

# Call for Proposals for Activities to be executed in 2019

## Guidelines

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# 1 Introduction

EIT Food will put Europe at the centre of a global revolution in how food is produced, innovated and valued by society. With the needs, concerns and ideas of consumers at its core, the mission of EIT Food is to empower its partners and stakeholders to fundamentally transform the food system and meet the global demands of present and future generations.

EIT Food has defined six Strategic Objectives to create impact using a carefully selected portfolio of activities:

- Threats to food sustainability,
- Distorted nutritional habits,
- Limited entrepreneurial culture,
- Fragmented food supply chain,
- Gap in talents, skills and social responsibility,
- Insufficient adoption of emerging technologies.

Meeting these Strategic Objectives will require combining aspects of innovation, education, business creation, and communication in an integrated fashion. Activities (equivalent of “Projects” in EIT parlance – see the glossary in section 8) along these lines will be at the heart 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 2019.

As in 2017, the call will be held in two phases, a pre-call and a final call. The pre-call phase provides the possibility for partner consortia to define outline proposals, which will be reviewed by experts to provide feedback and guidance on whether or not to proceed. Proposers with promising outline proposals falling within the scope of the current call will then be invited to develop full proposals to be submitted in the call phase.

## 2 Thematic Areas and Principles

In 2019, EIT Food aims to attract proposals for a total budget of approximately €32m in Call Activities.

In general, Activity proposals are solicited in the areas of

- Innovation,
- Education,
- Business Creation,
- Communication.

Next to this general call for activity proposals, EIT Food introduces the concept of “Grand Challenges”. These “Grand Challenges” are defined as **key challenges** within the context of each of EIT Food’s six Strategic Objectives, and because of their complex nature, any responses will require a more systemic approach. Addressing these challenges successfully will accelerate the transformation of the current food system in Europe. They were defined by representatives of the EIT Food partners during the “Grand Challenge event” on January 16<sup>th</sup>. More detail can be found in section 6.1.

### 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 at least one of the **strategic objectives** of EIT Food and have clearly defined targets for delivering business or societal impact:

- Overcome low consumer trust
- Create consumer-valued food for healthier nutrition
- Build a consumer-centric connected food system
- Enhance sustainability through resource stewardship
- Educate to engage, innovate and advance
- Catalyse food entrepreneurship and innovation

The activity plan must define output and impact, and demonstrate the reason for success of the proposal. The proposal must also include a roadmap for implementation of the results, expected risks and management. Assuming the stated outputs are met, the partners should detail what are the next steps of implementation beyond the duration of the project itself (e.g. a commercialisation plan for projects that develop products or services, scaling of an educational intervention, dissemination of insights in wider geographies, etc.)

## 2.2 Organisation of proposals

Each Activity of EIT Food should be executed by a **consortium of partners** of EIT Food, in principle from both science and industry, representing different areas of the food system, and include members from at least 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).

In principle, the **duration of Activities in the General call** is one year – except when there is a well-defined rationale. If the activity runs for more than one year the proposal must contain clearly defined go/no-go criteria to be applied at the end of Year 1, and any follow-on funding is contingent on an activity review and approval process every year. Activities under the call for proposals in the context of the “Grand Challenges” will run for multiple years (three years foreseen). Those proposals need to include clear milestones and go/no-go criteria for each year.

One partner organisation needs to take the **lead partner role**. The Activity Leader of the overall Activity will be an employee of this partner. The Activity Leader is responsible for the deliverables and the impact of the overall Activity.

Those start-ups which are members of the "RisingFoodStars" may participate as so-called "**linked third parties**" through their membership of the RisingFoodStars association as a full partner of EIT Food. In this case, their funding is typically limited to €100k; in exceptional circumstances additional funding may be considered, subject to further financial evaluation.

If you want to involve EIT Food **network partners** in one of your activities, get in contact with us to discuss the best way to proceed.

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 (co-)funded by EIT. The KCAs chosen have to have a clearly defined innovation and valorisation potential.

## 2.3 Impact

Any Education, Innovation, Business Creation or Communication Activity has to have:

- a definition of the added value and business/societal impact traced with EIT Food KPIs, e.g. creating a new Start-up, product or service, achieve specific consumer engagement targets, or deliver a number of upskilled students (see section 7.7 for the list of KPIs),
- one or more clearly defined deliverables contributing to achieve at least one of the EIT Food’s Strategic Objectives,
- a strong partner commitment and a European dimension involving multiple KIC CLCs and partners.

Further details on the programmes and the strategic focus of the Activity Areas are given in sections 6.1 to 6.6 below.

## 3 Proposal Structure and Submission

The call process will be executed in two phases, a pre-call and the final Call for Proposals. Proposals are to be prepared and submitted using an online tool (the PromiseSuite submission system).

### 3.1 Pre-Call

The pre-call runs from February 19, 2018, to March 16, 2018. The proposals submitted during the pre-call will be reviewed by a panel of external experts and members of the EIT Food Management Team. The lead partner will receive a recommendation to go ahead or not:

- **ADVISE TO PROCEED:** Based on the review of experts and internal evaluation, the EIT Food Management Team recommends to develop the proposal further for the final call. Recommendations or requirements may be given for the continued elaboration of the proposals for the final call.
- **ADVISE NOT TO DEVELOP THIS PROPOSAL FOR THIS CALL:** based on the review of experts and internal evaluation, the EIT Food Management Team recommends not to develop this proposal to a full proposal because the probability that it will pass successfully in the final call is low.

The specific comments to your project will be provided in the FEEDBACK tab of your proposals in the submission tool on EIT Food Plaza by 20 April.

### 3.2 Final Call

The final call will be opened on 23 April 2018. Irrespective of the recommendations given, all submitted proposals of the pre-call have the opportunity to elaborate their proposal for the final call with the final submission date of 6 June 2018.

**Proposals that have not been submitted for the pre-call cannot be submitted for the final call.**

A proposal has to be assigned to at least one Strategic Objective and clearly describe its contribution to it. Furthermore, the proposal should indicate if it is submitted in the context of the regular call or as a “Grand Challenge” activity.

For the final call, the activity structure and the budget provided in outline form during the pre-call need to be broken down into tasks (equivalent of “work packages” in EIT parlance – see the glossary in section 8) 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 that have been defined in the pre-call (which may be modified in the final call) have to be assigned to one of the tasks. Additionally, an estimate of the value of the deliverable (in % of the total KAVA cost) has to be given.

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 also used in Horizon 2020 projects.

In addition to the task and budget breakdown, partner consortia are encouraged to specify how their Activity will contribute to the financial sustainability of EIT Food. This can be done by suggesting a specific mechanism to pay back a certain fraction of the additional value generated by the activity, e.g. by revenue sharing. For more details on financial sustainability, please refer to section 7.4. Also a list of risks and associated mitigation measures for the activity should be given.

Feedback on the results of the review and portfolio definition process will be provided in the FEEDBACK tab of your proposals in the submission tool on EIT Food Plaza by 31 July 2018.

## 4 Review Process and Selection Criteria

The review of the submission will be performed similarly for both the pre-call and the final proposals by the Management Team of EIT Food and by panels of external experts. They will assess the proposals according to the following criteria:

- Match with and contribution to the EIT Food Strategic Objectives;
- Contribution to the strategic agenda of at least one of the functional pillars;
- Innovation and valorisation likelihood and potential of the underlying technology;
- Consumer-centricity and co-creation;
- Added value, contribution to EIT core KPIs and EIT Food's KIC specific KPIs and impact;
- Overall attractiveness and technical feasibility (for innovation activities) and business viability;
- Quality and feasibility of the activity plan (budget, tasks, deliverables, schedule), giving a solid reasoning for the success of the activity;
- Partner commitment and European dimension, including involvement from EIT RIS regions;
- SME/start up involvement; and
- Return on investment / contribution to the KICs sustainability.

The results of the expert review will be taken into consideration by the Management Team 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 the KIC management. Preference will be given to proposals which integrate aspects of two or more of the functional pillars (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 criteria above; this will determine the likelihood to be included in the final portfolio of activities (classified into A, B, and C 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.

Proposers will be informed about the ranking and may be given the opportunity to make budget, content and scope changes. Ranking and modification requests will be based on the consolidated reviewers' input and the aspects the EIT Food Management Team bring into the discussion (such as budget constraints).

The portfolio of Activities will be presented to EIT in a document called "Business Plan 2019", which includes among other parts a high level description on how the selected Activities contribute to the EIT Food strategy and what overall impact they generate. Detailed Activity information including budget and KPI targets are in Annexes to the main body of the Business Plan.

## 5 Key Dates

21, 22-02-2018	<b>Matchmaking Event</b>
<b>16-03-2018 18:00 CET</b>	<b>Deadline for pre-call submissions</b>
20-04-2018	<b>Pre-call</b> expert review completed
27-04-2018	Feedback by functional directors on pre-call proposals and submission tool opened for entering full proposals
<b>08-06-2018 24:00 CEST</b>	<b>Deadline for full proposals</b>
31-07-2018	<b>Call</b> expert review completed and EIT Food Management Team decisions on rankings communicated, including feedback.
09-2018	Approval of Business Plan by EIT Food Partner Assembly and submission to EIT
<b>01-2019</b>	<b>Start of 2019 Activities</b>

The steps after the approval of the (Draft) Business Plan by EIT Food include the review by EIT, feedback in the form of a list of required changes to the Business Plan (and therefore also to some of the proposed Activities), the communication by EIT about the final EIT funding for EIT Food in 2019, and the resubmission of a revised Business Plan meeting the budget and the change requirements of EIT. This final Business Plan forms the basis for the formal agreements EIT Food will sign with its Partners in 2019.

## 6 Area specific details

### 6.1 “Grand Challenge” activities

#### Introduction

Next to the general call for activity proposals, EIT Food introduces 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 pillars, and taking steps to solving a Grand Challenge requires the mobilisation of the entire Knowledge Triangle.

The Grand Challenges are defined below, in line with the outputs of the 16 January workshop<sup>1</sup>, followed by the requirements for partner consortia to respond to them.

#### The Grand Challenges

**Strategic Objective 1:** Overcome low consumer trust & enhance transparency

**“Can we build business models which monetise transparency & other trust factors”**

The Challenge: Consumer trust in the food industry is demonstrably low and is 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.

**Strategic Objective 2:** Distorted nutritional habits: Create consumer-valued food for healthier nutrition

**“Developing systems to provide personalised food solutions for healthier living and addressing known health risks”**

The Challenge: In developing personalised food solution systems, several challenges are combined: (1) understanding the consumers in their behaviour, motivation and needs and the ability to translate this in accepted food solutions through transparent communication, and (2) the systems that will drive this

<sup>1</sup> Some editing of the outputs was required to harmonise the description and to clarify the definition; in the case of Strategic Objective 5, the two proposals were merged to reflect the equal votes received.

process by collecting the right data, the sense-making of it and its translation in manufacturing and food solutions enabled by data, motivation, and understanding drivers of behaviour.

The Motivation: The necessity to understand and identify health from a personalised perspective and the new technology opportunities, allowing personalisation on needs and delivery, that might arise from this. Having clear and proven systems to endorse and strengthen this process.

The Impact: By not only focusing on healthier living but also on known health risks, a cost reduction related to healthcare will be a straightforward outcome. System design will impact on a broader level, enabling new technologies by data.

The project should go beyond system development on a meta-level. Clear cases and proof-of-principle is expected on the longer term of the project (y2, 3), e.g. by focusing on a specific health risk, allowing quantitative impact measurements.

**Strategic Objective 3:** Fragmented supply chain - Build a consumer-centric connected food system

**“Understand and develop the supply chain to deliver fair and healthy products and services for the consumer”**

The Challenge: The food value chain is highly fragmented: there is no holistic overview of the actors involved and how they can become better connected through data integration along the entire value chain (fork2farm). There have been attempts to map and model the value chain, but with limited success because of for example the dynamic nature of the food system or the competitive sensitivity of data.

The Motivation: A better holistic understanding and dynamic mapping of the food value system is the foundation for using relevant data and information for e.g. traceability, sustainability, safety, forecasting and even delivering nutritional products. Trusted data gathering and sharing would also lead to identify positive or negative trends (ecological, economical, risk assessment).

The Impact: “Delivering fair and healthy products for the consumer” means that all actors benefit from the same information and insights with respect to e.g. reducing redundancies and increasing efficiency in the value chain, increasing food safety and transparency (B2B and B2C). This may lead to better (healthier) product offers, and it lead to an “on demand” supply chain.

The project could provide a systemic approach, but also should demonstrate the viability of the solution e.g. in at least one of the most common food commodities or high value materials.

**Strategic Objective 4:** Enhance sustainability through resource stewardship

**“Transforming efficiency in primary food production”**

The Challenge: Primary production has the greatest impact on environmental sustainability of food production as a whole. Innovative modes of production are addressing this to some extent, but both conventional and novel farming methods are not achieving the efficiencies required to feed a growing population in a sustainable way, and efforts are often fragmented.

The Motivation: There are many separate investigations aiming to improve yields along with sustainability aspects of different crops, but there is no coordinated and structured approach to combine and connect the many interlinked aspects, such as soil selection and soil quality, irrigation, individual plant treatment, type of farming (precision, vertical), culturing and harvesting.

The Impact: “Transforming efficiency in primary food production” means developing a coordinated approach to learn from improvement methods, agreeing a common framework to guide future developments and informing policy to achieve a large impact on consumer, society and economy due to enhanced production levels on all areas of primary production.

**Strategic Objective 5:** Skills gap: Educate to engage, innovate and advance

**“Educating the next generation through participative learning for an engaging food system”**

The Challenge: At present there is no fair access to knowledge about the food system for citizens and consumers, which has led to disengagement and distrust about food claims. Particularly for the next generation of citizens (currently pupils, students and young adults) the challenge is to ensure that they can critically assess transparent information about food, its methods of production and its impact on the environment and health.

The Motivation: There is a need for citizens, consumers and producers to jointly learn, unlearn and relearn where food comes from and how it supports a healthy society. Traditional methods of informing consumers are not always effective, so there is an opportunity to develop novel, participative education models through which different actors in the food system co-learn to take responsible and trust-able decisions.

The Impact: “Educating the next generation through participative learning for an engaging food system” means that, through new modes of co-creation of knowledge about food, producers and the next generation of citizens can (re)engage with the food system, to support informed choices leading to a healthier society and healthier planet.

**Strategic Objective 6:** Limited entrepreneurial culture - Catalyse food entrepreneurship and innovation

**“Value Chain: keep it smart & simple”**

The Challenge: Current food value chains are optimised in specific ways which make it difficult for external innovators to enter. Regulation, standardisation and economies of scale create a challenge for start-ups to bring innovations to the market. To stimulate innovation and to attract new start-ups, the value chain requires different modes of optimisation that recognise the emergent character of innovation.

The Motivation: The necessity to simplify and shorten the value chain to maximise safety and agility, minimise waste generation, maximise transparency and nutritional value for individual consumers, brings new opportunities for innovation and start-ups creation, and supports novel optimisation approaches in bigger organisations.

The Impact: “Value Chain: keep it smart & simple” means optimising the value chain to positively impact on start-up participation. The motto “less is more” emphasises the requirement to incorporate different and possibly competing optimisation criteria to create an attractive and competitive business area for start-ups.

## Responding to a 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 activities with a three year duration, and which are based on a significant level of funding:

- €1,000,000 per Grand Challenge in 2019,
- Funding in 2020 and 2021 is foreseen to at least match this, but exceptional activities showing results by the end of the first year already may qualify for more.

A key requirement is that proposals not only deliver on EIT Food core KPIs and / or KIC-specific KPIs, but more importantly create significant and measurable impact relevant in the context of the respective strategic objective 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. Given the complexity of the Challenges, we envisage that any proposal would be based on the combination of at least two of the functional pillars (Communication, Education, Innovation and Business Creation).

Project proposals must provide multiyear plans, preferably 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. The progress of the activity will be reviewed at least on an annual basis and continuation will be approved depending on the progress and deliverables of the activity.<sup>2</sup>

A key element for the “Grand Challenges” projects will be a good understanding of current state of the art and initiatives in flight to ensure our “Grand Challenges” will leverage existing efforts and focus on the ones where EIT Food can have the most impact.

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, the respective Activity Leaders are encouraged to consider merging the proposals. For proposals that do not fully fit with the scope of the Grand Challenges, the respective Activity Leaders will be invited to explore with the Management Team how to re-frame and submit them in the regular call process.

## Contact

The following contacts are leading the respective Grand Challenges and can be approached for additional information or questions:

- Strategic Objective 1: Saskia Nuijten, saskia.nuijten@eitfood.eu
- Strategic Objective 2: Thorsten König, thorsten.koenig@eitfood.eu
- Strategic Objective 3: Stephane Durand, s.durand@qub.ac.uk
- Strategic Objective 4: Peter Jens, pjens@koppert.nl
- Strategic Objective 5: Maarten van der Kamp, maarten.vanderkamp@eitfood.eu
- Strategic Objective 6: Benoit Buntinx, benoit.buntinx@eitfood.eu

## 6.2 Innovation Activities

As in the previous year, EIT Food is looking for Innovation Activities that are focused on developing technology-based products and services 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 and services with breakthrough potential and likelihood of reaching the consumer. Activity proposals should be aligned with one or more of the following innovation programmes:

### EIT Food Assistant

This innovation programme will develop non-invasive tools, on-line information services and market novel technology that will empower people to self-monitor their Preferences, Acceptance, and Needs (PAN), to make healthier decisions and increase the environmental sustainability of their consumption habits. The EIT Food Assistant will enable people to gain insight into how their food is produced and distributed, sparking a new sense of responsibility for preventing waste at home and changing the perception of ‘waste’ residues from food production into a valued part of a sustainable circular economy.

The activities proposed can include tools and services to function as (i) a communicator with health practitioners, (ii) an education aid for individual consumers, or (iii) an information exchange tool for stakeholders in the food system, providing consumers with real-time access to information on food products at various production and delivery states.

### Your Fork2Farm

This innovation programme aims at a people-driven, co-creation approach “from fork-to-farm” to boost the development of nutritionally-customised food products with an improved eco-footprint, while at the same time achieving the economies-of-scale associated with mass production. EIT Food will move

<sup>2</sup> A project concept could be: During Year 1 identifying opportunities of already existing technologies/methods and ongoing activities on European or regional level, undertaking initial feasibility or conceptual studies to compile a comprehensive project plan for Years 2 and 3.

part of the supply chain into the food service sector and consumers' kitchens, by offering individuals the ability to configure their food products, based on their own PAN-profiles.

The activities proposed can include i) the development of new add-on/in functional ingredients and foods addressing unmet nutritional needs and minimally pre-processed components by means of collaborative "reversed engineering"; ii) the design of advanced processes to produce, process, store, package and supply foods in a safe and sustainable way; iii) the development of scalable technologies for modular product design.

## The Web of Food

This Programme aims to catalyse digitalisation of the food system to boost a people-driven food production that, together with demand-specific packaging and seamless integration of recycling measures, will substantially save resources and reduce waste. The activities might include adaptive systems solutions for flexible production control and/or the application of sensor technologies for the on-site analysis of key chemical/biological attributes.

This programme will enable secure traceability and auditability of food quality, safety, and authenticity, as well as supply chain certification, thus building trust in the food system.

## The Zero Waste Agenda

This programme will explore and utilise circular bio-economy pathways by identifying favourable tracks for

- optimising resource efficiency and environmental sustainability,
- generating consumer relevant functionalities,
- creating economic and societal value, and
- developing novel solutions for future food security.

The activities proposed should develop exemplary innovative nature-inspired circular bio-economy pilot solutions, serving for up-scaling into wider food system domains. They should provoke at the same time a circular-economy mindset and global engagement to reduce and valorise waste.

## 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"<sup>3</sup> 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]<sup>4</sup>. 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.

<sup>3</sup> [http://ec.europa.eu/research/participants/data/ref/h2020/grants\\_manual/hi/ethics/h2020\\_hi\\_ethics-self-assess\\_en.pdf](http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/ethics/h2020_hi_ethics-self-assess_en.pdf)

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

## Guidelines for Innovation activities:

Type of Innovation Activity	Description	Type of partners	TRL (Tech readiness level)	Duration	Expected KAVA budget	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"> <li>EIT Food Partners at least from 2 CLCs</li> <li>Coord: Preferable Industry</li> <li>SME participation is an advantage</li> </ul>	Min: 5/6	Up to 2 years (2 <sup>nd</sup> year will be financed upon meeting defined go-/no-go milestones)	1.5M€ Max	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"> <li>EIT Food Partners, at least from 2 CLCs</li> <li>Coord: Industry or Academia</li> <li>SME participation is an advantage</li> </ul>	Min: 4/5	1 year	1M€ Max	Typically 4 to 5

## 6.3 Education Activities

Activity proposals should be aligned with one or more of the following education programmes:

### Professional Education

Targeted at teaching and learning activities, the EIT Food Professional Education provides an engaging education environment for established career professionals to share and generate existing and new knowledge. Critical skills needed to advance a career to become a leader in a digitally enabled, resource-smart food system are developed. The specific instruments include: specialised private online courses (SPOCs), professional certificates and elevator workshops for SMEs. For 2019, we welcome proposals for up to 20 **SPOCs**, up to 5 **professional development courses** and for 6-10 **SME workshops**.

**SPOCs** are tutored courses delivered largely online and providing high level expert content to paying participants (i.e. the modern version of an Industry Workshop). SPOCs are to be launched sequentially over the year. EIT Food will roll these out in a franchising approach using a single platform to create revenue for both our KIC and the organisers. To that purpose, a development fee of up to €30k will be paid. EIT Food will then provide the content to partners to hold the courses repeatedly. Revenue generated by registration fees is to be shared 50:50 between the KIC and SPOC organisers. Proposals may offer the option to include face-to-face experiences, e.g. the same SPOC may be held 3-4 times throughout the year, with additional hands-on experience held only once.

Some of EIT Food’s industrial partners have indicated an interest in the following topics for SPOCs:

- Nutritional content: enrichment with fibres; sugar reduction; sodium reduction
- Drug-nutrition interactions
- Principles and applications for food packaging
- Digitalisation opportunities for the food value chain
- Waste: approaches to prevent and minimise waste; valorisation of remaining waste (could be leveraging the insights from past SME Workshops and Food Solutions activities)
- Approaches to sensory and consumer product insights
- Judging business potential of scientific ideas for R&D personnel
- Communicating with non-scientific audiences for scientists

**Professional Development Courses (PDCs)** are tutored courses delivered in a blended learning format to provide essential or advanced skills and knowledge training to professionals in the food sector. The

main differentiator of the PDCs vis-à-vis multilevel programmes is that successful completion should result in a certificate, based on the EIT Food professional certificate framework that will be developed as a non-call activity in 2019.

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 the KIC is leveraged to benefit the learners' professional development trajectories. The development of PDCs will be funded up to €100k per PDC, where it is important to note that if the PDC includes a SPOC and/or an SME elevator workshop which can be run as standalone entities, the budget may be increased accordingly. Revenue generated by enrolment fees is to be shared 50:50 between EIT Food and the PDC organisers.

**SME elevator 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 will be offered the opportunity to further develop and capacity build through educational talks and round table discussions. This should be combined with a job brokerage for students and a regional marketplace to foster innovation / business creation activities.

For 2019, 6-10 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. A roll-out of the developed workshop in at least 3 CLC locations is envisioned with content there to be localised. For each individual roll-out, up to €10k will be provided. Workshops are to be prepared in a team-oriented approach with multiple partners from different locations to be involved.

## Multilevel Programmes

Targeted towards innovation and entrepreneurship activities, the instruments of the multilevel programmes provide an environment for students, start-ups, and company employees in which out-of-the-box thinking is encouraged and pioneering ideas can be developed. Both ideation and problem-based approaches are used to advance EIT Food's overall agenda to catalyse fundamental changes in the food arena. Multilevel programmes are closely linked to business creation activities to facilitate sector growth and job creation. Specific instruments include: programmes for students, solving industrial problems, innovative agricultural actors and future entrepreneurs. Activities will be linked to the existing "Innovative Food Systems Teaching and Learning" (IFSTAL) initiative to produce a pan-EU suite of extracurricular activities. For Activities in 2019, proposals will again be solicited for the **Entrepreneurial Summer Schools** and the Extra-Curricular Programme "**Food Solutions**" (an industrially relevant problem set for one year to be taken in parallel to a standard curriculum).

EIT Food's **Entrepreneurship Summer School** is an educational programme offering students and interested professionals the opportunity to learn entrepreneurship, innovation and business creation principles and skills. The programme 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. Proposal developers are encouraged to conceptualise various formats and lengths for the experience. EIT Food plans to fund 3-5 summer schools in 2019 at up to €100k each. Partnering of multiple CLCs is requested.

**Food solutions** is a programme for students of all levels to work jointly on an industrially relevant problem set for a period of 3 months up to one year. 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). A linkage to EIT Food's innovation / business creation programmes after completion of the programme is desirable. Proposals must demonstrate that the problem is of industrial relevance, has innovation potential, and is relevant to EIT Food's strategy. EIT Food will fund 10-20 food solution Activities in 2019 to a maximum of €200k each. The experience may be designed as a block event or as a part-time (up to 1 year) activity. A multi-CLC partner involvement and industry participation is mandatory.

Some of EIT Food's industrial partners have indicated an interest in the following topics for Food Solutions programmes:

- Nutritionally, what is the best protein blend (targeting multiple populations)?
- Produce a child-friendly and sustainable food product high in vegetable content liked by children to establish healthy eating patterns early in life
- Incentivising consumers and citizens to reuse, reduce and recycle products related to food

- New business models based on digitalisation of the value chain, including autonomous production systems in production and processing
- Nutrition: personalised models; its role in public health
- Flavourful proteins from plant sources

## MOOCs

MOOC 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. The implementation of each of the activities requires close interaction between the education and communication teams and follows a clear division of tasks. The Education pillar will have the lead in creating the content whereas the Communication pillar will have the lead with the technical transformation and implementation into the foreseen communication channel/platform. Pertinent information of interest to the public should be presented in an interactive and easy to understand popular science manner. For 2019, up to 10 courses will be funded at up to €50k each. The courses are to be prepared using a team-oriented approach (at a minimum, partners from 2 CLCs are to be involved). Courses will be owned by EIT Food, and hosted on EIT Food's education platform, but partners are later free to use the EIT-branded content in their institutions.

## 6.4 Business Creation Activities

In the Call 2019, only proposals for the EIT Food Incubator programme are solicited.

### Incubator Programme

The EIT Food Incubator programme is designed to fill the gap, and to ensure continuity, between the entrepreneurship-related activities in Education and the EIT Food Accelerator, including the EIT Food's FoodSparks Seed Fund. The objective of EIT Food's Incubator is to provide students, graduates, PhDs, postdocs and researchers, interested to start a new technology or knowledge-based business in agri/food, with a structured scheme to support activities that will lead to the creation of innovative start-ups.

The proposed programme must be based on a multidimensional action plan and consider, in particular, technology maturation, business modelling and people training/management. After incubation, the new start-ups will be eligible to apply to the EIT Food Accelerator Network. The EIT Food Incubator should support a minimum of 20 new technology/knowledge-based business ideas starting in 2019. The concept should be implemented, further developed and scaled in close collaboration with EIT Food Business Creation team from 2019 onwards.

To demonstrate EIT Food's PAN-European character while also addressing regio-specific challenges and opportunities, proposals for the EIT Food Incubator programme should comply with the following objectives:

- Cobranded with EIT Food;
- Being executed in at least two locations within at least two different CLCs;
- Conducted by a well-balanced group of partners from academia and industry in a collaborative way;
- Having a common curriculum/methodology, structure and approach across the locations;
- A proven track record of success on a multi-location level;
- Plan to connect incubated projects / new start-ups with other EIT Food programmes in Education and Business Creation, such as the EIT Food Accelerator, FoodSparks Seed Fund and the RisingFoodStars association;
- Consider the implementation of return on investment mechanisms that will contribute to the financial sustainability of the EIT Food Incubator.

The proposal for the EIT Food Incubator should include:

- A process to advertise and scout for students, researchers and young entrepreneurs with technology/knowledge-based business ideas in the agri-food sector;
- A rigorous process, criteria, and knowledge base to select projects for incubation;

- A proven methodology and curriculum for incubation (including deliverables and KPIs) that should at least consider the following:
  - “People”: training, assessment, pluridisciplinary team building;
  - “Technology maturation”: readiness assessment, roadmap design and implementation, prototyping, regulatory and IP issues,...
  - “Business modelling”: Business Model design and validation;
  - “Mentoring”: close support of industry experts along the incubation process.
- Providing physical office space and required infrastructure (e.g. IT, communication) to develop the programme. Could include access to specific incubation facilities (business incubator, coworking space, etc.);
- Enabling access to required competencies, infrastructure and funding to develop valid prototypes and reach the proof-of-concept stage; e.g. through the EIT Food partner network;
- A stage-gating process to decide on either to move onto the next stage and to create a start-up or to stop the incubation process;
- Incubees could receive funding from EIT FoodSparks and be connected to other funding sources;
- If applicable, providing a concept for accommodation and other required support to enable projects teams to participate in the location of the Incubator.

The total KAVA budget for the EIT Food Incubator is about €1-1.5 million, pending the final approved volume of the Business Plan 2019.

## 6.5 Communication Activities

EIT Food will actively promote and support a shift in engagement from consumers as passive recipients, to citizens as enthusiastic change agents. This will be achieved through multiple initiatives, such as consumer-focused campaigns, and a consumer collaboration platform (MyFoodPortal) which will be a reference point for Europe and the globe.

EIT Food has clustered its Communication activities in three overarching programmes: Access, Explore and Network. Activity proposals are solicited for the implementation of the programmes. They could address the full programme, as well as only certain parts of it.

### Access

The access programme aims to make information available and accessible to large consumer groups.

- Consortia are encouraged to propose activities that significantly impact information availability and accessibility. The activities proposed can, for example, include tools and campaigns.
- In 2018 EIT Food will develop an online consumer collaboration platform, ready for launch in 2019: MyFoodPortal (project title). Defining the platform, technical build and beta testing, plus some first content to get it ready for launch will be executed by a project team in 2018 (research has been done in 2017 as an early bird activity.)

This platform will become an online consumer collaboration platform. The platform aims to initiate and drive the conversation between academia, industry and consumers. This European interactive community will become the place to interact and learn about a healthy lifestyle and sustainable choices in the context of food technology and innovation. The aim is to create a community where information is reliable, trustworthy and provided by and for its users. MyFoodPortal will be science-based, honest and credible, and in support of EIT Food’s strategic objectives. Content focus is on technology and innovation, with health and sustainability as the anchor.

The style of MyFoodPortal will be entertaining, personable and interactive.

For the call of 2019 we also encourage consortia to propose activities that (partly) make use of / bring content to MyFoodPortal, which will add value to the platform and its interactive and entertaining nature, keeping the target audience (consumers) and content focus in mind. Content may include (but is not limited to) videos, visual graphics, articles, expert opinion posts, surveys/polls, data analyses, games or apps. For more information on MyFoodPortal please contact the activity leader Sofia Kuhn (sofia.kuhn@eufic.org).

## Network

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: activities targeting local top events or EU events of key stakeholders in the Food ecosystem, strengthening EIT Food's ambitions and outreach.
- Creating a 'one stop shop' on the future of food for media and relevant policy makers, identifying and facilitating the connection with relevant expertise throughout the value chain.

## Explore

The explore programme of EIT Food will address the needs of the consumer and citizen to increase public knowledge and interest in food related topics by **providing opportunities to experience** new products, 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 exhibition:** consumer experience concept (for example on technology and innovation), and 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 in school materials.
- **Social awareness campaigns:** consumer oriented, interactive and innovative awareness campaigns linked to innovation programmes, and to be rolled out across Europe.

## 6.6 RIS (Regional Innovation Scheme) Activities

KIC partners can submit proposals for activities targeting beneficiaries from EIT RIS (Regional Innovation Scheme) countries, particularly in the Business Creation, Communication and Education pillars. The overarching objective of EIT RIS activities is to replicate the successful elements of the KIC'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 pillar, 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".

RIS activities should primarily benefit stakeholders in EIT RIS countries, who are not KIC partners, but KIC partners are expected to implement these activities and provide support to external stakeholders. End beneficiaries of these activities could be e.g. students, doctoral students, postdocs, researchers, companies, start-ups, primary producers, consumers or government executives. They should be selected in a transparent manner via publicly available and broadly communicated announcements (open calls), allowing the participation of applicants from 13 countries targeted by EIT Food RIS Strategy (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). The activities should demonstrate tangible impacts for innovation ecosystems of EIT RIS countries and mitigate the risks of brain-drain in agri-food sector.

Countries targeted by the EIT Food RIS Strategy are:

- **CLC North-East:** Croatia • Czech Republic • Estonia • Hungary • Lithuania • Romania • Slovenia • Poland (only regions of: Łódzkie • Lubelskie • Małopolskie • Podkarpackie • Świętokrzyskie • Podlaskie • Wielkopolskie • Lubuskie • Dolnośląskie • Opolskie • Kujawsko-Pomorskie • Warmińsko-Mazurskie)

- **CLC South:** Greece • Italy (only regions of: Molise • Puglia • Basilicata • Calabria • Sicilia • Sardegna) • Portugal • Turkey • Spain (only regions of: Galicia • Principado de Asturias • Cantabria • La Rioja • Castilla-la Mancha • Extremadura • Illes Balears • Andalucía • Región de Murcia • Canarias)

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-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 KIC'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.

## 7 Practical Support

### 7.1 General support

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                | Krzysztof Klincewicz  | krzysztof.klincewicz@eitfood.eu |

Questions related to the overall process, EIT definitions and requirements can be addressed to [CfpSupport@eitfood.eu](mailto:CfpSupport@eitfood.eu).

The template for the submission of proposals will be available at <https://plaza.eitfood.eu/call2019> starting 19 February 2018.

### 7.2 Activities continuing from 2018

Activities, which have already started in 2018 and have indicated their intention to continue in a second year in 2019, must submit a proposal for 2019 in the same way as any other proposal using the on-line 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 Team 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, such proposals have to define tangible and measurable go-/no-go milestones which will be achieved by June 1<sup>st</sup> 2018 using the EIT Food form "Milestones for project continuation". Such milestones are highly relevant, not only to demonstrate the progress of the activity in 2018, but to give good reason that the activity will deliver the defined output in 2019. Together with the external reviewers, the EIT Food Management Team will assess the relevance of such milestones in

the context of the pre-call and provide feedback. Delivering on the milestones by June 1<sup>st</sup> 2018 at the latest will be one of the key criteria to grant funding for the continuation of the activity in 2019.

## 7.3 Financial Aspects

Activities should have an EIT funding of between €200k and €500k (however, for Innovation activities see the table in section 6.2 and for the Business Creation call for the Accelerator section 6.4).

Contributions from a single partner organisation should be larger than one FTE, and for each individual person preferably larger than 0,5 FTE, but not below 0,25 FTE.

For EIT Food core partners that are not paying the full partnership fee or having a waiver, the maximum EIT funding will be €500k per year (a cap applies to start-ups of the RisingFoodStars as described in section 2).

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: 25%

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 17<sup>th</sup>, 2016, are eligible.

## 7.4 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 a robust and long-term financial sustainability strategy. It is not only an EIT requirement that EIT Food implements mechanisms for financial sustainability, but it is critical that EIT Food becomes more and more independent from EIT to fund activities that cannot be funded otherwise.

This means that projects need to contribute to EIT Food's financial sustainability. Consequently, projects which deliver financial return on EIT Food's investment, next to creating impact, are preferred. (It is noted that some activities, by their very nature, may not contribute directly to EIT Food's financial sustainability e.g. certain communication or education projects).

We recognise that achieving financial sustainability is a gradual and long-term process. In 2019, high quality activities which propose a robust mechanism for return on investment will be prioritised. In subsequent years, along with the implementation of a full-fledged Return on Investment policy, the financial contribution will become mandatory. It is obvious that the return on investment must be at least equal to or greater than the investment itself. In collaboration with partners involved in activities, EIT Food will work with customised models and mechanisms to leverage its investments in successful activities.

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.

A suggested mechanism for Activities starting in 2019 could be: Each activity consortium will be asked to identify the partner(s) who will commercialise the products or services developed in the project. This partner(s) must be involved in the project from the beginning. Any type of company ranging from newly created start-ups (created before the start of the project) to large companies is acceptable. In case the commercial vehicle is a newly created venture, it is recommended to apply for the EIT Food incubation/acceleration programmes. During 2019, the partner(s) will be the point of contact for EIT Food in order to further develop the suggested financial mechanism and consolidate it into a formal agreement.

## 7.5 Proposal Structure

Proposals are entered via an online submission tool available at the EIT Food intranet page [plaza.eitfood.eu](http://plaza.eitfood.eu). The information entered at the Pre-call stage will be available for the Call. For the pre-call, the following is required:

- Activity title and Area;
- Lead Partner and contact person;
- Executive Summary of the Activity: a maximum 1 page containing the purpose of the Activity, why it fits into the strategy of EIT Food, the targets it wants to achieve, and the concrete results and impact created;
- A short work plan: start and end dates of the project, major milestones and deliverables, and first insight in next steps towards implementation following successful project realisation;
- Target values for the KPIs that will be achieved in 2019 and beyond;
- Consortium description, including strengths, roles, and contributions of the partners;
- Estimated costs of the project, broken down into a) personnel costs incurred by partners and b) any other costs (like equipment, subcontracting, travel, ...). For multiyear proposals costs need to be also given for each year;
- Estimated contribution to the financial sustainability of EIT Food;
- Estimated co-investments requested from EIT and co-investments provided by the partner organisations themselves or through other sources.
- A list of complementary projects (KCAs, see glossary in section 8), their relevance for the proposed project, and the associated costs, if already available.

The template for the final call will be an expanded version of the pre-call template. In addition to the pre-call information, it will include:

- Detailed budget for 2019: 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;
- Explanations for the various cost items;
- Funding request: EIT co-investment, partner co-investment;
- KCAs: description and relevance for Activity; and the associated complementary costs;
- Return on investment / contribution to the KICs 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. **All cost aspects are required to be fully in line with the FPA and SGA, H2020 financing rules and EIT requirements and guidelines.**

Please note that the information entered in the Pre-call phase can and should be revised to include more detail and address pre-call review comments. It is important to note that the information asked for in tabs (pages) 0-2 and the summary budget information of tab 5 (in particular the budget explanations) will be used in the EIT Food Business Plan for the application for funding by EIT in Budapest. This is the only information EIT will use for its review, and to compare later on actual activity performance with the plan. It is therefore important that it is self-contained and convincing (no references to other parts of the submission). The other information is required for the EIT Food internal review and decision process as well as the financial reporting (both EIT Food and EIT).

## 7.6 EIT Core Key Performance Indicators (KPIs)

The table below lists the core KPIs as currently defined by EIT for 2018. Note that EIT may change the KPIs for 2019, in which case the updated list will be made available to the partners. "Year N" below refers to the operational year, in this case 2019. The partners are requested to pay particular attention to how they plan to specifically contribute to the realisation of EIT Food's KPIs.

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.
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.
EITN05	Entrepreneurship	Output	# Start-ups supported by KICs	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. Supporting evidences: -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	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. Impact Fund investments into KIC supported start-ups should be measured separately. Supporting evidences: -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	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.

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.
EITN09	Management and Coordination	Output	Budget consumption of KICs	EIT grant approved / EIT grant committed (Calculated by EIT)
EITN10	Management and Coordination	Output	Error rate of KICs	Ineligible KAVA costs established by EIT based on ex-ante checks / total KAVA cost declared by KIC. (Calculated by EIT)
EITN11	Management and Coordination	Result/Impact	Financial Sustainability (FS): revenue of KIC LE and FS coefficient	The total revenues generated by the KIC LE in year N (absolute value in EUR) and FS coefficient (%) is the total revenues generated by the KIC LE divided by the total EIT KAVA in year N. Supporting evidence: KICs' reports on financial sustainability and completed templates (revenues presented per category: 1) income generated by return on investment & equity, 2) education, 3) services and consulting, 4) membership fees, and 5) alternative funding sources for KIC LE (public and private)).

## 7.7 EIT Food specific KPIs

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

Code	Activity Area	EIT Core KPI	Definition/Formula
KICE01	Education	Top talent attracted to the food sector after completion of EIT Food education programmes	%; Determined from alumni survey as percentage of alumni with employment in the food sector. First survey in 2020.
KICE02	Education	Top talent's (students and professionals) success and performance in the food sector	#; Determined from employer survey with scores of 1=low satisfaction to 10=very high satisfaction. First survey in 2019.
KICE03	Education	Motivated entrepreneurs generated for the food sector through EIT Food education programmes starting own businesses	%; Determined from alumni survey as percentage of alumni having started their own venture. First survey in 2020.
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 field in the indicated year, which relates to a product or service which will be commercialised.

KIC02	Innovation and Research	Projects with SMEs participation (funding beneficiary)	%; Determined on portfolio level – not relevant for individual activities. Nevertheless high quality activities with SME participation are encouraged and will be prioritised.
KIC03	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,....
KICC04	Communication, Dissemination and Outreach	Events (own and external)	#; Own events: organized by EIT Food External events: EIT Food and/or projects (clear link to EIT Food) contribute to event (e.g programme, lecture, presentation, etc) or have a presence (e.g. booth) (Visiting events does not count). To be substantiated by scan of event programme or events booth map
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.
KICC06	Communication, Dissemination and Outreach	Number of consumers participating in EIT Food's Trust barometer	#; KPI for the project Consumer Trust Barometer
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.
KICM01	Partnership	KIC partners	#; determined by KIC HQ Office
KICM02	Partnership	Start-ups in RisingFoodStars	#
KICM03	Partnership	Network partners	#; determined by KIC HQ Office
KICR01	RIS Strategy	EIT Hubs selected in an open call, implementing EIT Food activities in EIT RIS countries	#
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)	#
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## 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 the KICs, and contributing to the overall objectives of the EIT. An activity is split in one or several tasks
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 →KCA's that are used in a →KAVA.
Deliverable	In EIT terminology, a Deliverable describes an →Output of an →Activity. It is 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.
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 consortiums to achieve the goals of EIT Food. KAVAs should build on results created in →KCA's.
KCA	"KIC Complementary Activity": a project funded by non-EIT sources (typically, an FP7 or other H2020 project, but also company internal development programmes). KCA's produce results that are of relevance for the →KAVA and are used by it in one way or another to achieve the Activity targets.
KIC	"Knowledge and Innovation Community" – EIT Food is one of now six KICs that operate under the regulations of EIT.
Segment	see →Programmes
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 programmes. For the Area Education, these are for example Master Education, or Doctoral Education. For Innovation, for example “The Zero Waste Agenda” (programmes correspond the what EIT calls “Segments”)
Task	Work package under an activity