- A definition of the **added value and business/societal impact** traced with quantifiable changes in societal trends and EIT Food KPIs, e.g. creating a new start-up, product or service, achieving specific consumer engagement targets, delivering a number of upskilled students (see section 7.4 for the full list of KPIs),
- An **innovative approach**, demonstrating that methodologies, technologies, and/or processes applied or to be developed go beyond current state-of-the-art,
- Preference will be given to **proposals which integrate aspects of two or more of the functional areas** (innovation, education, communication and business creation).

Further details on the programmes and the strategic focus of the Activity Areas are given in section 6 below.

2.4 Call for Contributors to Infrastructure Activities

Since the start of 2018, EIT Food has convened and/or led a number of Activities that did not emerge from the Call for Proposals process. Instead, these ‘non-call’ projects typically stem from the original proposal that led to the creation of EIT Food, where they were defined as being **strategically important and cross-cutting**. For example, some of these Activities build a pipeline of programmes of which there can only be one; others require a broad support from across the EIT Food Partnership to serve all Partners. Therefore they are key to building the **foundation that enables the envisioned ecosystem to function and to deliver impact** for a number of strategic areas.

Typically these **Infrastructure Activities** involve Partners in the organisation and delivery of outputs and impact. In a number of projects EIT Food is leading or coordinating the Activity, in others it only plays a convening role, with one of the Partners taking on the role of Activity Leader.

The **Call for Contributors to Infrastructure Activities** aims to widen the consortia already working on these projects with the aim to expand their reach and to accelerate the delivery of impact. The consortia for the projects that are called for in this document will welcome partners wishing to join them. For each Activity described in sections 6.4 and 6.5 (under the Call for Contributors heading) there is a strategic development plan outlining priority areas to strengthen or expand, and this guides which contributions are specified, what competences are sought (e.g. geographical presence), and what are the criteria for joining an Infrastructure Activity (e.g. co-funding).

To join an Infrastructure Activity, Partners should contact the Activity Leader and/or the relevant Functional Director **before the deadline of 15 March** to indicate their interest and to explore what contributions could be made. Contact details for Functional Directors are given in section 7.1.

3 Proposal steps

For 2019, we have reduced the administrative burden for submissions by introducing a very light first step, followed by the full proposal step. The intent is to allow you to **maximise time available to produce high quality proposals**. The two steps are: an ‘Intention to Submit’ step to register the core idea for an Activity, and the submission of the full proposal. More details about the two steps are provided below. Please note that **ideas that have not been submitted for the ‘Intention to Submit’ step cannot be submitted for the final call**.

3.1 Intention to Submit Step

The **Intention to Submit step (deadline 15 March)** is a light touch mechanism to register basic details about a proposal. The summary information enables the EIT Food team to prepare more tailored panels of reviewers by having an early indication of the number of proposals that will be submitted, and from what technical domains ideas are originating. Furthermore, it enables the provision of generic guidance as relevant to both steps (e.g. how to approach alignment with Strategic Objectives, impact and market need to inform idea development, and how to create and articulate budgets, tasks outputs, deliverables, KPIs during proposal development).

The information requested at the Intention to Submit step is **limited** to title and functional area, Activity Leader and consortium, overall idea, fit with Strategic Objectives, and keywords. **There will be no review of, or feedback (formal nor informal) on, projects at the Intention to Submit step.**

3.2 Full Proposal Step

The full submission template is open from 15 February through to the deadline of 30 April 2019, and **proposers do not have to wait** until the ‘Intention to Submit’ step has been closed to proceed to work on or complete their proposals.

A proposal has to be assigned to **one Strategic Objective and clearly describe its contribution** to it – a secondary Strategic Objective may be identified if appropriate. Furthermore, the proposal should indicate if it is submitted in the context of the regular call or as a ‘Grand Challenge’ activity.

The Activity structure needs to be broken down into tasks (**work packages** in EIT terms – see Glossary) including start and end date, milestones with measurable go/no-go criteria and related cost items. The management of each Activity is a mandatory first task. Further tasks can be defined according to the activity purpose. Multiple partners can collaborate in one task, and the same partner can be active in multiple tasks. Each task has to be assigned to a predefined list of task categories (e.g. project management, technology transfer, courses development, etc).

The **deliverables of the activity** (in effect reporting documents) should describe critical achievements in order to be meaningful. They have to be assigned to at least one of the tasks. It is recommended to have a limited set of meaningful deliverables; a single deliverable can be linked to multiple tasks. Each partner in each task has to specify the costs they will have for that task, broken down into a number of cost categories (such as personnel, travel, equipment depreciation, sub-contracting, etc). The cost categories are those that are used in Horizon 2020 projects, guidance for which is available on Plaza.

In addition to the task and budget breakdown, partner consortia must specify how their Activity will **contribute to the financial sustainability of EIT Food** (e.g. in case the objective is to commercialise a product or process), **or will create positive societal impact**. This can be done by suggesting a specific mechanism to share with EIT Food a fraction of the value generated by the activity, e.g. by revenue sharing, or by describing the societal impact in a quantified terms. **All proposals must demonstrate a dissemination plan including an external communications strategy, as well as a list of risks and associated mitigation measures for the activity**. For more guidance on proposal components such as societal/market need and financial sustainability, please refer to section 7.2.

Please remember, as stated above, that proposals for which the 'Intention to submit' step is not completed within the specified timeframe will not be accepted for evaluation.

4 Review process and evaluation criteria

After submission, **proposals are checked for eligibility** using the following criteria:

- **Completeness:** only proposals that have all fields completed and that have been formally submitted by the **deadline of 23:59 CEST, 30 April 2019** will be considered,
- **Consortium:** only proposals that meet the criteria for consortia as outlined in section 2.2 will be considered.

Eligible proposals are then reviewed by panels of experts, as further explained below.

4.1 The review process

Organisation of the reviews

All proposals will be reviewed by panels of **well-qualified and experienced reviewers**, who have been selected from a pool of reviewers based on criteria for a balance of background (industry, academia, communications, entrepreneurship), and demonstrated expertise in, respectively, food systems, innovation processes, communication, business creation, and/or education, as required for each panel. The reviewers represent different European countries; EIT Food aims for gender diversity in the constitution of panels. Reviewers receive training and guidance about EIT Food, the process, and the expectations for the outcomes of reviews.

Proposals are grouped by Functional Area and then by segment or Strategic Objective before being allocated to a Review Panel. Each Review Panel will consist of 3-4 reviewers, one of whom will act as the Chair. Each proposal will be reviewed first by reviewers working individually, using the evaluation criteria provided in section 4.2; they also write feedback comments reflecting on pertinent aspects of the proposal. The scores of different reviewers are aggregated before the Review Panel meetings in June. (see section 5 for the timeline of the Call process)

During Review Panel meetings, **proposers will be invited to pitch** their proposal to the external reviewers, which also includes a Q&A session (for more details about the pitches see next section). The scores for the pitch will be added to the scores from the individual reviews. The overall aggregate scores

lead to a ranking of proposals, which then will be discussed by the reviewers. This will lead to the Panel giving a recommendation for each proposal based on the scores and the discussion.

Pitches

For this Call for Proposals, EIT Food introduces the concept of a **proposal pitch** to give proposers the opportunity to explain their idea in direct engagement with the Review Panel, and to engage in a discussion about the proposal. More specific guidance about the pitches will be provided after the Call for Proposal has been closed, but it is anticipated that the requirements will include:

- **Pitch duration:** maximum 5 minutes, followed by a 10 minute Q&A session,
- Pitches can be presented either **face-to-face or via a video link**.
- At least one representative of the proposing team will be expected to be available for the pitch, which will be held during the week of **3-7 June 2019**. After the 'Intention to Submit' step has closed, a timetable will be established in dialogue with proposers to ensure attendance.

Portfolio constitution

The results of the expert review will be taken into consideration by the Management Board of EIT Food when making the final decision on which proposals will be selected. The **proposals need to form a well-balanced portfolio matching expected available budget and the strategic expectations** of EIT Food. Preference will be given to **proposals which integrate aspects of two or more of the functional areas** (innovation, education, communication and business creation).

The cumulative requested funding from EIT will determine the number of projects that can be funded. Therefore, proposals will be classified with respect to the likelihood to be included in the final portfolio of activities (classified into A, B, C and X ranks). **All acceptable proposals fitting into the expected budget envelope will be proposed to EIT for funding**. Whether they can be executed will depend on the final budget available to EIT Food:

- Even if the budget is on the lower end of expected funding, **class 'A'** proposals will have a very good chance to be included in the Business Plan,
- If the budget is in the middle of the expected range, most **class 'A' and 'B'** proposals will be included,
- Any further increases in the budget envelope will enable the inclusion of **class 'C'** projects.

After the review

Proposers will be informed about the ranking, the results of the review process, and receive feedback as well as the aggregate scores for their proposal and pitch (where it should be noted that values are of a technical nature only and subject to strategic review). Feedback will be provided in the FEEDBACK tab of your proposals in the submission tool on EIT Food Plaza by 30 June 2019.

For the proposals that will be included in the **Draft Business Plan 2020**, proposers will be given the opportunity to adjust certain aspects to ensure compliance with EIT's requirements.

In order to improve the robustness of the entire review process, EIT Food will introduce a **formal redress mechanism**. Considered good practice for H2020, this provides proposers with the assurance that there is a way to raise a concern that a specific proposal was not evaluated in accordance with the specified criteria. The precise mechanism will be defined in Q1 2019.

The role of the Supervisory Board

EIT Food's Supervisory Board takes an active interest in ensuring that the Call for Proposal process delivers an ambitious, balanced portfolio that makes significant progress towards the **Strategic Agenda 2018-2024**. Acting in an overseeing role, the Supervisory Board is involved in the entire Call for Proposals as follows:

- **Prof Christine Williams is acting as the Supervisory Board Champion** in the Taskforce that is organising the Call process,
- The Supervisory Board was **consulted** during the drafting of the Call for Proposal 2020 process,

- **Independent Supervisory Board members** will be invited to the Review Panels to act as observers to gain a thorough understanding of the rigour of the review process,
- Once the **portfolio has been constituted by the Management Board**, the **Supervisory Board will be consulted about the results** to verify that it is meeting the ambitions for the Business Plan 2020,
- The **Supervisory Board will approve the Draft Business Plan 2020** before it is presented to the Partner Assembly in September 2019,
- It should be noted that the Supervisory Board is not involved in the evaluation and selection of individual project proposals.

4.2 Evaluation criteria

Proposals will be evaluated using the criteria provided in the table below. Scores range from 0 (not provided) to 5 (excellent). Further guidance on these criteria will be provided in Q1 2019, including weightings of different criteria.

Excellence	Impact	Quality and efficiency of implementation
Soundness/credibility of the concept , including demonstration of societal or market need	Ambitions of the proposal and contribution to EIT Food's Strategic Objectives (e.g. scope and scale of market or societal impact)	Coherence and effectiveness of the workplan , including appropriateness of the allocation of budget, tasks and resources
Extent to which the proposed activity has innovation potential, and is beyond the state of the art (e.g. breakthrough, novel concepts and approaches)	Contribution to EIT Core and EIT Food specific KPIs , and demonstration of Knowledge Triangle Integration	Appropriateness of the management structures and procedures , including quality management and risk management
Quality of the proposed solution/offering , including appropriate consideration of inter/multidisciplinary aspects	Extent to which the activity strengthens the competitiveness and growth in the context of the European Food System and global markets	Competences, experience and complementarity of the participating organisations and their commitment to the project
Extent to which planned outcomes are achievable within timeframe and budget	Quality of the proposed measures to exploit and disseminate results , including external communication	Robustness of implementation plan beyond the workplan, scale of impact (e.g. route to market, numbers of citizens benefiting)
Quality of pitch content	Extent to which the Q&A provides clarity on panel questions	Quality of pitch organisation and delivery

5 Key dates

18 Dec 2019	Call for Proposals document published
22,23 Jan 2019	Matchmaking Event, Turin
15 Feb 2019	EIT Food Plaza submission system opens
15 March 24:00 CET	Deadline for 'Intention to Submit' information Deadline for partners to contact Activity Leader of the Infrastructure Activity, or the relevant Functional Director
30 April 2019 23:59 CEST	Deadline for proposals
3-28 May 2019	Expert reviews, proposals reviewed by individual reviewers

3-7 June 2019	Expert review panels: proposal pitches reviewed by reviewer panels
11-28 June 2019	Composition of portfolio, and writing of feedback by EIT Food
30 June	Feedback to proposers
1-17 July 2019	Revisions of projects selected for inclusion in the Draft Business Plan 2020
July, August 2019	Drafting of the Business Plan 2020
September 2019	Approval of Draft Business Plan 2020 by the EIT Food Partner Assembly, and subsequent submission to EIT
November 2019	Preliminary notice of the proposals that will be financed in 2020 by the Management Board
January 2020	EIT approval of Business Plan 2020 (including final project budgets), conclusion of Grant Agreements and start of 2020 Activities

The steps after the approval of the Draft Business Plan 2020 by EIT Food include the review by EIT, feedback in the form of a list of required changes to the draft Business Plan (and therefore also to some of the proposed Activities), the communication by EIT about the final EIT Grant for EIT Food in 2020, and the resubmission of a revised Business Plan meeting the budget and the change requirements of EIT. The final Business Plan forms the basis for the formal agreements EIT Food will sign with the Partners in 2020.

6 Area specific details

6.1 Grand Challenge

Strategic Objective 1: Overcome low consumer trust & enhance transparency

For the 2019 Business Plan, EIT Food introduced the concept of **Grand Challenges**. These are defined as key challenges within the context of each of EIT Food's six Strategic Objectives. Addressing these challenges successfully will be essential to accelerate the transformation of the current food system in Europe (and beyond).

The Grand Challenges were defined during an event on 16 January 2018 by representatives of EIT Food's partners, to develop and provide guidance for what will be the six strategic foci for EIT Food for the coming three years. **It is important to note that Grand Challenges are overarching issues that will be difficult to solve from within any of the functional areas, and taking steps to solving a Grand Challenge requires the mobilisation of the entire Knowledge Triangle.**

As there was no Grand Challenge project awarded for Strategic Objective 1 in the 2019 Business Plan, EIT Food is re-issuing the call. The Grand Challenge is defined below, followed by the requirements for partner consortia to respond to it. Please note that a small adjustment was made to the title to enable a broader scope.

The Grand Challenge

'Can we build business models which create and enhance transparency & other trust factors'

The Challenge: Consumer trust in the food industry is low and directly impacted by food quality scares and stories of poor practices in food production. Consistent and validated transparency in ingredients, food supply chains and business conduct is necessary for building the trust from society and the consumer which the food industry depends upon.

Arguably, transparency in business practice will only be sustainable if business can create value as a result of the higher standards of conduct and information disclosure which increased transparency implies. Assurance or validation measures which might be introduced to demonstrate transparency must have consistent application, wide adoption and low barriers to participation and maintenance.

Motivation: Trust built upon transparency is necessary, not just to satisfy consumer choice, but to create an environment where the food industry is credible in its prevention and response to crises and is also allowed to innovate without suspicion or mistrust.

Impact: Consumers and regulators should feel that commitment to transparency is embedded in business decision making and practices. In the same way in which Corporate Social Responsibility (CSR) measures have become commonplace in boardrooms, demonstration of a pathway to similar culture change and action planning in respect of transparency in food systems would be a powerful symbol of lasting change in the relationship between food industry, consumers and society.

Increased consumer trust in the intentions and practices of industry would also help drive innovation and technical progress in all parts of food systems by increasing consumer confidence in industry's motivations by positive association – demonstrating a commitment to best practice in the fundamental areas which concern consumers could also diminish mistrust in business motivations for addressing longer term challenges.

Responding to the Grand Challenge

By their nature, **Grand Challenges are complex and require an ambitious, scalable response** which will take some time to develop and implement. Therefore, we are seeking proposals for an Activity with a three year duration based on a significant level of funding:

- €1m in 2020,
- Funding in 2021 and 2022 is foreseen to at least match this.

A key requirement is that proposals not only deliver on EIT Core KPIs and / or EIT Food specific KPIs, but more **importantly create significant and measurable impact relevant in the context of Strategic Objective 1** as described in EIT Food's Strategic Agenda. This must be demonstrated by new service(s), technologies, products or methods – ready for implementation during the activity or at the latest after three years or the end of the challenge activity. Given the complexity of the Challenge, we envisage that any proposal would be based on the combination of at least two of the functional areas. Furthermore, a key element for the Grand Challenge activity will be a good understanding of current state of the art and initiatives in flight to ensure the project leverages existing efforts to accelerate impact. Proposers are reminded to write proposals in which activities and developments have a strong consumer involvement in every step.

Project proposals must provide multi-year plans, maximum 3 years, with a roadmap towards implementation of successful activities results with annual go/no-go milestones. The activity plan for Year 1 has to provide the same information as for any other proposal as described in this document. For Years 2 and 3 the activity plan should provide sufficient details to understand the progress and reasoning to achieve the articulated goals and impact. Further guidance for multi-annual projects is given in section 7.3.

It is important to note that EIT Food has a strong preference to support **one activity** per Grand Challenge. In case multiple proposals are received at the 'Intention to Submit' step, the respective Activity Leaders are encouraged to consider merging the proposals. In case of multiple proposals remain in the review phase, please note that only one proposal can be awarded the Grand Challenge funding. The other proposals will not be shifted to the general call for proposals. Strong proposals will be advised to re-submit in the 2021 Call for Proposals in the general call.

6.2 Innovation Activities

As in previous years, EIT Food is looking for Innovation Activities that are focused on **developing technology-based products, processes, services and business models with tangible economic or societal impact**, and that are carried out in an entrepreneurial way of working with an open innovation mindset. We aim to invest in highly motivated and capable teams that run like a venture and are committed to deliver concrete products, processes and services with breakthrough potential and likelihood of reaching the consumer.

In consultation with the partners EIT Food has identified **priority areas** for Innovation for proposals for 2020. These are innovation topics that are critical to create impact on the Strategic Objectives and may

not necessarily be represented by activities of the 2018 and 2019 portfolio. **Next to these priority areas, any excellent proposals creating significant impact on a Strategic Objectives will also be considered.**

Strategic / Structural Changes in Innovation

From Innovation Segments to Strategic Objectives

In 2018 and 2019 the Innovation functional area was organised along the four Innovation Segments 'Fork2Farm', 'EIT Food Assistant', 'Zero Waste Agenda', and 'Web of Food'. The original concept was that the relationship between the Innovation Segments and the Strategic Objectives could be considered as a matrix, where the Segments describe the innovation 'tools' and the link of an activity to the Strategic Objectives and how it delivers on the respective Ambition.

In practice, having analysed our current portfolio of Innovation projects, it is difficult to distinguish clearly between the Innovation Segments and the Strategic Objectives. In an effort to **simplify the portfolio structure** and also to make it easier for proposers to describe the impact of their proposal, the concept of the Innovation Segment will be discontinued. **The portfolio of the Innovation projects will be linked with Strategic Objectives only.**

A principle of **Knowledge Triangle Integration** is that all functional areas (Education, Business Creation, Communication and Innovation) have scope to contribute with their activities to all six Strategic Objectives and that Activities will have elements of the four functional areas incorporated in them.

Most of the Innovation projects have a primary link with the first four of the Strategic Objectives. For more information about the Innovation priorities, please contact the following Programme Managers:

- SO 1 Overcome low Consumer Trust: **Mercedes Groba**, mercedes.groba@eitfood.eu,
- SO 2 Create consumer-valued food for healthier nutrition: **Lorena Savani**, lorena.savani@eitfood.eu,
- SO 3 Connectivity and transparency – build a consumer-centric connected system: **Ilario Ingravallo**, ilario.ingravallo@eitfood.eu,
- SO 4 Enhanced sustainability through resource stewardship: **Kerstin Burseg**, kerstin.burseg@eitfood.eu.

Strategic Objectives 5 'Educate to engage, innovate and advance' and 6 'Catalyse and support food entrepreneurship' have been assigned to all four Innovation Programme Managers as well as Thorsten König, Director of Innovation.

Innovation Priorities for 2020

In 2020 EIT Food will give **priority for excellent proposals which are addressing the identified Innovation Priorities or respective Portfolio Gaps.**

Next to these priority areas, any excellent proposals **creating significant impact on a Strategic Objectives** will also be considered.

The following Innovation Priorities and Portfolio Gaps have been identified in consultation with EIT Food's partners:

Strategic Objective 1: Overcome low consumer trust

Aim: Increase the trust in the food system and the value perception of food.

SO1.1 'Develop citizen participation across the food supply network'

- Innovation Priorities
Providing insights and transparency to the citizens about the food system; engaging with citizens: what are the additional insights they need to trust in the food supply chain.
- Identified Gaps
 - a) Upgrading innovation and consumer co-creation capabilities for SMEs. Early integration of consumer co-creation in the design of the innovation process,
 - b) Conducting studies and consumer involvement activities to understand the nutritional needs and preferences of specific target groups (depending on e.g. working conditions, economic possibilities, geographical location, demography, etc).

Strategic Objective 2: Create consumer-valued food for healthier nutrition

Aim: Contribute to achieving a reduction in both the prevalence and diet-related risk of developing metabolic diseases in Europe.

Please note that this SO has a very broad scope and there is no specific gap identified, however, it is important that EIT Food will continue filling the pipeline with projects supporting SO2.2:

SO2.2 'Superior composition (healthy in, negative out)'

- Innovation Priorities
Develop new technologies, raw materials and solutions to be able to make healthy and tasty products.
- Identified Gaps
Provide food concepts tailored to special target groups (e.g. pregnant woman, elderly, children, special working conditions, etc.) through fortification of relevant micro and macro nutrients.

Strategic Objective 3: Connectivity and transparency – build a consumer-centric connected system

Aim: Increase connectivity and transparency of the food system to provide added value for the consumer and the industry at the same time.

SO3.1 'Fully connected digital supply network'

- Innovation Priorities
Combine digitalisation and new sensor technologies to steer and improve efficiency in the food value chain.
- Identified Gaps
Leverage data from digital & connected systems (e.g. Big Data and advanced analytics, blockchains, IoT) for new product development addressing the needs of consumers and value creation – involving multiple players of the food systems.

SO3.2 'Food system transparency and integrity'

- Innovation Priorities
Transparent real time ingredient/product/meal info that allow consumers to make sustainable & reliable food choices.

Strategic Objective 4: Enhanced sustainability through resource stewardship

Aim: Substantial reduction of environmental impact of the food chain (from producer to consumer) based on a circular bio-economy approach.

SO4.1 'Tackle hotspots in the environmental footprint'

- Innovation Priorities
Technologies and processes allowing a notable reduction in GHG emissions, water and/or energy consumption or water pollution upon food and beverage production.

SO4.2 'Increase market penetrations of ingredients from sustainable, alternative sources'

- Innovation Priorities
 - a) Technologies, processes and the usage of major macro and micro nutrients and energy sources (e.g. carbohydrates) made from alternative, sustainable sources (e.g. plants, residues, algae, wild marine sources, fungi, yeast, insects).
 - b) Technologies to enhance sustainable production of major macro and micro nutrients by means of sustainable agriculture practices (e.g. vertical farming, precision farming, biofortification, sustainable intensification).
- Identified Gaps
Technologies to enhance sustainable production of major macro and micro nutrients by means of sustainable agriculture practices (e.g. vertical farming, precision farming, biofortification, sustainable intensification).

Key considerations for projects which require ethics approval and/or potential submission to EFSA for Health Claims

Where a proposal contains the recruitment and/or evaluation of human volunteers, e.g. collection of biological samples, personal data, medical interventions, interviews, observations, evaluation of devices, tracking or the secondary use of information provided for other purposes (e.g. other research projects, officially collected information, social media sites), it is required to include a statement in the submission document confirming that the H2020 Programme Guidance – ‘How to complete your ethics self-assessment’³ has been read and that the guidance with respect to completion of procedures for ethics approval in your local region will be followed.

In addition, if the proposal involves the testing of foods, food components, diets for the purposes of evaluating their effects on human health with the known intention to submit any positive findings for evaluation of an EFSA Health claim, the proposal will be evaluated by a group of specially selected experts. It is not expected to include all documentation required for a full submission to EFSA.

However, the evaluation will assess whether the design aspects of the study are consistent with EFSA guidelines [revised version 2017]⁴. It is required that the Activity Leader first informs the Director of Innovation should such a submission be planned.

For further detailed information and regulation, the FPA and SGA must also be consulted.

Guidelines for Innovation activities per type

Type of Innovation Activity	Description	Type of partners	TRL (Tech readiness level)	Duration	Expected number of partners
‘Solution push’	Collaborative ‘solution-driven’ Activities. Designed to create new business models and products that require specific developments to be marketable.	<ul style="list-style-type: none"> EIT Food Partners at least from 2 CLCs Coordinator: Preferably from Industry SME participation is prioritised 	Min: 5/6	Up to 2 years (2 nd year will be financed upon meeting defined go-/no-go milestones)	Typically 4 to 6
‘Market pull’	Collaborative ‘by design’ Activities. Designed to satisfy a consumer/market need or a societal problem. Include some degree of technology maturation to foster development.	<ul style="list-style-type: none"> EIT Food Partners, at least from 2 CLCs Coordinator: Industry or Academia SME participation is an advantage 	Min: 4/5	1 year	Typically 4 to 5

6.3 Education activities

The Education Area aims to provide ‘food system’ skills for students, entrepreneurs and professionals addressing specific skill gaps through advanced training programmes and for a larger number of citizens, through MOOCs. The area is subdivided in three hubs: the **Academy, for core competence building** through degree and certificate-based programmes, the **Studio, for innovation and entrepreneurship competence-building based on a (co-)creation approach**, and the **Field** (former name Beacon), for seeding ideas and engaging with SMEs, consumers and citizens.

³ http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/ethics/h2020_hi_ethics-self-assess_en.pdf

⁴ <http://onlinelibrary.wiley.com/doi/10.2903/j.efsa.2017.4680/epdf>

General guidelines for all proposals in the Education Area

To build a strong, demand-led portfolio, the main strategic drive for the Education area is to invest in programmes that clearly address the following considerations:

- **Robust:** The learning opportunities offer the key competences that are required to create impact in the sector. This means that learning outcomes are clearly articulated and assessed to be able to demonstrate mastery. Also, the design of learning opportunities needs to be based on the latest insights and innovations in approaches to teaching and learning.
- **Relevant:** the learning opportunities offer the latest insights about the state of the food system, including system dynamics, sustainability trends, the organisation of value chains, deep technical skills required for innovation, business models, broad competences for innovation and entrepreneurship, and food quality, safety and integrity.
- **Recognised:** the Educational programmes, in particular the professional Education programmes, need to be recognisable in the sector as hallmarks of excellent education. To aid employability, it is essential that evidence of attained competence levels, in the form of certificates, is recognised as valuable by employers, employees and job seekers alike.

Activity proposals should **articulate the market need clearly** (market pull rather than knowledge push; see section 7.2 for further guidance), and **define which competences or skills are developed or enhanced**.

To provide a clear focus for Activity development, EIT Food has defined eight competence groupings as priority areas to develop talent in the sector. Proposals must articulate how they **address at least two from the following competence groupings**:

- **Food Systems:** competences to analyse the food system in a holistic manner, appraise current and future sustainability challenges, and develop appropriate responses using systems approaches,
- **Digital literacy:** competences to develop and use digital tools with the purpose of accessing, managing, analysing and interpreting data,
- **Emerging technologies:** competences to use emerging technologies in (radical or breakthrough) innovation processes,
- **Problem solving:** competences to analyse and fully understand the problem space, generate new ideas and assess their validity, and to co-create solutions in multi- and interdisciplinary settings,
- **Critical thinking:** competences related to the assessment of facts and evidence to drive effective decision-making, including constructive questioning of the status quo,
- **Leadership and Management:** competences to be an effective leader, and to mobilise resources efficiently to accomplish a goal based on responsible management practice,
- **Entrepreneurship:** competences to recognise, develop and act on entrepreneurial opportunities in a range of organisational settings, to play an effective role in new venture formation and growth,
- **Communication:** competences related to interpersonal communication, and to translate complex ideas for different audiences.

This Call for Proposals is calling for the following education programmes (please note that, as part of a drive to create market-facing branding for the educational interventions, programme names are changing as of 2019):

Academy Hub

Advance programmes are certificate-based Professional Development training courses to develop or enhance core competences. These programmes need to fit within the EIT Food Professional Development framework that will be developed in 2019 – guidance will be made available to proposers in Q1 of 2019 to ensure fit. The specific course types that are called for are:

Specialised Private Online Courses (SPOCs)

- These tutor-led courses are delivered largely online and provide high level expert content to paying participants, delivered through the FutureLearn platform,

- The proposal must demonstrate how, after development and the first run, the course will be able to continue running without additional EIT Food funding,
- Revenue generated by registration fees is to be shared 50:50 between EIT Food and SPOC organisers,
- Proposals may offer the option to include face-to-face experiences.

Professional Development Courses (PDCs)

- These tutor-led courses are delivered in a blended learning format to provide essential or advanced skills and knowledge training to professionals in the food sector,
- The format for PDCs can vary, and could be based on a combination of SPOCs, workshops, seminars, workplace-based learning, (reverse) mentoring, industrial challenges, reflective practice and other learning formats,
- Proposals will need to demonstrate how EIT Food is leveraged to benefit the learners' professional development trajectories,
- Revenue generated by enrolment fees is to be shared 50:50 between EIT Food and the PDC organisers,

For 2020, **Advance** programmes will be funded at up to €100k for a classroom/lab-based course, and up to €40k for an online-only course. Blended courses combining online and face-to-face elements will be funded at up to €140k.

Studio Hub

Studio programmes are programmes involving Master's and PhD level students to (co-)create solutions with industry, entrepreneurs and/or societal actors. Specific programmes:

Inspire programmes

- **Inspire** programmes (formerly Summer Schools) are 1-2 week long interventions focussed on entrepreneurship, the (co-)creation of entrepreneurial ideas, innovation and business creation principles and skills,
- Programmes may be designed as a general entrepreneurship/innovation experience, or may have a thematic focus e.g. via a linkage to one of EIT Food's innovation programmes,
- Proposals should aim to train 30-40 students, who may come from a broad range of backgrounds. The format could also be used for learners from professional settings such as employees wishing to develop intrapreneurial skills,
- Programmes aimed at clearly circumscribed groups such as RIS country delegates (see section 6.6), women and minorities with limited access to entrepreneurship training in the food sector are considered a priority,
- For programmes designed to accelerate pre-existing ideas, alignment with Business Creation pipeline is recommended.

Food Solutions programmes

- **Food Solutions** programmes are focussed on industrial challenges, where students of all levels to work jointly on an industrially relevant problem set for a period of 3 months up to one year
- Up to 40 students from different locations and having different disciplinary backgrounds should be given the opportunity and tools to work jointly on the problem case,
- Students should be supported in this activity by both academics and professionals. Co-funding by industry is envisioned (e.g. provision of materials or use of facilities),
- Proposers are strongly encouraged to demonstrate how the **outputs from a Food Solutions programme will be linked** to EIT Food's innovation/business creation programmes in 2021,

- Proposals must demonstrate that the problem is of industrial relevance, has innovation potential, and is relevant to EIT Food's strategy – there is a strong rationale to link these programmes with the **Innovation Priority areas** as presented in section 6.2 to achieve synergies.
- **Initiate** programmes are a new Activity in the 2020 Call for Proposals. They are based on the Food Solutions concept, but instead of focussing on industrial challenges, they aim to identify challenges from societal actors and to initiate innovations that could solve them for a specific target group,
- Societal actors could be schools, hospitals/care sector institutions, and other clearly identifiable groups of citizens affected by an aspect of the current organisation of the food system.

For 2020, **Inspire** programmes will be funded at up to €120k each; **Food Solutions** and **Initiate** programmes will be funded at up to €230k each.

Field Hub

Field programmes (formerly Beacon) are programmes aimed at seeding ideas to achieve engagement and to disseminate knowledge. Specific programmes:

Engage programmes

- **Engage** programmes are focussed on citizens and consumers and aim to provide learning opportunities on specific topics for an interested audience, primarily through the MOOC format,
- Programmes are intended to provide public education designed to involve consumers and citizens in different stages of life (children, adolescents, adults, parents, and seniors) ranging from access to transparent information on food production to advice on quality and health benefits of foods,
- Pertinent information of interest to the public should be presented in an interactive manner and easy to understand popular science. It is strongly recommended to include consumer representatives in the proposal design if topics are likely to be controversial,
- Courses will be licensed to EIT Food, and hosted on FutureLearn; partners are free to use the EIT-branded content in their institutions. Guidance and training on how to develop a course based on FutureLearn's approach and platform is available on Plaza. For further details about FutureLearn, please contact **Vivien Bodereau**, Programme Manager Education (vivien.bodereau@eitfood.eu).
- Proposers may also consider alternative formats, such as a classroom course for a University of the 3rd Age Institution, provided there is a ambitious plan for scaling.

For 2020, courses will be funded up to €65k each.

Grow workshops

- **Grow workshops** (formerly SME Workshops) are educational workshops/symposia on emerging trends and technologies and should contain a network building exercise to establish regional SME networks,
- In these up to 2-day events, SMEs should be offered the opportunity to further develop and build capacity through educational talks and round table discussions. This should be combined with job brokerage for students and a regional marketplace to foster innovation / business creation activities,
- Proposers are strongly encouraged to demonstrate how the outcomes from a Grow workshop will be picked up in 2021, for example through a programme in which the learners from the Grow workshop can co-create digital solutions based on the insights gained during the workshop.
- A roll-out of the developed workshop in at least 3 CLC locations is envisioned with content adapted to the different locations.
- Workshops are to be prepared using a team-oriented approach with contributions from multiple partners in different locations.

In 2020 courses will be funded with the following funding scheme: A one-time content development fee of up to €30k will be paid to the developer. For each individual roll-out at a different location, up to €10k will be provided.

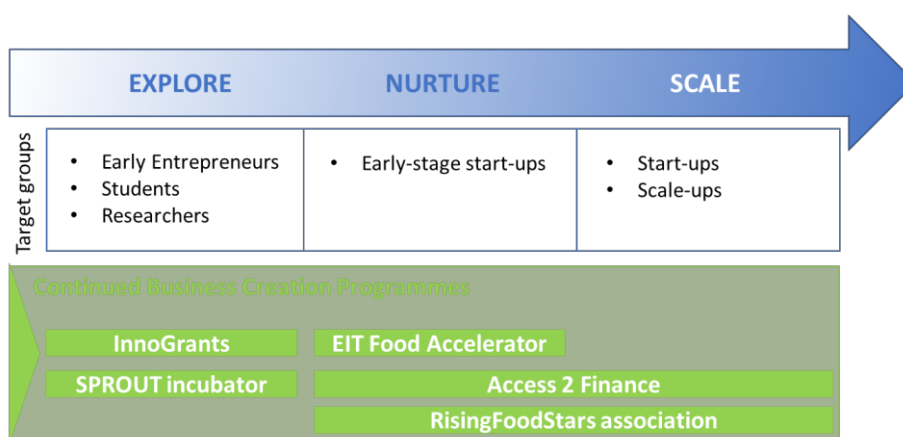
Guidelines for Education Activities per type

Hub	Type of Education Activity	Description	Target audience	Indicative learner numbers	Duration
Academy	Advance programmes - SPOCs	Online tutor-led courses for market-led content to develop or enhance key competences for managers/employees	Professionals	Up to 200	4-6 weeks
	Advance programmes – Professional development courses	Classroom/lab/field based tutor-led courses for market-led content to develop or enhance key competences for managers/employees	Professionals	Up to 200	Up to 1 year
Studio	Inspire	Summer schools for students and/or professionals to develop competences relating to entrepreneurship; for professionals this can be also intrapreneurship	Students, professionals	30-40	1-2 weeks
	Food Solutions	Challenge-based programmes in which students solve industrial problems in competitive settings Initiate programmes use the same methodology to solve societal challenges	Students	30-40	1 year
Field (formerly Beacon)	Engage	MOOCs: online courses based on a range of courses to inform citizens and consumers University of the 3rd Age: classroom based courses on a range of topics for digitally less well connected parts of society	Citizens, consumers	5 000-10 000	4-6 weeks
	Grow workshops	Emerging trends workshops for SMEs on sustainability trends to spark innovation; includes a job fair	SMEs – Managers/ professionals	Up to 40 per workshop	2 days per workshop

6.4 Business Creation activities

EIT Food's Business Creation strategy, based on the concept of **Smart Entrepreneurial Development**, aims to provide a full range of services to support different target groups, from students to SMEs, in the creation and the development process of agri-food companies. In 2020, the focus will be placed on:

- Giving **continuity to the existing programmes**, by consolidating and scaling the activities already in place, and
- Completing the activity offer with tailor-made services (access to market and access to finance) provided to high potential start-ups in the **EIT Food pipeline**, including the members of the RisingFoodStars association.



To expand the reach of strategic activities in the business creation projects, EIT Food welcomes partners wishing to join the following activities:

- SPROUT incubator,
- EIT Food Accelerator Network,
- Tailor-made business services.

Call for Contributors to Infrastructure Activities – Business Creation Area

SPROUT incubator

The SPROUT incubator (to be launched in 2019) aims to **drive the entrepreneurs of tomorrow and to support operationally the development and validation of transformational technologies / disruptive business models towards the creation of new start-ups.**

The goal is to strengthen food business creation projects by integrating support for technological development, validation of business model and training / creation of multidisciplinary teams, with the aim of feeding the pipeline with promising new businesses. The programme is open to everyone, especially the students and researchers graduating from the education programmes offered by EIT Food (such as the Global Food Venture and Food Solution programmes) will be encouraged to continue the development of their business start-up project in the SPROUT incubator.

The 8-10 week programme is open to both teams with a business project (not yet incorporated) or early-stage ventures that have established a first proof of concept (TRL3). The 2019 pilot programme will be based in UK, Poland and Spain. **For future programmes, it would be possible to include sub-specialisations within existing hubs to focus on area of needs.** For example, a sub-specialisation could be developed to support social/impact enterprises, which typically require specialist support and training to fully develop a viable and sustainable business model.

EIT Food Accelerator Network

The EIT Food Accelerator Network (EIT FAN; launched in 2018) offers **tailor-made acceleration support from top industry and university leaders to high-impact European agri-food start-ups.** It is a 4-month programme running in parallel in five locations (Switzerland, Germany, Israel, UK, Spain). Each location, led by a partner, develops its ecosystem and customises its programme to support an average of 10 start-ups each year, while the recruitment and judging processes are centralised and supported by a common IT platform.

In 2020, EIT Food wishes to further scale the EIT FAN to one additional site in Northern Europe in order to offer an extended geographical presence.

EIT Food invites partners to support the selected entrepreneurs in each hub during the 4 months when the acceleration programme is running (June 2020 to October 2020). Partners can suggest to be linked to one or more specific EIT FAN locations (Switzerland, Germany, Israel, UK, Spain) according to their geographical coverage and interests or capabilities. Also taking into account the possibility of a new location in Northern Europe in 2020.

Tailor-made business services

EIT Food is creating a **strong pipeline of supported entrepreneurs and start-ups** at all development stages and wishes to continue supporting the top selected start-ups that have succeeded in EIT Food entrepreneurship activities and that are aligned with EIT Food Strategic Objectives. Also, EIT Food wishes to further facilitate access to market and access to finance for fast growing companies gathered under the RisingFoodStars association through the provision of tailor-made services.

The catalogue of available services will be developed by EIT Food with the partners and the RisingFoodStars association according to the resources and capacities that will be made available.

Collaboration and competences sought from partners for 2020 Business Creation activities

EIT Food invites partners to express their interest in supporting the selected entrepreneurs and start-ups from the 3 activities (**SPROUT**, **EIT FAN** and **Tailored-made business services**) providing them with expertise and infrastructure.

Collaboration requested for all locations and activities:

- **Mentors:** There is the need to expand the pool of committed and dedicated mentors and sector experts from different profiles (agronomists, food technologists, nutritionists, marketers, business developers, etc.) and specially those approaching from Industry and Business Schools. Given the diverse mix of our entrepreneurs and EIT Food own goals, we encourage partners to increase diversity and include, if possible, more underrepresented groups (gender, ethnic, etc.) into a high quality pool of experts.
- **Expert services:** There is a need to provide expertise in IP, tax, IT, product development, quality, food regulatory, food safety, packaging, advertising, technology and commercial assessment, among others.
- **Infrastructure:** Partners are also invited to contribute with infrastructure: lab space, pilot plant, raw material, etc.

This is not an exhaustive list and we also encourage partners to communicate their availability to support the entrepreneurs with any other expertise they can offer. EIT Food asks partners to express the geographical scope where their potential services and resources could be made available when contacting Benoit Buntinx, Director of Business Creation, benoit.buntinx@eitfood.eu, or the Activity Leader for a specific Activity.

Expression of interest requested to explore potential new locations in SPROUT and EIT FAN:

- **SPROUT:** EIT Food will consider the possibility to expand the incubator over the coming years and wishes to explore the potential interest of partners to contribute to it.
- **EIT FAN (Northern Europe):** EIT Food wishes to explore the possibility *of setting up a* consortium of minimum three partners with a strong presence in northern European countries (Scandinavia, Baltic countries), *at least one of which has* experienced human resources capabilities and the required infrastructure to implement and lead a full acceleration programme for agri-food start-ups in 2020.

After receiving the expressions of interest, EIT Food will evaluate the possibility for geographical expansion of both activities (SPROUT and EIT FAN).

Funding Scheme and process for joining the activities

EIT funding will cover maximum 70% of the total eligible costs incurred by the partners in implementing the activities related to SPROUT and EIT FAN as described in the Business Plan. For Industry partners, a higher co-funding rate might be expected depending on the activity.

EIT Food will collect the expression of interest from the different partners. For EIT FAN and SPROUT, partners will be requested to **join according to the needs** of the Infrastructure Activity and will be part of the Business Plan with an estimated budget according to the description of tasks. For the tailor-made services, interested partners will become part of a pool of experts, mentors and available infrastructure. After EIT Food identifies a need expressed by a start-up, the partners from the pool that can provide the required services will be contacted to confirm the feasibility of their involvement in supporting the start-up.

Contact for support on the call for partners

For questions on SPROUT incubator, please contact **Lukxmi Balathasan**, Programme Manager Business Creation, lukxmi.balathasan@eitfood.eu

For questions for the EIT FAN Accelerator and Tailor-made business services, please contact **Sonia Muñoz Blanc**, Programme Manager Business Creation, sonia.munozblanc@eitfood.eu.

6.5 Communication activities

Challenge

EIT Food actively encourages participation of European citizens. The partnership actively promotes and supports a shift in engagement from consumers as passive recipients to active change agents. Through our activities we will:

- Listen to their concerns and questions,
- Provide knowledge based on facts and science to answer their questions,
- Engage them in dialogue and co-creation/ideation
- Gain trust, and
- Mobilise them and convert them into active players/change agents.

The challenges we face, such as feeding the world's growing population with depleting natural resources, are huge. EIT Food has to be bold and needs to deliver radical change on how food is innovated, produced and **valued by society**. No one will be able to solve the problems that face society alone and only a community made up of diverse players across the industry and society will have a complete view of the solutions. The public must be part of the solution.

Scope

Although communication contributes to all EIT Food Strategic Objectives (SO), the focus of the 2020 call will be on SO 1: Overcome low consumer trust, including:

- 1.1 Develop consumer participation across the food supply network,
- 1.2 Develop a new communication culture to reach out to EU consumers.

The aim is to work on **creating a new communication culture** where consumers are not only informed about science and innovation but also empowered to participate in activities and debate together with industry and academia. EIT Food's aim is also to understand and change thinking and behaviour and open up Research and Innovation, both in industry and academia, to society. In addition, understanding our target audiences, wider roll out and long term impact is crucial for EIT Food to be truly effective in its consumer engagement activities.

EIT Food is calling for projects under the Explore and Network programmes, and for Contributors to a number of Infrastructure Activities.

General guidelines for all proposals in the Communication Area

Activities should:

- Be targeted towards a specific, clearly defined audience,
- Include knowledge on target group behaviour with regards to selected topic (either by bringing this in or it being a step in the project) and nudging to aim to achieve actual behaviour change or influence thinking,
- Include impact tracking,
- Include the development of a (marketing) communication plan in its activities.

Partners are encouraged to think of the communication activities as longer term initiatives, also in terms of regional coverage. This could include:

- Follow on from successful activities of previous years to create greater continuity and in time, greater impact,
- Setting up a series of activities which can be expanded to other countries or target groups,
- New initiatives with a continuity plan as part of the workplan.

Wider participation of partners is encouraged to better showcase the breadth and scope of EIT Food, and make it possible to roll out activities in more countries. Also, proposers are invited to **go beyond the standard activities**, be innovative in designing activities to reach the public where they are, and create projects linked to Innovation, Business Creation and Education initiatives.

Innovative campaigns could be but are not limited to campaigns, events, social labs, citizen participation fora, community events, online campaigns, guerrilla campaigns, exhibitions, science pop-up stores and beyond.

Explore Programme

The **Explore** programme of EIT Food addresses the needs of the consumer and increases public knowledge and interest in food related topics. This is achieved by providing opportunities to identify needs and ideate/co-create new products, services and technologies, experience new products and trends, services and technologies and to share information in interactive formats.

Consortia are encouraged to propose activities that bring significant impact. Proposals may include (but are not limited to) Activities such as:

- **EIT Food showrooms:** demonstrate and showcase new products, best practices and innovative projects that EIT Food elaborates, to a broad public,
- **Travelling exhibitions:** consumer experience concepts (for example on technology and innovation), to be rolled out across Europe,
- **School initiatives:** develop partnerships with schools to co-create on the food of the future and translate relevant EIT Food findings into school materials,
- **Social awareness campaigns:** consumer oriented, interactive and innovative awareness campaigns, and to be rolled out across Europe.

For 2020, **Explore** programme proposals will be funded at up to €750k (per annum). Over 2 000 consumers should be engaged by the activity at the end of the year.

Network Programme

The **Network** programme aims to build a strong global professional stakeholder network around EIT Food and its partners, strengthening co-creation and societal impact. Consortia are encouraged to propose Activities that bring significant impact. Proposals may include (but are not limited to) Activities such as public events and activities targeting local top events or EU events for key stakeholders (for example health professionals) in the Food ecosystem, strengthening EIT Food's ambitions and outreach.

For 2020, Network programme proposals will be funded at up to €750k (per annum).

Call for Contributors to Infrastructure Activities – Communication Area

To expand the reach of strategic Infrastructure projects in the Communication Area, EIT Food welcomes partners wishing to join these activities. EIT Food will remain the project lead of the overall activity and the consortium of partners will lead pre-defined tasks.

For 2020 EIT Food calls for partners for the following activities:

- Citizen Participation Forum,
- FoodUnfolded™,
- Consumer Engagement Labs.

For questions on the call for partners in the area of communication, please contact Sofia Kuhn, Programme Manager Consumer Engagement, sofia.kuhn@eitfood.eu

Citizen Participation Forum

2020 will be the third year for EIT Food to run the **Citizen Participation Forum (CPF)**. In 2018, the CPF was carried out on the topic of trust. With the Citizen Participation Forum we aim to contribute to:

- Engaging in **debates** on what motivates participants in relation to a variety of food trends and topics,
- Enabling **future public engagement** in the change process to make the food system more secure, transparent and trusted,
- Leading the way in **driving awareness** of consumer and consumer trust issues throughout the European food market.

The format for contributions is open for partners to develop, however **proposals need to address a/the:**

- Method of how attendees will be secured,
- Communication plan,
- Description of the planned activities (format of the forum),
- Final report on the findings of the forum as one of the deliverables,
- Deliverable that can be used on FoodUnfolded,
- Number of consumers involved per forum.

Please take also into account:

- Fora should take place in rural and urban cities in each of the countries selected,
- Minimum of 200 consumers per country,
- Period of the fora to take place: September – October – November 2020.

Partners are requested to form a consortium (normal rules of engagement) and lead the organisation and execution of a number of Citizen Participation Fora in a set of countries.

For 2020, Citizen Participation Fora will be funded at up to €50k per country.

FoodUnfolded™

FoodUnfolded (launching in 2019; former project name MyFoodPortal) is EIT Food's consumer collaboration platform aimed to re-connect people with how their food is produced. It is a two-way community where dialogue between academia, industry and consumers is at the core. It is also a place to interact and learn about food in the context of new technologies and a place for start-ups and industry to gain feedback, co-create and explore innovation drivers.

EIT Food invites Contributors to create projects that bring **attractive content, campaigns and activities** to FoodUnfolded. Proposals with an element of active consumer engagement and/or stakeholder dialogue creation will be preferred.

The format for contributions is open for partners to develop, however **content needs to follow the content rules FoodUnfolded⁵**. Examples of FoodUnfolded-appropriate content/activities include, but is not limited to:

- How food is made,
- What makes products/technologies innovative,
- New processes and why they are better than before,
- Dispelling food myths,
- Sustainability/safety/health benefits/problems of food technology and the future of food.

Content can include (but is not limited to) informative articles, interview articles, audio recordings, videos, co-creation groups, topical fora, series, live discussions. Proposers are invited to think creatively and to include non-traditional approaches to content.

⁵ Full editorial guidelines are available upon request (sofia.kuhn@eitfood.eu)

Please note that content showcasing any of the below list will not be featured on the platform:

- Product placement
- Adverts
- Company promotion
- Corporate depiction over personal story

Content should become available in Q2, Q3, and beginning of Q4 of 2020. Contributors are requested to form a consortium (normal rules of engagement) and lead the organisation and execution of the task. Content will be evaluated before published to ensure adherence to the FoodUnfolded editorial style and guidelines.

For 2020, FoodUnfolded contributions will be funded up to €60k each (technical development to be included).

Consumer Engagement Labs

EIT Food wishes to expand the reach of its **Consumer Engagement Labs** project (2019 RIS project) from RIS countries to Non-RIS EU countries. As such we call for Contributors who would be interested in organising (a set of) Consumer Engagement Labs, applying the process, toolsets and methods developed in the 2019 RIS project (preliminary report available October 2019, final report 31-12-2019).

The Consumer Engagement Labs will be **pre-competitive co-creation sessions** carried out by a relatively coherent group of consumers (selected based on specific segmentation criteria) in a joint, physical place and limited in time, focused on ideation/development of new product concepts. Unlike typical sensory panels and consumer surveys, they will not involve testing of sample products but **creation of innovative, yet non-existing combinations of product features and benefits**. Activities are pre-competitive in nature, i.e. multiple companies could be inspired by insights into consumer preferences.

The series of lab interactions should aim at collective ideation and product prototyping, resulting in proposals for new or significantly enhanced product concepts valued by target consumer segments (consumers unified by a certain societal challenge or characteristic/need, e.g. age, health condition, economic or social status). They will address requirements of the target market, be co-created with consumers, economically feasible for mass-market production, meeting budgetary restrictions of consumers in that target group and be consistent with their value systems/habits.

For 2020, Consumer Engagement Labs will be funded at up to €250k maximum per proposal. Proposals should aim to involve 80-100 consumers.

Partners are requested to form a consortium (normal rules of engagement) and lead the organisation and execution of the labs in the countries proposed by them.

6.6 RIS (Regional Innovation Scheme) activities

EIT Food Partners can submit proposals for activities targeting beneficiaries from EIT RIS (Regional Innovation Scheme) countries (for information on which countries are part of RIS please see below in this chapter), particularly in the Business Creation, Communication and Education areas. The overarching objective of EIT RIS activities is to replicate the successful elements of EIT Food's operational model by catalysing cooperation for innovation on local levels and adapting as appropriate the successful elements of Knowledge Triangle Integration in targeted EIT RIS countries. Partner-initiated RIS activities will supplement the centrally co-ordinated portfolio of RIS activities, implemented based on the **EIT Food RIS Strategy**.

Project applications will be subject to standard review procedures foreseen in each respective area, with a separate **RIS eligibility check** to confirm whether the project could be classified as compliant with the formal requirements outlined in **EIT Regional Innovation Scheme. Implementation Guidance Note 2018–2020** and **EIT Food RIS Strategy, 2018-2020**.

Eligibility conditions for any RIS activity:

- The application should demonstrate tangible impacts for innovation ecosystems of EIT RIS countries and mitigate the risks of brain-drain in agri-food sector,
- End beneficiaries of RIS activities are: students, doctoral students, postdocs, researchers, companies, start-ups, primary producers, consumers or government executives,
- The project should benefit stakeholders in RIS countries, who are not EIT Food partners, but EIT Food partners are expected to implement these activities and provide support to external stakeholders,
- End beneficiaries should be selected in transparent manner via publicly available and broadly communicated announcements (open calls), allowing the participation of applicants from RIS countries targeted by **EIT Food RIS Strategy, 2018-2020**.
- The ability to benefit from a given RIS activity cannot be restricted only to applicants from within a specific organisation, region or country but should remain open to applicants from all targeted EIT RIS countries.

Countries and Regions targeted by the EIT Food RIS Strategy are:

- **CLC North-East:** Croatia • Czech Republic • Estonia • Hungary • Lithuania • Romania • Slovenia • Slovakia • Latvia • Poland (only regions of: Łódzkie • Lubelskie • Małopolskie • Podkarpackie • Świętokrzyskie • Podlaskie • Wielkopolskie • Lubuskie • Dolnośląskie • Opolskie • Kujawsko-Pomorskie • Warmińsko-Mazurskie • Zachodniopomorskie • Mazovia Regional
- **CLC South:** Greece • Italy (only regions of: Molise • Puglia • Basilicata • Calabria • Sicilia • Sardegna • Umbria • Marche • Abruzzo • Campania • Valle d'Aosta • Portugal • Turkey • Spain (only regions of: Galicia • Principado de Asturias • Cantabria • La Rioja • Castilla-la Mancha • Extremadura • Illes Balears • Andalucía • Región de Murcia • Canarias • Castilla y León • Aragón • Comunidad Valenciana

EIT Food encourages proposals for RIS activities that would contribute to one or more of the following specific objectives of EIT Food RIS Strategy:

RIS-SO1. Establish and maintain a vibrant network of EIT Hubs to deepen interactions with EIT RIS stakeholders and strengthen the brands of EIT and EIT Food in targeted countries.

RIS-SO2. Implement a balanced portfolio of high-impact instruments available for EIT RIS stakeholders, taking into account the identified gaps and opportunities of target countries.

RIS-SO3. Promote the convergence of stakeholder networks in EIT RIS areas and other European countries, linking regions of Europe with diversified innovative potentials and stimulating cooperation between the existing and upcoming innovation leaders and thus creating an interconnected, pan-European food system, drawing on the strengths of supply chain participants from various countries and regions, and overcoming the barriers to the full participation of stakeholders from EIT RIS countries in EIT Food's activities.

RIS-SO4. Increase the international exposure of students, researchers and entrepreneurial talents from EIT RIS countries and promote brain circulation that could benefit the economies of EIT RIS areas, contributing to the enhanced regional competitiveness and innovativeness.

RIS-SO5. Catalyse entrepreneurship and innovation across the food system in EIT RIS countries, with particular focus on the potential of start-up companies and entrepreneurial talents, which contribute to the regional and national developments.

RIS-SO6. Engage in policy dialogue and mentoring with national and regional authorities overseeing the development, implementation and updates of agri-food-related Smart Specialisation Strategies to promote Knowledge Triangle Integration and reciprocal alignment with the EIT Food's Strategic Innovation Agenda.

Type of RIS activities foreseen in BP 2020

RIS activities contributing to the Strategic Objectives can be presented in the form of any Education, Innovation and Communication programmes (sections 6.2 to 6.5). In addition, there is a new call for:

RIS Challenges

Challenges must create significant and measurable impact relevant for those RIS regions/countries they are targeting, and must be within the context of EIT Food Strategic Objectives.

This must be demonstrated by new service(s), technologies, products, methods or change in citizens behavioural aspects implemented during the activity or at the latest after the two years.

The projects will likely straddle EIT Food functional areas and will address RIS specific issues. Solutions could come from existing large businesses (Innovation), new businesses (Business Creation) or Education and will require Communication strategies. We envision that any proposal would be based on a combination of at least 2 of the functional areas.

Project proposals must provide multi-year plans, following the guidance provided in section 7. A key element for the “RIS Challenges” projects will be a good understanding of current state of the art and initiatives in flight to ensure our “RIS Challenges” will leverage existing efforts and focus on the ones where EIT Food can have the most impact.

- Total budget up to €500k in 2020,
- Funding in 2021 is foreseen to match this.

For more information about RIS Activities, please contact Programme Managers **Elvira Domingo** (CLC South; elvira.domingo@eitfood.eu) and **Milda Krauzlis** (CLC North East; milda.krauzlis@eitfood.eu).

7 Practical guidance

7.1 General support

Contacts

Support for matchmaking and devising proposals can be given by the Functional Directors of EIT Food:

- | | | |
|----------------------|--|--|
| • Innovation: | Thorsten König, | thorsten.koenig@eitfood.eu |
| • Education: | Maarten van der Kamp, | maarten.vanderkamp@eitfood.eu |
| • Business Creation: | Benoit Buntinx, | benoit.buntinx@eitfood.eu |
| • Communication: | Saskia Nuijten, | saskia.nuijten@eitfood.eu |
| • RIS | Begoña Perez Villarreal,
Marja-Liisa Meurice, | begona.perezvillarreal@eitfood.eu
marjaliisa.meurice@eitfood.eu |

The Directors of the different Co-Location Centres are:

- | | | |
|---------------|--------------------------|--|
| • Central: | Georg Schirmmacher, | georg.schirmmacher@eitfood.eu |
| • North East: | Marja-Liisa Meurice, | marjaliisa.meurice@eitfood.eu |
| • North West: | Andrew Carlin, | andrew.carlin@eitfood.eu |
| • South: | Begoña Perez Villarreal, | begona.perezvillarreal@eitfood.eu |
| • West | Maarten van Oort, | maarten.vanoort@eitfood.eu |

Questions related to the overall process, EIT definitions and requirements can be addressed to CfPsupport@eitfood.eu.

Templates

All submissions have to be done using the online submission tool in EIT Food Plaza at <https://plaza.eitfood.eu/call2020>, which will open in February 2019.

Webinars

EIT Food will plan webinars to support proposers with guidance on how to prepare proposals, how to submit, and how to prepare for the pitch. A schedule of dates when these webinars are available will be published at the Innovation Marketplace (22-23 January, Turin); sessions are recorded and made available for viewing via Plaza.

7.2 Guidance for proposals

Proposal structure

Proposals are entered via an online submission tool that will be available via the EIT Food intranet page <https://plaza.eitfood.eu/>. For the 'Intention to Submit' step, the following is required:

- Activity title and Area,
- Lead Partner and contact person,
- Initial composition of Consortium Partners,
- Outline: a maximum 1 page articulating the idea of the Activity and why it fits into the strategy of EIT Food,
- Link with a primary Strategic Objective; one secondary Strategic Objective may be specified if applicable,
- Keywords enabling Review Panels to be constituted.

Please note that it will not be possible to create new proposals or amend the contents of the 'Intention to Submit' file after the deadline for the 15th of March.

Information required for full Call proposals will expand beyond those of the 'Intention to Submit' step. It will include, among others:

- Description of impact in terms of EIT Food's Strategic Objectives,
- Societal or Market Need: a clear rationale why the project should be funded, and description of the competitive landscape for the technology/product/service/programme,
- Consortium description, including strengths, roles, and contributions of the partners,
- Workplan: work packages, milestones with measurable go/no-go criteria, deliverables, and next steps towards implementation following successful project realisation,
- Defined Outputs and Deliverables, and target values for the KPIs that will be achieved in 2020 and beyond,
- A risk register including mitigation measures,
- Dissemination plan including an external communications strategy,
- Detailed budget: costs broken down into direct personnel costs, travel and subsistence, financial support for third parties, sub-contracting, equipment depreciation, other direct costs, all per partner. Indirect costs are calculated according to H2020 rules: capped at 25% of direct costs and no indirect costs for third parties and sub-contracting,
- Justifications for the various cost items,
- A list of complementary projects (KCAs, see Glossary), their relevance for the proposed project, and the associated costs,
- Funding request: EIT funding, partner co-funding,
- Return on investment / contribution to the EIT Food's sustainability.

Partners who submit a proposal are expected to pay particular attention to the eligibility of costs attached to the different tasks and activities. This will be crucial during the implementation, monitoring and reporting phase. It is important to emphasise that **all cost aspects must be fully in line with the FPA and SGA, H2020 financing rules and EIT requirements and guidelines.**

Demonstration of societal/market need

Proposals must demonstrate the societal or market need for the Activity, and to describe the competitive landscape for the technology, product, service or programme that will be the result of the project. These aspects are essential to articulate as they provide the context for the impact that can be achieved, and as such they form part of the justification why a proposal should be funded.

Guiding questions to answer while developing a proposal include:

- What is the basic/specific unmet need the proposed Activity will address? How urgent is the need?
- Who is the 'customer' benefiting from the output from the Activity? How big is the potential pool of customers wanting to solving this need?
- To what extent are the specific needs a subset of wider and longer-term societal challenges? In quantitative terms, how big are those challenges?
- By solving the specific needs, how are the more general challenges addressed? In quantitative terms, what are the benefits of the solution?
- What are barriers to the acceptance of the solution? What other solutions are currently in use to solve the issue?
- How might the technology, product, service or programme be re-used for other offerings?
- What is the anticipated commercial reward of the Activity, which partners will benefit, how will this commercial reward be shared with EIT Food or society?

It is important to note that such questions apply to all proposed Activities, including Education and Communication Area proposals.

Financial Aspects

Activities have an indicative EIT funding level as indicated in the table below.

Functional Area	Programme type	Expected KAVA budget	Co-funding required
Grand Challenge	Strategic Objective 1	Max €1m	Yes, 30%
Innovation	Solution push	Max €1.5m	Yes, 30%
Innovation	Market pull	Max €1.5m	Yes, 30%
Education	Advance – blended	€100k-€140k	No
Education	Advance – online	Max €40k	No
Education	Inspire	Max €120k	No
Education	Cross-pollinate	Max €230k	Optional
Education	Initiate	Max €230k	Optional
Education	Engage	Max €65k	No
Education	Grow	Max €100k	Optional
Communication	Explore	Max €750k	No
Communication	Network	Max €750k	No
Communication	Citizen Participation Forum	Max €50k	No
Communication	FoodUnfolded™	Max €60k	No
Communication	Consumer Engagement Lab	Max €250k	No
RIS	Challenges	Max €500k	Yes, 30%

**) In case Activities cannot deliver financial return, it needs to demonstrate and quantify positive economic impact and/or reduction of negative external effects for society (see below).*

Contributions from a single partner organisation should be larger than one FTE, and for each individual person preferably larger than 0.5 FTE, and not below 0.25 FTE.

For EIT Food core partners that are not paying the full partnership fee in 2020 or having a waiver in 2020, the total amount of EIT funding of all Activities they are included in cannot be more than €500k per year. A cap of €100k applies to start-ups of the RisingFoodStars.

Activity consortia will be expected to provide own investment contribution to achieve the following co-investment ratios (percentage of total KAVA cost) for their Activity:

- For Education and for Communication Activities: 0%
- For Innovation and Entrepreneurship Activities: 30%

The KCA costs attributable to the Activity depend on the parts of the KCA that are relevant for the Activity (which may be less than the total KCA). Also note that only KCA costs incurred since the designation date of EIT Food, November 17th, 2016, are eligible.

Financial Sustainability

EIT Food's primary objective is to create impact as described in its Strategic Agenda. It is **EIT Food's ambition to attract and support excellent and complex projects which individual partners could not have developed by themselves**. This requires delivery of services and funding of projects by EIT Food that need to be backed by a robust and long-term financial sustainability strategy. It is critical that EIT Food becomes more and more independent from EIT to fund activities that cannot be funded otherwise.

EIT Food has identified two categories of Activities:

- 1) Activities with the objective **to develop and commercialise new products and/or services** either in a B2B or B2C environment:

For these activities proposers have to provide a **specific and robust mechanism for a return of investment for successful activities**, which will be formalised during 2020. The amount of this success contribution should reflect the inherent risk and anticipated commercial reward of the project.

A financial return on investment to EIT Food can be, for example, the revenue sharing of product/service sales, sharing of IP licensing revenues, equity in start-ups created by Innovation Activities and/or supported by Business Creation Activities, tuition fees for Education programmes, etc.

- 2) Activities that do **not** intend to develop and commercialise new products and/or services:

Such activities could be those e.g. which create **Platform Technologies**, delivering major societal impact, or address skills gaps or cultural aspects of the food system. In such cases the proposers have to **demonstrate and quantify positive economic impact and/or reduction of negative external effects for society**.

7.3 Guidance for multi-annual Activities

Due to the Regulation governing its Grant Cycles, EIT currently recognises only annual Business Plans. This means that **multi-annual projects must be presented as a series of linked one-year Activities**, where each individual Activity contributes to the KPIs, and where there is no risk of funding the same work twice in different years. Tracking progress is essential to allow funding decisions to be made for follow-up projects. This section provides guidance on how to manage these requirements.

Activities continuing from 2019

Activities, which have already **started in 2019** and have indicated their intention to continue in a second year including an anticipated budget for 2020, must submit a proposal for 2020 in the same way as any other proposal using the online submission tool, and must comply with all requirements described in

this document. Those proposals will be evaluated by external reviewers and the EIT Food Management Board to assess if there is sufficient justification to provide funds for the second year of the activity.

To qualify for a second year of funding, proposals have to **define tangible and measurable go-/no-go milestones** which will be achieved by June 1st 2019. Such milestones must be highly relevant, not only to demonstrate the progress of the activity in 2019, but also to give good reason that the activity will deliver the defined output in 2020. Delivering on the milestones by June 1st 2019 at the latest will be one of the key criteria to grant funding for the continuation of the activity in 2020.

Milestones for 2019 including measurable go-/no-go criteria need to be defined before the submission of the continuation proposal – if they were already defined as part of the 2019 proposal, it is recommended that they are reviewed and updated if necessary. **Progress must to be recorded** using the EIT Food form ‘Milestones for project continuation’ by the 3rd of June, and the information needs to be part of the pitch to the Review Panel.

Furthermore, the workplan need to include an executive summary of the achievements of 2019, and how the 2020 activities connect to those.

New multi-annual Activities

Proposals for multi-annual projects starting in 2020 need to be written with the following in mind:

- The workplan for 2020, Outputs, Deliverables and KPIs must refer to the proposed achievements in 2020 only, and these need to show sufficient ambition as a standalone Activity in relation to the level of funding requested,
- The multi-annual nature of the project needs to be defined in the Activity Description field, including the ambitions at the end of the entire project,
- The workplan for 2020 must include clear, tangible and measurable go-/no-go milestones that will be used to monitor progress,
- The workplan for 2021 is required to articulate the linkage between the years of funding and to show that there will be no double-funding the same Activity or task.

7.4 Key Performance Indicators (KPIs)

EIT Core Key Performance Indicators (KPIs)

The table below lists the relevant EIT Core KPIs as currently defined by EIT for 2019. Note that EIT may change the KPIs for 2020, in which case the updated list will be made available to the partners. ‘Year N’ below refers to the operational year, in this case 2020. The partners are requested to clearly indicate in quantitative terms how they plan to contribute to the realisation of EIT Food’s KPIs. The contribution to KPIs is part of the monitoring process of the projects.

Code	Activity Area	Type (Result Chain)	EIT Core KPI	Definition/Formula
EITN01	Education	Output	# Graduates from EIT labelled MSc and PhD programmes	Sum of graduates from EIT labelled Masters and EIT labelled PhD programmes in year N. Supporting evidences: list of the graduates including: names, contact details (e-mail address), gender and country of citizenship, indication of the educational programme. The list is to be confirmed by the KIC Education Director.

Code	Activity Area	Type (Result Chain)	EIT Core KPI	Definition/Formula
EITN02	Education	Result/Impact	# Start-ups created by students enrolled and graduates from EIT labelled MSc and PhD programmes	Sum of start-ups created by students enrolled and graduates from EIT labelled MSc and PhD programmes in year N. To be eligible, a start-up should be created during EIT labelled programme (by students) or within three years from the graduation (by graduates). Supporting evidences: -registration certificate, company's profile, contact details and gender of the CEO/owner; -document such as an invoice or an online sales record certifying the first financial transaction for a service/product sold to a customer, or a declaration of honour from a former student certifying the first commercial transaction with a reference to the customer.
EITN03	Innovation and Research	Output	# Products (goods or services) or processes launched on the market	Number of innovations introduced to the market during the KAVA duration or within three years after completion thereof. By innovations we mean new or significantly improved products (goods or services) and processes sold. Innovations should be reported in the year when they were introduced on the market (but not later than three years after completion of the KAVA). Supporting evidences: -description of product or process with specified performance characteristics/physical parameters/functionalities demonstrating novelty (new or significant improvement) of the product/ process; -declaration demonstrating link with a specific KIC KAVA (indication of the specific output of KIC KAVA(s)); -documented proof such as an invoice or an online sales record demonstrating that the purchase has been made by a customer.
EITN04	Innovation and Research	Result/Impact	# Start-ups created as a result of innovation Activities	Sum of start-ups established in year N as a result/ based on the output(s) of Innovation/ Research related KAVA(s), or start-ups created for the purpose of an innovation Activity to organise and support the development of an asset (but not later than three years after completion of the KAVA). Supporting evidences: -registration certificate, company's profile and contact details and gender of the owner/CEO; -declaration demonstrating link with the specific KIC KAVA (indication of the specific output of KIC KAVA(s)); -document such as an invoice or an online sales record certifying a first financial transaction for a service/product (result of the KIC KAVA) sold to a customer.

Code	Activity Area	Type (Result Chain)	EIT Core KPI	Definition/Formula
EITN05	Entrepreneurship	Output	# Start-ups supported by KICs	<p>Number of start-ups that have started receiving KIC's business creation (BC) services through KIC KAVA activities within year N. KIC should justify that the provided services contribute to the company's growth (including potential growth). Examples of such services are mentoring, consultancy on e.g. access to finance and markets, product/service marketing, legal advice, internationalisation, match-making, etc. The services should be provided for a total period of at least two months.</p> <p>Supporting evidences:</p> <ul style="list-style-type: none"> -list of supported start-ups including information on company's name and profile, contact data, name and gender of CEO/owner and reference to a specific KIC KAVA; -formal signed agreement between KIC and the start-up clearly stating what is being provided, when and with which milestones / deliverables for the start-up to go onto the next stage of BC services and, if applicable, what is KIC receiving in exchange; -registration certificate of the start-up receiving BC services.
EITN06	Entrepreneurship	Result/Impact	Investment attracted by start-ups supported by KICs	<p>Total EUR amount of private and public capital attracted within year N by ventures that have received KIC business creation services support of total duration of at least two months (as described in the output indicator above), within a maximum of three years following the last received KIC KAVA support activity.</p> <p>Impact Fund investments into KIC supported start-ups should be measured separately.</p> <p>Supporting evidences:</p> <ul style="list-style-type: none"> -list of the start-ups which attracted the capital including: company name and profile, contact data, amount of investments attracted, information on the investors (optionally) and reference to a specific KIC KAVA; -press releases, or official announcements, or other official documents (e.g. signed declaration of honour by the Entrepreneurship Director confirming the accuracy of the provided information).
EITN07	Communication, Dissemination and Outreach	Output	# Success stories submitted to and accepted by EIT	<p>Good practises or success stories presented by KICs to the EIT according to a specific format and accepted by the EIT including eligible nominees for the EIT awards.</p>

Code	Activity Area	Type (Result Chain)	EIT Core KPI	Definition/Formula
EITN08	Communication, Dissemination and Outreach	Result/Impact	# External participants in EIT RIS programmes	Number of organisations from the EIT RIS defined regions selected via open calls that are collaborating with KIC and linked with a specific KAVA (including but are not limited to providing business creation services to start-ups, joint collaborations on developing joint solutions, participation in education activities). Supporting evidences: -list of organisations provided by the KIC including name, address, description of activity, EIT budget (if relevant), reference to KAVA; -respective collaboration agreement or equivalent describing the subject and nature of the collaboration/ RIS activity.

EIT Food specific KPIs

The table below lists the relevant EIT Food specific KPIs as defined in the EIT Food Strategic Agenda.

Code	Activity Area	EIT Food specific KPI	Definition/Formula
KICE04	Education	Absolute number of participants in EIT Food novel education programmes	#
KICI01	Innovation and Research	Patent applications filed with commercial intention	#; A patent has been filed in the indicated year, which relates to a product or service which will be commercialised.
KICI03	Innovation and Research	Consumer co-created products and services entered in the market	#; Consumer will have participated in the design of products or services by direct involvement (e.g. but not limited to design workshops, focus groups, sensorial tests, opinion pools). This is not limited to consumer products, but can also include e.g. intermediates (B2B). The product or service will be commercialised in the indicated year.
KICB01	Entrepreneurship	Start-ups supported by with access to finance	#
KICB02	Entrepreneurship	Start-ups graduating from incubator/ accelerator programmes	#
KICB03	Entrepreneurship	Start-ups that use KIC and CLC infrastructure	#
KICB04	Entrepreneurship	Number of Innovation Grants awarded	#
KICC01	Communication, Dissemination and Outreach	Press coverage (numbers of mentions in print)	#; Press coverage on EIT Food and/or projects. To be substantiated by scans of articles with complete source information and date.
KICC02	Communication, Dissemination and Outreach	Online media audience (across website and social media measured by visitors/ fans/ followers/ subscribers)	#; To be substantiated by Facebook Insights, LinkedIn Stats, Google analytics report,....
KICC03	Communication, Dissemination and Outreach	Online media impressions (across website and social media channels s.a. Facebook, Twitter and LinkedIn)	#; To be substantiated by Facebook Insights, LinkedIn Stats, Google analytics report,....

Code	Activity Area	EIT Food specific KPI	Definition/Formula
KICC05	Communication, Dissemination and Outreach	EIT Food consumers engagement rate	%; Determined from the percentage of consumers becoming actively involved based on the number reached out to/informed about the activity.
KICC07	Communication, Dissemination and Outreach	Press coverage through EIT Food's Partners	#; Press coverage on partners, in which they refer to EIT Food and/or projects (mentioning of EIT Food). To be substantiated by scans of articles with complete source information and date.
KICR02	RIS Strategy	Start-ups and entrepreneurial talents from EIT RIS countries involved in EIT Food activities	#
KICR03	RIS Strategy	Innovation Grants awarded to EIT RIS beneficiaries	#
KICR04	RIS Strategy	Stakeholder events for EIT RIS countries (including events for entrepreneurial talents, researchers, companies and policy makers)	#

8 Glossary

The glossary defines the meaning of some key terms used in the context of EIT.

Activity	Everything that EIT Food does is organised into Activities. Each Activity belongs to one →Segment, each Segment to one →Area. Each Activity should contribute to the integration of the knowledge triangle of higher education, research and innovation, including the establishment, administrative and coordination activities of EIT Food, and contributing to the overall objectives of the EIT. An activity is split in one or several tasks. Each Activity consists of a →KAVA part and a →KCA contribution.
Area	EIT defines several areas in which it operates: Education; Innovation and Research; Entrepreneurship; Communication, Dissemination and Outreach; Regional Innovation Scheme; and Management and Coordination.
Business Plan	The document specifying the detailed plan of EIT Food for the upcoming year. It consists of a main body text and several annexes describing the Activities in detail. Based on the draft Business Plan submitted in September (and some other criteria) EIT decides on the budget available to EIT Food in the following year. The Business Plan will then be adjusted to match the assigned budget and forms the basis for the internal agreements of EIT Food with its partners.
Co-funding	KAVA funding from other than EIT financial contribution sources, in particular: partners own investments and national or regional public funding programmes.
Complementary Funding	The investment that is associated with the results of all →KCAs that are used in a →KAVA.
Deliverable	In EIT terminology, a Deliverable describes an →Output of an →Activity. It is defined by the consortium and takes the format of a document that will be submitted as part of the yearly report to EIT. Based on the set of Deliverables provided, EIT assesses whether the Activity has achieved its stated goals and is entitled to the full funding requested.

FPA	Framework Partnership Agreement. The 7-year contract between EIT and EIT Food governing the general terms and conditions of support. For each year, this is made concrete by the →SGA. The Partners by signing the Accession Form give to EIT Food the mandate to sign manage the EIT Grant Cycle (submission the Business Plan, sign the SGA and submit the Amendment to Business Plan). They also become liable in the general terms listed FPA.
KAVA	‘KIC Added Value Activity’. Each Activity consists of a KAVA part and a →KCA contribution. The KAVA part is the project that is executed and funded by the partner consortium to achieve the goals of EIT Food. KAVAs should build on results created in →KCAs.
KCA	<p>‘KIC Complementary Activity’: a project funded by non-EIT sources (typically, an FP7 or other H2020 project, but also company internal development programmes). KCAs produce results that are of relevance for the →KAVA and are used by it in one way or another to achieve the Activity targets.</p> <p>The costs of KIC Complementary Activities shall be:</p> <ul style="list-style-type: none"> • proportionate to the cost of KIC Added Value Activities and/or to the expected impact in furthering the mission of a framework partnership (i.e. the relative weight of KIC Complementary Activities within KIC activities must be suitable and reasonable to achieve the objectives of the activity); • incurred after the designation date of the Framework Partnership Agreement (17 November 2016) ; • identifiable and verifiable.
KIC	‘Knowledge and Innovation Community’ – EIT Food is one of now six KICs that operate under the regulations of EIT.
Output	What a →KAVA produces as the result of the work performed. This is a project deliverable in the standard meaning of the term (but see →Deliverable). Examples are new products or processes, transformation of existing products, innovative education and training modules, new curricula and qualifications, e-learning modules, guidance material for new approaches and methodologies, testbeds and experimental facilities, prototypes, patents, publications, etc. Outputs have economic and societal impact.
Programmes	Each →Area has a number of segments, which as clusters of programmes. Programmes are specific types of educational courses or communication activities. For the Area Education, these are for example Master Education, or Doctoral Education.
Segment	see →Programmes
SGA	Specific Grant Agreement. The contract between EIT and EIT Food specifying the budget and activities for a specific year.
Task	Work package under an activity