

EIT Food Business Plan 2023-25

The EIT Food Business Plan introductory video can be found at: www.eitfood.eu/businessplan2023-2025

Executive Summary

As the world’s largest and most dynamic food innovation community, EIT Food accelerates innovation to build a future-fit food system that produces healthy and sustainable food for all. To achieve this, we bring together the strengths of innovation, entrepreneurship and education across a diverse range of people and organisations representing the entire food value chain - from consumers and start-ups to universities and global corporations.

With support from the European Institute for Innovation and Technology (EIT), the aim of this three-year business plan is to align our activities across the knowledge triangle to our three Missions: **A Net Zero Food system, Healthier lives through Food, and Fully Transparent, Resilient and Fair Food Supply**. These missions align our work to drive deep, systemic impact in the European food system, growing from the foundations we have built over our first 5 years, to have transformational impact through innovation on the key challenges facing the agrifood sector today.

Our plan builds on the strong industry, political and financial momentum we have created to take us and our partnership to the next stage in delivering long-term impact and ensuring that EIT Food is financially sustainable for the future. Alongside our impact-focussed work, we are investing in our skills and resources to continue to grow our portfolio of equity and innovation returns, adding more commercial services to deliver to our partners and customers, and working closely with our partners to develop additional grant funding streams. The BP implementation will fully comply with the EIT Financial Sustainability principles, KIC Funded principles, Innovation principles, EIT RIS Hub Minimum Standards and Governance principles

Our Mandate

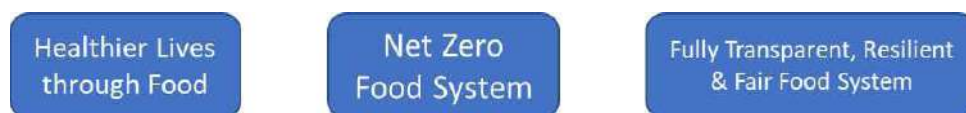
EIT Food aims to increase the innovation capacity of the EU and its Member States to develop world-class solutions to societal challenges. We describe these major societal challenges and our corresponding Strategic Objectives in our Strategic Agenda 2021-27, and build on this to detail our priorities and plans for the specific EIT grant period 2023-2025.

By promoting innovation, skills, and entrepreneurship in response to challenges identified by our stakeholder community we deliver outcomes in line with the EU Farm to Fork Strategy and the sustainable growth agenda of the Green Deal. We act as a systems-change leader by moving solutions from idea to product, from the lab to customers/consumers, and by helping students and researchers become innovators and entrepreneurs. To do this, we use EIT’s Knowledge Triangle Integration (KTI) model which combines skills, investment, and innovation.

We believe inclusive systems innovation, which enables all people and places to participate and benefit, is essential to a strong food system that is better for everyone. With teams on the ground across Europe, we bridge the gap between countries and regions with low innovation capacity and those leading the way. And crucially, we put consumers at the heart of our work, helping build trust by reconnecting them to the origins of their food, directly involving them in the innovation process, and working with the food sector to increase transparency. We are committed to continuing our sector-leading activity supporting the EIT’s overarching Strategic Objectives via the New European Bauhaus EIT’s Deep Tech Talents initiative and HEI Capacity Building Initiative.

Business Plan 2023-25 Key Drivers

Our goal is to consolidate EIT Food’s position as the partner of choice for organisations dedicated to creating meaningful impact to invest in response to societal challenges across 3 key mission delivery programmes:



Focus & Impact Prioritisation

Our plan directly addresses the complex and critical challenges of sustainability and climate change, of non-communicable diseases and poor nutrition, and of consumer trust, scarcity and transparency. Importantly we are co-designing the mission strategies and roadmaps with our Partnership and other stakeholders to ensure they meet the needs of the food system.

Working under the framework of these missions, we will combine the wealth of experience and progress we have in our portfolio to date, with the most innovative innovations, financial sustainability approaches, and our drive to achieve system-scale change.

Long-Term Financial Sustainability

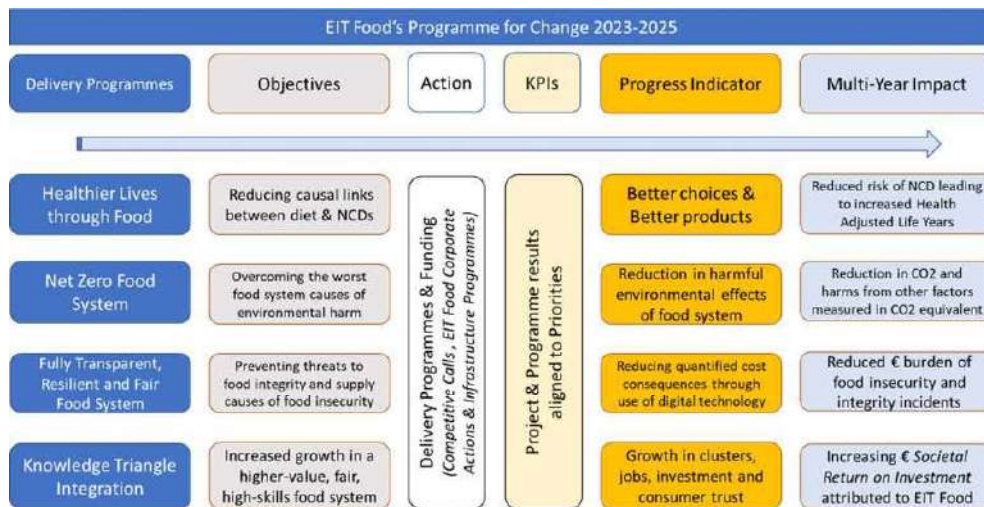
During this planning period, EIT Food will actively ensure its ongoing financial sustainability as both a grant making and change delivery organisation. We will do this through improved commercial and fundraising performance, return on investment from innovation and start-up portfolios, and the motivation and management of large-scale systems change investment generated by building and managing new co-funding and delivery consortia. Importantly, we will focus on producing market-ready innovation and driving consumer and business adoption of innovation.

Transforming our Partnership around purpose

EIT Food is transforming our Partnership around our purpose. We started this process in 2022 and will continue to work with our partners and broad ecosystem to shape strategy, drive delivery and forge a larger, more inclusive, engaged community. Our evolved Partnership model will enhance expertise and drive change, consistently bringing innovation to market, and nurturing a community to provide insight, energy and ideas to the agrifood sector.

Measuring our Impact

Our success will be measured against a published impact framework, solidifying our founding Strategic Objectives into a set of indicators and progress measures which meet our impact goals:



To mitigate against any potential risks associated with our new Partnership model, we are strengthening our approach to regional and key account management from 2023 with new support teams and enhanced monitoring.

From experience we know that open calls and easier access to funding and networking is a key driver for Partnership strength and performance. Our call strategy is therefore evolving to become more adaptive and responsive to portfolio strengths and gaps and we will shortly launch a new form of low-cost community membership.

We will meet our objectives and impact targets through priority actions including:

1. **Diversifying our funding relationships** to leverage and scale EIT grant investment as a driver of change, impact, and growth, creating a sustainable and balanced multi-funder innovation ecosystem.
2. **Expanding our commercial relationships** to realise the income potential of our expertise in orchestrating, directing and inspiring innovation, business creation, education, and public engagement.

3. **Increasing the scope and effectiveness of our funding** and activity footprint across our European hubs by opening two further EIT Co-Location Centres (CLCs) to build upon the successes of our current 15 RIS hub networks (with two of our CLCs acting as RIS Hubs) and 5 CLCs.
4. **Operating globally as a network of networks** to help our partners and others to deliver on sustainability, health and circular economy targets embedded in the UN SDGs, EU Green Deal and other key policies.
5. **Bringing more innovations to market** to benefit consumers and business.

The outcomes of these priority actions will include:

1. In addition to regular open calls for projects and funding we will also support at least one co-funded prize-based challenge or joint innovation funding call per year, with Financial Sustainability performance in excess of targets set in our Strategic Agenda.
2. At least two new CLCs, one to be designated and operational in southern or eastern Europe by end of 2023. Our main EIT Food programming will see a year-on-year increase in participation numbers from these same regions.
3. At least one more flagship coalition initiative will be launched between EIT Food, key industry partners and other stakeholders to tackle a major systemic challenge on a pre-competitive basis.
4. Our supported innovation testing and demonstration capability will grow (e.g. testbeds and consumer engagement) and our success rate in innovations to market from our funded activity will come back into line with our Strategic Agenda 2021-27 forecasts as a minimum.

KPIs	EIT Food 2021 KPI Attainment	EIT Food BP 2021-2022 Total SA Commitments	EIT Food BP2023 KPI Expected Delivery	EIT Food BP2024-2025 KPI Planned Delivery
#Designed/Tested Innovations	193	176	N/A	N/A
#Marketed Innovations	15	63	45	165
#Supported Start-ups/Scale-ups	361	328	N/A	N/A
#Start-ups created of/for innovation	15	19	18	40
Investment attracted by KIC supported Start-ups/Scale-ups	413.4 €M	100.25€M	50 €M	108€M
#Graduates from EIT labelled MSc/PhD programmes	150	127	165	400
#Participants in (non-degree) education and training	8818	8244	N/A	N/A

N.B. KPI targets above are pro-rated to % of SA targets to reflect systemic reduction in grant funding from EIT itself cf. the grant levels originally forecast at launch in 2017.

1. Excellence in regards to the KIC’s Multiannual Strategic Agenda 2021-2027

1.1 Objectives and ambition

All EIT Food activities are selected for alignment with the impact pathways and strategic objectives under our published Impact Framework. The Key Performance Indicators (KPIs) associated with each activity build cumulatively at portfolio level to deliver impact indicators demonstrating successful progress to meet our impact goals.

Strategic Objective	SO1: Address low consumer trust in food.	SO3: Build a consumer-centric connected food system across Europe.	SO2: Enabling healthier and more sustainable individual consumer choice	SO4: Enhance sustainability through resource stewardship	SO5: Educate to engage, innovate and advance	SO6: Catalyse food sector entrepreneurship and innovation across Europe						
Impact Indicator	# People Co-Creating innovation	# Digital Solutions improving supply chain integrity	# Consumers guided to improved choices	# new nutritionally improved products	Direct reduction in CO2eq in key areas	# products from alternative sources	# solutions revalorising food waste/ side streams	# new/ retained jobs	# new professions supported	# new entrepreneurs supported	# start-ups/ scale-ups supported & € income growth;	# new innovation clusters
Impact Measure	Causes of reduced trust addressed	Reduction in € burden of foodborne disease	Reduction in relative risk of prevalence of obesity & NCD	Reduction in CO2eq in agri-food systems from improvement in known hotspots	Improvement in food system contribution to outcomes under EU Circular Economy Monitoring Framework							
Impact Goal	Improvement in indicators related to trust in food system	Improvement in health outcomes related to diet	Improved Environmental Impact	Enabling Transition to a Circular, Sustainable Economy								
UN SDGs	3; 4; 12	3; 4	3; 6; 11-15	3; 4 ;8; 9; 10								

Moving into 2023, we have grouped our portfolio of activities into **Missions** to help us plan and monitor our actions more effectively. These Missions are:

1. **Healthier Lives Through Food**
2. **A Net Zero Food System**
3. **Fully transparent, fair and resilient food supply**

To help us know whether we’re answering mission problems effectively in the activities we fund, we’ve identified a set of target Impact Indicators. These help us to make sure the projects are making good progress towards benefit for society. Our full impact framework is shown in our Strategic Agenda 2021-27, which describes our funding and performance commitments to the EU.

Through a comprehensive co-creation exercise with our partner community and other stakeholders, we are identifying a tighter, needs-based set of funding and action priorities to produce roadmaps to enhance our impact throughout 2023-2025. These roadmaps will form an active monitoring and decision-making framework putting long-term impact at the centre of our portfolio review process.

Applicants to our open call to initiate projects in 2023 must primarily indicate the impact contribution of their proposals towards Mission impact indicators (as a connectors between Strategic Objectives and Impact Goals), responding to specific priority challenges identified by EIT Food.



Fig. 1

In the case of our innovation portfolio, these specific challenges are further aligned within Focus Areas, technology areas where we believe solutions are most likely to emerge. Figure 1 illustrates the alignment of Focus Areas and Missions – an alignment which can be dynamic in nature as activity and its outcomes can contribute to one or more Missions, Focus Areas, and specific challenges.

Our overall objectives for the 3-year planning period 2023-25 include:

1. Diversifying our funding relationships to leverage and scale EIT grant investment as a driver of change, impact and growth in the European food system, creating a sustainable and balanced multi-funder innovation ecosystem.
2. Expanding our commercial relationships to realise the income potential of our expertise in orchestrating, directing and inspiring innovation, business creation, education and public engagement.
3. Increasing the scope and effectiveness of our funding and activity footprint across our European hubs by opening two further EIT CLCs to build upon the successes of our 17 strong RIS hub network and 5 CLCs.
4. Operating globally as a network of networks to help our partners and others to deliver on sustainability, health and circular economy targets embedded in UN SDGs, EU Green Deal and other policies.
5. Bringing more innovations to market to benefit consumers and business.

The outcomes of these priority actions will include:

1. At least one co-funded prize-based challenge or joint innovation funding call launch per year, additional to regular open calls for projects and funding.
2. Financial Sustainability performance in excess of targets in our Strategic Agenda.

3. At least one new “CLC” EIT Food hub designated and operational in southern or eastern Europe by end of 2024. Main EIT Food programming will see a year-on-year increase in participation numbers from these regions.
4. At least one flagship coalition initiative will be launched between EIT Food, key industry partners and other stakeholders to tackle a systemic challenge on a pre-competitive basis.
5. Our supported innovation testing and demonstration capability will grow (e.g. testbeds & consumer engagement) and our success rate in innovations to market from our funded activity will come back into line with our Strategic Agenda 2021-27 forecasts as a minimum.

Innovation

Building on lessons learned in previous calls, a greater emphasis on proving societal need, market demand and providing credible and timely commercial planning is reflected in evaluation criteria which drive both market and impact outcomes. A significantly improved approach to the framing and marketing of competitive calls has been adopted, driving participation from new applicants as much as previous applicants. Further accelerator calls have been introduced to speed market entry, and co-sponsored prize-based challenges are now live and targeting SME solutions in high-need areas.

In the innovation arena, we are making confident progress towards meeting a range of our impact indicator targets as a result of projects which we can see, in retrospect, display the characteristics we are now preferring in our evaluation. These innovations meet societal need via price-competitive, mainstream products requiring little behavioural shift from consumers to adopt and benefit from.

Examples include:

- *Sugar Out Prote-In* (20076-21) aiming to reduce sugar levels in high value mainstream (non-diet) consumer products by at least 35% with equal or better sensory properties. This will lead to significantly reduced levels of sugar consumption via products requiring little or no consumer behaviour change. Two products are already on the market, with up to four to follow in 2023.
- *Food 4 Senior* (20108-21) a project developing fibre ingredients to improve the nutritional and sensory profile of mainstream products across fish, meat & vegetable/ fruit smoothie categories aimed at the over 65's. Two products are already to market, with two more expected in 2023, all with the potential to improve nutrition-related health outcomes for consumers and reduce health costs through affordable mainstream products.
- *MIMICA TOUCH* (21092) has developed as a company from our early entrepreneur programmes, through EIT Food start-up acceleration and mentoring to become a full-scale innovation project. The company has developed food labelling technology which works by touch – labels deteriorate and become rough to the touch in real-time. Users report significant reduction in food waste using this intuitive and trusted technology to make food quality and safety judgements. Once deployed, the project forecasts up to 29.99M tonnes of food waste can be avoided per year, leading to 125M tonnes of CO2 saved. Market and retailer testing is underway across meat, fish, juice and dairy categories with launches due in 2023-25.

Our ambitious and strong education platform will scale to equip more graduates and trainees (+100%) with the key competencies to drive sustainable innovations; our HEI programmes will help scale technology transfer capacity to drive commercial outcomes; our business creation team will support deployment of equity agreements in innovation, and our CLC collaborations will support the transition of our Partnership into Horizon Europe. This approach delivers our impact goals and is measured through our EIT & KIC KPIs, which show the success of our system change agenda.

We will further drive innovation by introducing a Consumer Observatory in 2023, a unique and valuable insights resource to inform innovation design to meet consumer needs and preferences at the earliest stages of call and activity design.

Education Label Alignment

The portfolio of education activities is driving robust innovation and entrepreneurship education for food system transformation based on the EIT Food Competency Framework of eight interdependent competencies required to support innovation. The Education platform enables a scalable approach in which excellent available content from different providers is quality assured and aligned with the EIT Label objectives through an accreditation process. The portfolio also supports the expansion of the EIT Label through the piloting of a Fellowship model and by showcasing EIT Food's approach to certification for the expansion into professional education. Finally,

the portfolio will scale up the achievements of 2018-2022, where the Education programmes produced 33 start-ups, 49 entrepreneurs, and 20+ prototyped innovations.

Financial Sustainability

EIT Food is committed to developing an approach to Financial Sustainability which gradually overcomes the forecast reduction in EIT grant funding within a mixed portfolio of third-party funding and other income over the long term. As a result, EIT Food supports projects and initiatives with potential to provide both a return on investment and attract a diverse mix of revenue streams and grant/ profit sharing mechanisms.

The EIT Food Financial Sustainability strategy is led by the CEO, COO, and the Director of Business Creation and implemented across the entire executive group. Extensive ongoing consultation and communication takes place in Partner forums to ensure Partners, as core drivers of the organisation's strategy, are able to contribute to strategy forming and delivery.

Overall Financial Sustainability performance is now exceeding our Strategic Agenda target as a result of this strategy and is forecast to continue to perform well. We will specifically direct effort to:

- Maximise value from the roll out of Business Creation as a service
- Grow the value of the equity and innovation ROI pipeline (reflecting our increased resource)
- Launch a new partner fee and services model in 2023
- Roll out third-party fee-paying services, fundraising and solution-selling capability in 2023.

We have added additional commercial skills and resource within the organisation to support this maturing past portfolio and to work with emerging and current projects which now have mandatory commercial plans and return mechanisms in place for future returns.

Partnership & Regional income

Our partner fees are forecast to maintain an annual contribution of c. €4.5-€5m despite a new fee model from 2023. This provides unrestricted funds for investment in impact and growth activities.

The strength and value of Partnership and regional approach is reflected in an ambition to build on regional public and cluster development funding, increasing on 2022's €750k income. A bid team will be recruited under this business plan to drive higher performance in this area both to fund activity and generate overhead.

Innovation Project return on investment

Our innovation calls specifically target higher TRL and near-market projects to direct our portfolio towards ROI achievement as an explicit goal. All innovation projects must show innovation testing and market entry KPI progress in each year of funding to ensure accelerated ROI potential is realised as soon as possible.

In 2022, we expect revenue of close to €1m from the ROI agreements signed in 2021 and 2022. For 2023, our forecast is to have over 30 active agreements and forecast revenue of €1.5-1.8m.

Additionally, we now offer innovation management as a service generating cofunding to drive impact but also building a track record in purpose driven fund management to attract co-sponsorship. In 2022 we have delivered our first Prize Based Challenge services with funding from two private funders (Dutch Food Valley and Good Food Institute) and will continue to develop and sell this as an offering for corporates and foundations.

Building on our Call for Proposals 2023, we will continue to deliver ROI from Innovation projects through a range of Financial Return Mechanisms:

- 1. FRM1: Revenue sharing of product/service sales (risk sharing)**
ROI driven by revenue or profit performance, with a return within a timeframe up to 5 years after the project end (increased from 25% in 2002).
- 2. FRM2: Milestone based financial return mechanism (lump-sum)**
Using milestones aligned to the success of the project, including product / service milestones, sales milestones, and funding milestones, return mechanisms will be developed to deliver staged ROI as results from the project are deployed in the market.

EIT Food has worked with IP commercialisation experts to advise Partners on any self-developed mechanisms, to validate their proposal and to sign legal agreements ensuring returns are realised or IP is released. In future calls we will introduce uncapped arrangements as the end point of migrating towards a true impact investing model, moving away from an earlier grant culture.

Business Creation Equity & Corporate Services.

EIT Food has built a strong platform for Financial Sustainability in the Business Creation area and our strategy for 2023-25 builds on this success, focussing on the following revenue sources:

1. Entrepreneurs and start-ups supported in the SeedBed, EIT FAN and RisingFoodStars programmes.
2. Corporates and investors in the agrifood sector, with the objective of supporting their corporate venturing and/or impact-driven investment activities.

Concerning the first of these streams, we now have a portfolio of equity agreements in place currently with a management accounting value of €5.4m. Our expanded investment team oversee this portfolio in-house, with a focus on growing value and realising profitable exit strategies.

We will continue to develop the second income line via a range of professional services for corporates, building on our Corporate Venturing service (€200k forecast revenue 2022, pipeline of 65 corporates, with 20 sales forecast and revenue of €750k in 2023). In 2022 we have delivered our first Prize Based Challenge services with funding from two private funders (Dutch Food Valley and Good Food Institute), and will continue to develop and sell this as an offering for corporates and foundations.

Education

The Education portfolio is based on a platform model in which content is sourced from different providers and offered to a European-wide market of learners. This drives a financial sustainability strategy forecasting a growth in fee income from €150k in 2022 to €650k in 2025, supplemented by income from grant sources such as Erasmus+ and bespoke education consulting services.

1.2 Methodology

Ecosystem Evolution

The KIC’s ecosystem will undergo significant change from 2023-25, as we implement a new Partnership model to embed the principles of openness, transparency and Financial Sustainability within our Partnership. Our Partnership will transition from being aligned to the value of EIT grant received, to a structure based on a service to partners, delivered independently from the grant. This has multiple benefits, including improved governance, increased participation, and a financially sustainable Partnership through fee revenues which are independent from the EIT grant.

In our new Partnership structure, there are 3 categories of partner, with fees related to the service the partner receives (see figure 2 below). Additional fees will be charged for administrative support where needed.

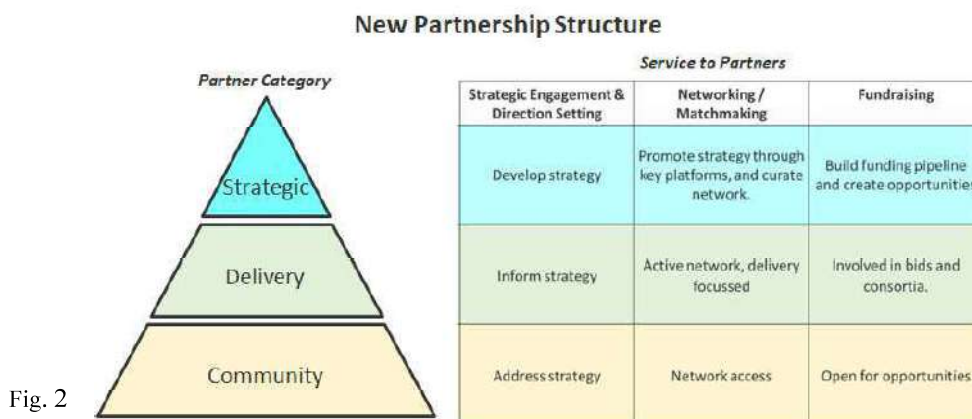


Fig. 2

We will continue to invest in growing our Partnership in countries in Europe with modest and moderate innovation capacity (RIS). Since 2020, we have seen 170% growth in our RIS ecosystem, which now represents

nearly 90 organisations across 18 countries. With further investments in ecosystem-focussed roles, we will continue to engage and grow our RIS Partnership rapidly.

Governance, Effectiveness and Efficiency

Alongside our Partnership transformation, we are simplifying our governance to improve effectiveness and efficiency. Through changes to our statutes, we are ensuring that executive accountabilities are fully delegated to the executive (such as managing partner fees); that our Supervisory Board has a clear remit and is structurally independent, and our Partner Assembly is focussed on the statutory role of the Partnership within a Belgian IVZW. These changes will allow us to be more agile; able to broaden our financial horizon beyond EIT grant, to encourage growth in the Partnership where and when we need it, and to ensure that governance is entirely disconnected from the benefits of EIT grant.

Following the EIT strategic recommendations, we have made significant changes to our CLCs. In 2022, ownership of four CLCs was transferred to the KIC, with the fifth in negotiation. Through 2023 we will centralise core processes, consolidate accounts and simplify our legal structure. We will adopt a simplified, three-region business decision making process, thereby ensuring a more consistent service is provided to our partners, and within this new structure CLCs will provide a focus on place-based ecosystem development.

Our calls are already fully open (see below), with organisations no longer required to be a partner to take part in activities. We are improving our processes and partner experience by creating a partner-focussed team to support organisations through the grant lifecycle, investing in our systems and processes (in collaboration with the Cross-KIC shared service initiative), and implementing regular reporting of progress and costs to avoid “crunch time” reporting.

KIC Ecosystem Financial Sustainability

Our Partnership is a key element of our overall Financial Sustainability plan, creating revenue and opportunity for the KIC. Our partners pay membership fees, based on the service they receive (aligned to their Partnership category), and the size of organisation. Membership fees under the Partnership model which will be in place from 2023 are NOT related to the value of the EIT grant. Our Partnership fee revenue is forecast to remain at around €4m p/a in 2023 and will grow as the Partnership grows over the period.

Operational support fees will be payable for support with complex projects, which will be payable by any sub-grantee, whether they are a partner or not. Our partners are also customers of our commercial services, including Corporate Venturing, prize-based challenges and others. These services are delivered as commercial transactions with premium fees.

A key support in developing a financially sustainable Partnership is the active involvement of our ecosystem, including current and future partners in developing proposals and bids for additional grant funding, supported by our Bid Team.

CLC performance

Our CLC performance is measured on the strength of the ecosystem and how it performs against our strategic objectives. As we move to a regional structure, CLCs will serve countries within a region, alongside Hubs and RIS Hubs. Our overall ecosystem performance (and thereby our CLC and Hub performance is measured by:

- Ecosystem growth, by organisation type, size and geography, with specific focus on growth in RIS, SMEs, and organisations aligned to our gender mainstreaming policy.
- Partner satisfaction, as measured by an annual partner satisfaction survey.
- Strategic relationship strength, as measured internally by number and value of relationships.
- Revenue and Financial Sustainability performance of the region, with targets for CLCs.

Methodology for Selecting Activities

Our activity for the period has been selected through calls, run by each function, aligned to their strategic objectives. Business Creation ran the open call for start-ups, receiving over 1,000 applications for the three programmes in 2022, and will continue this approach in 2023, supported by our ecosystem managers to broaden participation. In 2023 all programme calls for Business Creation will be fully open and run simultaneously via the same platform.

Education ran open calls to deliver 2021-22 online courses, and these courses will continue to run into this planning period. We will introduce an ongoing open call for professional development courses and trainings which must follow the EIT Labelled process to be included in the course catalogue and which are financially sustainable from the outset. Finally, since 2021, we have run an annual Call for Contributors for all infrastructure programmes which will be opened to non-KIC partners from 2023 onwards.

Our innovation programming consists of continuing multi-annual projects and new projects selected through our open call. For the continuing projects, these have been selected through calls in previous years, and have been evaluated at our 2022 mid-term review for continuation. Seven innovation projects will continue from 2022 into 2023. In our 2022 open Innovation call, we had applications from organisations in 22 countries. Of the successful projects, 64% of the organisations were new (non-partners), and 72% of organisations were from RIS countries, demonstrating the success of our engagement outside of our Partnership and in RIS. We expect to see this trend continue with our 2023 and subsequent open innovation calls.

The 2023 open Innovation call is open for applications in two windows, the first of which closes on October 14th 2022, the second on April 13th 2023, so at the time of writing we do not have statistics on this call. Further calls will be launched, aligned to our Missions roadmaps through 2023 and 2024. As the guidance states, the 2023 call is fully open to all organisations eligible under Horizon Europe

Our Innovation call selection process for 2023 is detailed in the call guidance (see supplementary documentation), summarised as follows. We encourage all applicants to build on existing results, and made this a key part of our missions Roadmap.

Proposals that meet the eligibility requirements proceed to “Part A” evaluation (using a sub-set of the proposal information). Each proposal will be rigorously evaluated and scored by three external expert evaluators, using the following criteria and weighting:

- Excellence: 40%
- Impact Pathways and KPIs: 30%
- Quality and Efficiency of Implementation: 30%

Proposals are then ranked based on the evaluator scores. The top 30 above quality threshold proposals proceed to Part B Evaluation and panel meeting. Both successful and unsuccessful proposals receive their result and written evaluator feedback

Proposals will be evaluated in “Part B” by the same external expert evaluators as in Part A, evaluating the whole proposal, using following criteria and weighting:

- Excellence: 40%
- KIC Portfolio Strategic Fit, Impact & KTI: 30%
- Compliance with Financial Sustainability Principles: 30%

Having independently reviewed Part B of the proposals beforehand, evaluators attend Panels composed of three evaluators and the applicants. The applicants make online pitches with Q&A. After the Panels, evaluators score the proposals and a Rapporteur compiles the evaluator feedback in a report. Proposals are then ranked based on the evaluator scores. A commercial risk review is also carried out by an external specialist. All proposals which score above the quality threshold are submitted to the EIT Food Management Board for final approval. The MB will approve projects, conditional on any risks identified in the commercial risk review, and results are then communicated to projects.

On an exceptional basis, additional actions are included in the portfolio. These include;

- “Fast track”: Scale up programme where more funding is offered to existing successful projects to scale up results, including additional KPIs and Financial Sustainability performance.
- Strategic projects: Where aligned to the strategy, we will commission activity to lead strategic change. For example, following the successful Future of Food conference in June 2022, focussed on the lead up to COP27, a commitment was made to address environmental food labelling standards, resulting in commissioning a proof of concept for standardised labelling (Foundation Earth).

Minimum requirements for activity selection to be included in a KIC portfolio

Minimum Requirement	EIT Principle Applied	Description	Supervision
Setup & General Aspects	Sound financial mgt; principles of economy, efficiency and effectiveness, including a lean and cost-efficient structure that keeps administrative and management costs to a minimum [as per MGA Art.7].	Core purpose of the KIC	Supervisory Board (SB) and Partner Assembly (PA)
	Pan-European character.	Core purpose of the KIC	SB
	Clear separation between KIC staff delivering management and operational functions (so that staff advising the activities are not the ones ultimately making the decision to stop them).	Principles adopted. Project & Portfolio management processes in place.	Management Board (MB) and SB
	Risk management.	Project and portfolio management processes in place	MB & SB
	Management adhering to anti-fraud guidelines. KIC has a whistle-blower policy.	Policy in place	SB
	KIC employs the four-eyes-principle for all transactions and decisions above an agreed threshold.	Policy in place	SB
	Training on understanding audit requirements and interacting with auditors		MB
Call planning and preparation	KIC adopts EIT templates for call documents.	Established Call Process managed by Grants Team	Operations, MB & SB
	KIC applies to get call approval from EIT (and time limits apply).	Established Call Process managed by Grants Team	Operations, MB
	Self-assessment form for meeting the KPI requirements to be completed at application stage.	Call Application Process	Operations, MB
	KIC confirms the case for financial sustainability and co-funding.	Established Call Process managed by Grants Team	MB, COO, Operations, SB
Outreach to Beneficiaries	KIC publishes the call on the KIC's website and on the EC Funding & Tenders portal.	Calls open to all. Full public promotion	Operations, MB
	KIC puts procedures in place for guiding applicants and potential beneficiaries.	Calls open to all. Full public promotion	Operations, MB
	KIC has a process for supporting proposal ideation.	FoodHYPE, FoodHIVE, Innovation & CLC processes	Innovation, Strategy, CLC teams
	KIC has a process for facilitating brokerage and matchmaking among existing and new partners.	FoodHYPE, FoodHIVE, Innovation & CLC processes	Innovation, Strategy, CLC teams

Process for submitting appl's	A common minimum period when a call remains open.	Established Call Process managed by Grants Team	Operations, MB, COO
	Submitting a report to EIT confirming the proposals submitted, ranking list and evaluation method followed.	Established Call Process managed by Grants Team	Operations, MB, COO
	Formal applicant notification about the selection result, attaching the summary evaluation report and the conditions to be fulfilled before contracting (if any).	Established Call Process managed by Grants Team	Operations, MB, COO
	Publishing the selection results on the relevant KIC website, after their contracting is complete.	Established Call Process managed by Grants Team	Operations, MB, COO
Process for evaluating applications	Criteria that combine Horizon Europe (i.e. a) Excellence, b) Impact, c) Quality and efficiency of the implementation) with KIC portfolio strategic fit and compliance with the financial sustainability principles and knowledge triangle integration and, for multi-beneficiary projects.	Criteria applied to all applications. External evaluators used.	Operations, COO, MB
	Evaluation performed by a minimum number of external experts to ensure fairness and transparency.	Established Call Process managed by Grants Team	Operations, MB
	Report by independent expert observer.	Established Call Process managed by Grants Team	Operations, MB
	Pool of external evaluators renewed on a periodic basis (e.g., min percentage of new evaluators).	Established Call Process managed by Grants Team	Operations, MB
	Evaluator contract with conflict of interest declarations (common template)	Established Call Process managed by Grants Team	Operations, MB
	Remuneration of external evaluators (common base fee structure).	Established Call Process managed by Grants Team	Operations, MB
	Mechanism to evaluate external evaluators with the option to swiftly remove those who do not meet the expected standards.	Established Call Process managed by Grants Team	Operations, MB
Process for informing applicants	A standardised redress/appeal procedure in place.	Established Call Process managed by Grants Team	Operations, COO, CLCs
	Dissemination of evaluation results.	Established Call Process managed by Grants Team	Operations, MB, COO
Process for contracting	Fixed number of days for completing contract negotiation	Principles adopted, investment made in digital signature.	Operations, COO
	Each partner identifies individuals with legal and financial responsibility, who are named in the contract.	Principles adopted, investment made in digital signature.	Operations, COO, MB
	Each partner receives code of conduct and anti-fraud materials	Principles adopted, investment made in digital signature.	Operations, COO, MB
	Adopt a common electronic signature process to minimise contractual delays between the KICs and partners.	Principles adopted, investment made in digital signature.	Operations, COO, MB

Process for monitoring	Confirmation of no subgranting between related entities.	Process in place through project / KAVA reviews	Operations, COO
	Confirmation of no double funding for the same work.	Process in place through project / KAVA reviews	Operations, COO
Process for post-impact assessment	Facilitate dissemination/communication/exploitation of results	Impact assessment post-project investment.	Strategy, Innovation, Communications
	Follow the impact of KAVA output after a certain period.	Continuous monitoring by Programme Managers	Strategy, Innovation.
	Engage in Cross-KIC activities	Cross KIC teams engaging with other KICs	Operations COO
	Providing input to innovation policy discussions.	Innovation Programme Managers contributions	Strategy, Innovation.

Drivers for Portfolio Design

The portfolio will continue to evolve through the period, building on the success of the programmes we have run to date. For Innovation, we are shaping the portfolio around impact, carrying forward projects from 2022 which have demonstrated successful performance in their reviews, and which have a clear fit against our strategic objectives. As we bring new projects into our portfolio, our open calls will increasingly focus projects into the scope of our three Missions, which enhances the overall impact of the portfolio, drives synergies between projects, and enables whole value chains to be addressed across multiple aligned projects. Calls for second half of 2023, 2024 and 2025 will be shaped by the Missions roadmaps, which will be delivered in Q4 2022.

Our start-ups continue to be selected for their potential, and our highly successful three-stage programme (Seedbed, Food Accelerator Network, and Rising Food Stars) will continue. We will expand in RIS, adapting the programmes to local conditions and to engage under-represented groups such as women entrepreneurs.

Our Education portfolio focusses on the EIT Label, taking the most successful programmes forward to deliver Masters, PhD and Professional Development under the label programme. The portfolio design is focussed on leveraging our successes to date and consolidating them under the EIT Label programme.

As we look ahead across the period, the portfolio will build on our results. The Missions roadmaps will steer the direction of future calls, to bring full KTI focus to our mission. We will consolidate our depth innovation in our successful “Focus areas” such as alternative proteins, aligning these to Missions. Depth innovation will be supported by think tanks, which will provide a policy-level lever of change to help pave the way for innovations to reach market and scale. We will also leverage the success of our portfolio to develop and market commercial services, such as Corporate Venturing, which builds on the success of our start-up programmes. The portfolio will be designed to deliver commercial opportunities such as corporate venturing for the KIC, using the successful outcomes of our “back catalogue” to inform the selection and direction of new activity.

Open Science

Open Science for EIT Food mainly takes the form of our extensive citizen and stakeholder dialogues, enabled by our Public Engagement approach. This includes, as part of the development of “Mission” roadmaps, our consumer engagement laboratories and more generally for greater thought leadership purposes – such as coordinating a public programme of UN Food Systems Summit dialogues. We are also using an open science approach through channels like our Prize Based Challenges, including our challenge with the Good Food Institute, and open-access NGO.

We are investing in our IP management capability and will use this through 2023-25 to consider what steps can be taken to use open science principles and tools to encourage uptake and experimentation with the “back catalogue” of innovations from previous projects spanning 2018-2022.

Social Science

Social Science has been part of the EIT Food community since its inception, due to the significant focus on the consumer in our work. This work is particularly evident in academic contributions, for example our Trust

Tracker®, our scientifically grounded large-scale questionnaire tool designed to measure consumer trust in the food industry. Launched in 2018 and designed to run for seven years, Trust Tracker® focusses on understanding and measuring the gap between what consumers want and what the food industry provides, which is thought to drive low trust levels in the food system. We will continue to survey 20,000 people in 18 countries (including five RIS countries), creating a unique social science resource and data set to examine consumer trust and the impact trust has on enabling healthy lives and sustainable low carbon food supply chains.

Additionally, we will continue our extensive consumer dialogues, survey and communications activities as part of Food Unfolded®, our multi-channel consumer and thought leader engagement platform. This delivers continuous social science outcomes in real time, through content including podcasts, courses, and curated expert editorial. To support these and other activities, our Partnership has many university psychology and behavioural science contributors active in the design and execution of citizen and consumer engagement work alongside behavioural change activities in our portfolio.

Gender Dimension

EIT Food promotes gender equality and diversity in the whole grant cycle. Recognizing the strengths of all, making access for all, and caring for all our core values of EIT Food Gender Mainstreaming Policy, which drives our Diversity and Inclusion agenda. Those principles are embedded within the functioning of the organization through informal initiatives of employees (regular Equity, Diversity and Inclusion exchanges) as well as formal appointment in 2022 of Diversity and Inclusion Officer as an integral part of the organizational structure. Gender, among other diversity issues, is to be addressed from first principles in all proposals received for inclusion in its Business Plan portfolio via completion of a mandatory self-assessment and plan. This statement must take diversity dimensions into consideration in the activity content itself (whether intended impact beneficiaries, participants or project outputs) and also in team composition, including at supervisory and managerial levels. Our Gender Mainstreaming policy details both internal and programming measures that we are taking to ensure gender equality and diversity in our portfolio. Measures across our portfolio include:

- Balanced participation in education courses and start-ups created through EIT labelled programmes (measured by the Education director).
- Promoting and supporting gender balance by ensuring a balance of female entrepreneurs and owners of companies in our Entrepreneurship programmes.
- Running programmes specifically targeting women in RIS countries such as our Empowering Women in Agrifood or EIT Food WE Lead.
- Promoting gender mainstreaming approach within our Innovation programmes by producing inclusive agrifood innovations to market.

2. Impact

2.1 KIC's pathways towards impact

EIT Food's *Theory of Change* and associated *Impact Framework* are documented in our Strategic Agenda 2021-2027. Our Missions approach aligns our efforts and investment to produce results in four impact pathways, via achievement of EIT & KIC KPIs within pre-determined weak spots in the food system. Each Mission delivers change simultaneously against our Strategic Objectives, Impact Pathways, EU Green Deal, Farm to Fork and United Nations SDGs as detailed within the Strategic Agenda.

The table below presents a detailed view of the contribution to impact pathways per KTI & RIS area for this 2023-25 Business Plan:

Innovation							
Impact Goal	Impact Category	Area Budget Share	M€ (estimate)	Relevant 23- 25 KPIs (Results)	Target Results (Outcomes)	2025 (2027) #	Wider Impact (EIT Study 2024)
Trust Impact	Digital solutions to improve supply chain integrity	28%	44M€	EITHE02.4 EITHE04.4 EITHE11.1 EITHE11.2	Increase # new digital solutions in use to improve supply chain efficiency, integrity, and transparency.	10 (20)	Improvement in trust metrics identified by EIT Food's Trust Report and Trust Tracker data.
Diet & Health Impact	Consumer Dietary Changes through personalisation, behaviour and or product choice				Increase # consumers using technology, solutions or guidance developed with the support of EIT Food to personalise or change diet	2000 (4000)	Reduction in relative risk of obesity & Non-Communicable Disease (NCD) prevalence in target populations due to known contributory dietary factors. Measured in Health Adjusted Life Years (HALYS)
					Increase # food products on the market with reduced levels of salt &/ or free sugars &/or trans & saturated fats; and/or:	12 (20)	
					Increase in the number of food products on the market with an improved nutritional profile.		
	Digital solutions to improve supply chain integrity				Increase # new digital solutions in use to improve supply chain efficiency, integrity, and transparency.	10 (20)	
Environmental Impact	Improvement in impact on ecosystems due to factors identified as EU Green Deal and/ or CAP targets.				Volume reduction in CO2 equivalent tonnes from areas/ business segments/practices of the agri-food system identified as major contributory sources by Life Cycle Analysis methodology.	8Mt CO2eq (18Mt CO2Eq)	Improvement in impact on ecosystems due to factors identified as EU Green Deal and/ or CAP targets (overall measurement CO2eq reduction extrapolated from relevant target factors)
					Increase # products on the market derived from alternative sources	15 (40)	



Impact Goal	Impact Category	Budget Share	€M (estimate)	Relevant 23-25 KPIs (Results)	Target Results (Outcomes)	2025 (2027) #	Wider Impact
Circular Economy Impact	New, sustainable & competitive businesses in the circular food economy.				Increase # products or processes launched using revalorised &/ or reintegrated food system side-streams and waste streams.	15 (40)	Improvement in food system contribution to outcomes under EU Circular Economy Monitoring Framework.
Business Creation							
Circular Economy Impact	Support to New entrepreneurs	14 %	22M€	EITHE02.4 EITHE04.4 EITHE05.1 EITHE06.1 EITHE11.1	Increase # new entrepreneurs supported by EIT Food and starting a new business within 3 years	60 (180)	Improvement in food system contribution to outcomes under EU Circular Economy Monitoring Framework.
	New, sustainable & competitive businesses in the circular food economy.				Increase # start-ups and scale ups supported by EIT Food trading and reporting 1.5X increased revenue 3 years after support ceased	30 (100)	
					Increase # new jobs created in start-up/ scale-ups	149 (339)	
Education							
Impact Goal	Impact Category	Area Budget Share	M€ (estimate)	Relevant 23-25 KPIs (Results)	Target Results (Outcomes)	2025 (2027) #	Wider Impact
Diet & Health Impact	Consumer Dietary Changes	14%	22M€	EITHE02.4 EITHE04.4 EITHE05.1 EITHE06.1 EITHE07.1	Increase # consumers using technology, solutions or guidance developed with the support of EIT Food to personalise or change diet	2000 (4000)	Reduction in relative risk of obesity & NCD prevalence in target populations due to known contributory dietary factors. Measured in HALYS
Circular Economy Impact	Entrepreneurial & Professional skills			EITHE11.1	Increase % of alumni of KIC Education activities retained in the food system. Increase # of new skills and professions within the food sector supported by EIT Food.	85% (90%) 8 (12)	Increasing participation of individuals/ professionals in the transition to a circular and sustainable economy in agri-food. measured by careers destination data, participation numbers, etc)



Public Engagement							
Impact Goal	Impact Category	Area Budget Share	€M (estimate)	Relevant 23-25 KPIs (Results)	Target Results (Outcomes)	2025 (2027) #	Wider Impact
Trust Impact	Improvement in Conditions for Enhanced public trust in the food system.	8 %	12M€	EITHE02.4 EITHE11.1	Increase # people taking part in “co-creation” as part of EIT Food activities.	12,000 (20000)	Improvement in trust metrics identified by EIT Food’s Trust Report and Trust Tracker data.
Diet & Health Impact	Consumer Dietary Changes				Increase # consumers using technology, solutions or guidance developed with the support of EIT Food to personalise or change diet.	2,000 (4000)	Reduction in relative risk of obesity & NCD prevalence in target populations due to known contributory dietary factors. Measured in HALYS
Communication & Dissemination							
Impact Goal	Impact Category	Budget Share	€M (estimate)	Relevant 23-25 KPIs (Results)	Target Results (Outcomes)	2025 (2027) #	Wider Impact
Trust Impact	Improvement in Conditions for Enhanced public trust in the food system.	2 %	3M€	EITHE02.4 EITHE11.1	Increase # people taking part in “co-creation” as part of EIT Food activities.	12,000 (20000)	Improvement in trust metrics identified by EIT Food’s Trust Report and Trust Tracker data.
Diet & Health Impact	Consumer Dietary Changes				Increase # consumers using technology, solutions or guidance developed with the support of EIT Food to personalise or change diet.	2,000 (4000)	Reduction in relative risk of obesity & NCD prevalence in target populations due to known contributory dietary factors. Measured in HALYS



RIS							
Impact Goal	Impact Category	Budget Share	€	Relevant KPIs (Results)	Target Results (Outcomes)	2025 (2027) #	Wider Impact
Trust Impact	Improvement in Conditions for enhanced public trust in the food system.	14%	22M€	EITHE02.2 EITHE03.2 EITHE04.2 EITHE05.2 EITHE06.2 EITHE07.2 EITHE10.2 EITHE11.1 EITHE22.1	Increase # people taking part in “co-creation” as part of EIT Food activities.	12000 (20000)	Improvement in trust metrics identified by EIT Food’s Trust Report and Trust Tracker data.
Environmental Impact	Improvement in impact on ecosystems due to Factors identified as EU Green Deal and/ or CAP targets.				Volume reduction in CO2 equivalent tonnes from areas/business segments/practices of the agri-food system identified as major contributory sources by Life Cycle Analysis methodology.	8Mt CO2eq (18Mt CO2Eq)	Improvement in impact on ecosystems due to factors identified as EU Green Deal and/ or CAP targets.
Circular Economy Impact	Entrepreneurial & Professional skills				Increase % of alumni of KIC Education activities retained in the food system.	85 (90)	Improvement in food system contribution to outcomes under EU Circular Economy Monitoring Framework.
	Support to New entrepreneurs				Increase # new entrepreneurs supported by EIT Food and starting a new business within 3 years	60 (180)	
	New, sustainable & competitive businesses in the circular food economy				Increase # start-ups and scale ups supported by EIT Food trading and reporting 1.5X increased revenue 3 years after support ceased	30 (100)	

Scale & Significance of Contribution to Impact & Results

All activities within the portfolio address significant issues by design, the results and dissemination via proprietary channels such as FoodUnfolded forming a unique response to the societal challenges laid out in our Strategic Agenda 2021-27 and specific call-based challenges and problem-statements. By introducing Mission Roadmaps, we will further focus our investment efforts towards the points of most significant need and impact gain through co-design and sponsorship of plans with major industry partners.

The benchmarks necessary for each impact indicator and category are published in our Strategic Agenda Annex I. These baselines are independently verified public sources, and the methods for measuring change are based on established methodologies such as Life Cycle Assessment or Health Adjusted Life Year calculation methods. Significance of impact is an explicit evaluation factor in the assessment of funding proposals. Needs must be clearly described, size and scale of market or user population quantified with credible commercial and dissemination plans in place to reach a clearly addressable proportion of the market. The relative contribution of projects to our impact targets, and scale and significance of impact relative to each other are ranking factors in activity selection. The projects described elsewhere in this document give a flavour of the scale of impact that is achievable if projects are supported through scaling up over the long term, with activities such as “MIMICA Touch” having potential to meet annual targets in isolation, and platform technologies like those developed in the “Sugar Out Prote-in” leading to multiple indicator values by enabling multiple products across different mainstream consumer categories.

Impact Requirements, Barriers & Mitigating Measures

The ongoing impact to food security and supply from political and climate-related crises may affect corporate attitudes to spend on R&D and innovation – where scarcity becomes a driving force, reactions can be unpredictable. An emerging opportunity lies in recognising the potential for enhanced regenerative agriculture practices to play a positive role in risk reduction in future. EIT Food is building an international coalition to engage business and NGOs in pre-competitive efforts to drive standards and collaboration over the long term in this area. Forthcoming consultation on regulations at EU level on environmental food labelling continues to have potential to act as both accelerator and restrictive influence on innovation.

To influence a positive outcome, EIT Food is actively shaping this agenda in Partnership with the Foundation Earth initiative to create a unifying labelling approach which incentivises innovation and rewards better environmental performance. An industry advisory group has been established including top industry players from across the food sector, ensuring commercial commitments to participate.

Table 2.1. List of EIT Core KPIs
Year 2023, 2024 and 2025

EIT Area	KPI Code	EIT KPI	Target	Indicate WPs(s)
Innovation	[EITHE02.4]	Innovations launched on the market with a sales revenue of at least 10 000 EUR documented	210	1,3,4
Business Creation	[EITHE04.4]	Start-ups created having a financial transaction of at least 10 000 EUR for services/products (result of the KIC KAVA) sold to customers	58	3,4
	[EITHE05.1]	Start-ups created by students enrolled and graduates from EIT-labelled programmes	53	2, 4
	[EITHE06.1]	Investment attracted by KIC-supported start-ups and scale-ups	157.7 MEUR	3, 4
Education	[EITHE07.1]	Graduates from EIT-labelled programmes	565	2, 4
Leveraging investments in R&I	[EITHE11.2]	Financial Sustainability coefficient	14.8%	7
Horizontal outputs	[EITHE18.1]	% of less represented gender in top governance and management positions combined	40%	5

Table 2.1 bis List of EIT KPIs (excluding EIT Core KPIs)

EIT area	KPI Code	EIT KPI	Target 2023-2025	Indicate WP(s)
Innovation	[EITHE02.4]	Innovations launched on the market	210	1, 2, 3
	[EITHE02.2]	Innovations launched on the market by organisations from EIT RIS countries	25	4
Business Creation	[EITHE03.1]	KIC Supported Start-ups/Scale-ups	342	3
	[EITHE03.2]	KIC Supported Start-ups/Scale-ups registered in EIT RIS countries	86	4
	[EITHE04.1]	Start-ups created	55	3
	[EITHE04.2]	Start-ups created in EIT RIS countries	8	4
Education	[EITHE06.2]	Investment attracted by KIC-supported start-ups and scale-ups established in EIT RIS countries	24m	4
	[EITHE05.2]	Start-ups established in EIT RIS countries by students enrolled and graduates from EIT-labelled programmes	10	2
	[EITHE07.2]	Graduates from EIT-labelled programmes with citizenship in EIT RIS Countries	80	2
	[EITHE08.1]	Participants in non-labelled education and training	23,465	2
	[EITHE08.2]	Participants in non-labelled education and training with citizenship in EIT RIS countries	5,866	2, 4
	[EITHE10.1]	Active partners collaborating in the KIC	769	5
Knowledge Triangle Integration/KIC ecosystems	[EITHE10.2]	Active partners registered in the EIT RIS countries collaborating in the KIC	153	4, 5
	[EITHE11.1]	FS Revenues	28.45m	7
	[EITHE12.1]	KICs SIA funding rate	76.67%	7
Leveraging investments in R&I	[EITHE13.1]	Financial asset valuation	N/A	
	[EITHE20.1]	Number of new Partnerships established as a result of the HEI Capacity Building Initiative	12	2
RIS-specific indicators	[EITHE22.1]	Number of new and established KIC Partners from RIS countries	80	4

2.2 Measures to maximise impact – Communications, dissemination and exploitation, and stakeholders engagement

Table 2.2. Preliminary list of expected results for dissemination

Code	KPIs	EIT Food SIA Commitments (2023-2025)	BP2023-2025 KPI Planned Delivery
EITHE 16.1	# results, good practice (GP) and lessons learnt (LL) disseminated by the KIC	1,150	1,092
EITHE 17.1	# of website visitors	3.27 million	3.10 million
	# of social media followers	472,000	448,400
	# of social media engagements	36.3 million	34,5 million
	# of external events organised by KIC	n/a	n/a
	# of external events where KIC and KIC activities are presented	n/a	n/a
	# media coverage	2,345	2,227

(N.B. KPI targets above are pro-rated to 83% of SA targets per the EIT budget commitment of 83% over the GA)

Developing the Brand

EIT Food will contribute to the development of the EIT community brand, from high-level stakeholder engagement in national and regional governments, to project level dissemination and community outreach. In the period 2023-25, aligned to our Missions and Strategic Objectives, we will build brand value through campaigns, media engagement, our online platforms, thought leadership and other channels. We have a strong platform to build from, with an estimated annual 1,500 media mentions, 3 million social media engagements and followers, and more than 500,000 web visits per year expected by the end of 2022.

Our aims are to build awareness, reputation, engagement and advocacy for EIT Food and the EIT, through interventions and campaigns designed to motivate **action** in our stakeholder groups. This will emphasise EIT Food’s leadership in new food technology, will support our engagement of food leaders, and position our work at the vanguard of food integrity and thought leadership - embodied in the Future of Food annual event. The EIT brand will be embedded within this strategic approach, emphasising the strength of inclusive EIT-driven innovation.

To ensure brand integrity the EIT Food visual identity and brand guidelines are available to all employees and partners via our intranet. EIT Food safeguards the correct application of the EIT brand, and the EU co-brand through brand training webinars for the community, new partners, employees and hubs. Through the following programmes, we will build EIT and EIT Food brand with target audiences including students, start-ups, industry and consumers:

- **The Label Programme:** EIT Food’s entire Education portfolio will be used to promote the EIT Label as a platform for developing knowledge and expertise. The Master in Food Systems and Global Food Venture doctoral school are EIT Food’s flagship degree programmes, built around the requirements of the EIT Label, with our industrial partners driving campaigns promoting the employability benefits of labelled programmes. EIT Food will be the first KIC to be able to offer EIT label certification for professional education.
- **Alumni:** Supported by our investment in Customer Relationship Management (CRM) technology, the EIT Food Alumni community will continue to grow, linked with EIT Alumni to ensure that mutual interests can be harnessed. We will have dedicated Alumni management resources, promoting the community and following up on after engagement to track impact. We also support our alumni as ambassadors of the EIT Food and EIT brand, supporting them with awareness raising in their engagements post-EIT.
- **Start-ups:** As part of our Business Creation programmes, such as RisingFoodStars, the EIT and EIT Food brands are highly valuable to our start-ups, supporting them to secure investment and raise funding (over €400m

investment secured in 2021). We support start-ups with brand management through an array of tools, ranging from brand packages, formats, brand trainings and the EIT Food Communication Hub.

- **The EIT Awards:** Achieving an award is a key moment for us and our award recipients. To maximise brand exposure, we will continue to promote the awards to our community and seek out the best innovations through our internal selection process, supported by campaigns on social media promoting EIT Awards and Innoveit.

External Communication Activity

Our external communications target segmented audiences around our Strategic Objectives and Missions. Key audiences include accelerators, entrepreneurs, thought leaders and policymakers, producers, farmers, learners, consumers and citizens. The key channels we will use to achieve this include (but are not limited to): the eitfood.eu website, the Food Fight podcast, social media, EIT FoodHIVE, events, campaigns and FoodUnfolded®, and increasingly third party channels to engage specific audiences. Our work is channelled through community engagement, showcase events, consumer engagement and advocacy for innovation, as outlined below.

Community Engagement encourages our priority audiences to be ambassadors for EIT Food and our Missions. Through curated content on a range of platforms, we will maintain and grow a strong and trusted EIT and EIT Food brand (directly supporting SO1 – Low Consumer Trust in Food, and SO3, Building a Consumer-centric Food System). In the period 2023-25 we will focus on using content to move key stakeholders from ‘awareness’ to ‘ambassador’ for the EIT Food brand, whilst our search engine optimisation strategy will continue to support our digital platforms to drive greater awareness of EIT Food. We will maintain our community content calendar, collecting multiple stories from across the community which are shared quarterly as part of ‘Content Seasons’, in addition to monthly blogs, films to promote our Missions, and FoodFight podcasts (achieving 50k listens by 2025).

Showcase Events: To build EIT Food’s reputation as a trusted community of experts and innovators, we run a series of showcase events, delivered centrally and regionally. At the heart of this is our annual EU Conference on the Future of Food, to showcase our contribution to key EU policy priorities for the agrifood sector. The event has become a key appointment in Europe to discuss the role of R&I in achieving the objectives of the EU Farm to Fork Strategy and a great opportunity to mobilize a broad set of stakeholders in support of those objectives. The last three editions have seen the participation of EU Agriculture Commissioner Janusz Wojciechowski, and EU Environment Commissioner Sinkevičius. We will continue with the Conference over the next three years, growing the number of participants and holding editions of the event in different Member States, whilst also delivering a wide range of regional and local events.

Engaging Consumers: To engage consumers as change agents, in our Strategic Agenda 2021-27 we committed to have 212,000 people actively engaged in targeted interventions aimed at encouraging healthier and more sustainable behaviour and 20,000 people taking part in co-creation activities. For the period 2023-25 we will deliver 95,000 actively engaged people through channels including our Trust Tracker® and our Citizens Participation Forum. We will roll out the EIT Food Consumer Observatory in 2023 (Open Call process Q4 2022) which will generate deeper insights to inform our programming and Missions.

Advocate for Innovation: We will promote the role of innovation and technology in transforming food systems and highlight specific examples where EIT-supported innovation is making a real difference. To drive advocacy, our media desk will be developed further in 2023-25, with the aim to secure more content Partnerships and make EIT Food the go-to thought leadership community on food systems innovation and technology. Our website will continue to grow to 1m+ visits in 2023-25 and the EIT Food Fight podcast will grow to 50k+ listens. Our campaigns will provide cross-channel support for our calls, widening membership base and supporting the Financial Sustainability of EIT Food.

Dissemination and Exploitation of Results

Dissemination and exploitation are led at project level with a dissemination work package required for a project to obtain funding. This must include key results, lessons learned and best practices. EIT Food communication and innovation programme managers work collaboratively with our partners in dissemination of project content through press releases, news articles, social media posts etc. using our own proprietary channels and others. We track the communication, dissemination and exploitation activities done at project level through KAVA reviews, mid-term reviews and programme-specific monitoring. We will run annual dissemination workshops with employees and partners, feeding improvements back into the process.

Dissemination is supported through all of our channels, including EIT Food flagship events such as the EIT Food Annual event and the Future of Food, with dedicated activities for sharing best practices. We also disseminate results through selected 3rd party events for example Food4Future Global Summit. Links to Horizon Europe dissemination platforms and EIT Platforms (knowledge centre) will be implemented and/or enhanced. With a reach of over 70 million (Instagram), FoodUnfolded® will continue to be used to drive dissemination to consumers in 2023-25. Additional opportunities for dissemination of results will be provided via the EIT Food Policy Advisory Board and Consumer Advisory Board.

Exploitation is a key component of the commercialisation plan required from each project. An analysis of the IPs from innovation projects will be delivered in 2022, and an IP exploitation resource set up in the KIC to support partners to exploit, or to exploit directly should a project not succeed.

Stakeholder Engagement Priorities

Our external stakeholder audiences fall into the following groups, representing a broad spectrum of KTI stakeholders: Policymakers, entrepreneurs, thought leaders, producers and farmers, practitioners, consumers and citizens. Our partners and employees are key stakeholder groups, essential for the success of our mission. Based on lessons learned over the past 3 years, we are defining objectives for each group, and on producing more targeted content aligned to these objectives.

The three priority content pillars with which EIT Food engages its different stakeholder groups are:

- Mission-aligned content – this will form the majority of our content focus, targeting our key stakeholder audiences with content relevant to their specific interests. Channels include events, direct communications, mission dissemination, think tanks and others.
- Community content - highlights the breadth and richness of the community activities, with more specific activity stories from across regions in Europe, shared via a community content framework and flagship events.
- Consumer content – Education and learning content is primarily focused on consumers and learner audiences, through the FoodUnfolded® platform and education programmes including MOOCs.

Our strategic stakeholder engagement is targeted at EU and national policymakers, consumer bodies, associations and nutrition agencies. Engaging these stakeholders, EIT Food will generate policy insights and recommendations to influence EU policies to create an environment sympathetic to advanced agri-food innovation. We will use our engagement to highlight the connection between specific KIC activities and relevant EU policy priorities, such as Horizon Europe (specifically Cluster 6), the EU Innovation Agenda, the Green Deal, the EU Farm to Fork Strategy etc.

Stakeholder Engagement Activity

Building on the work done over the past four years, EIT Food's Calendar of events forms the core of our stakeholder engagement activity, including the following, managed and monitored through our real time campaign progress data dashboard:

- Policy Advisory Board (PAB): Continuing to build our relationships and provide policy input with eight DGs (RTD, EAC, SANTE, AGRI, GROW, ENV, MARE, JRC). The PAB will meet annually at senior/director level, with quarterly meetings at technical/Sherpa level.
- Consumer Advisory Board (CAB): launched in 2020, this Board is our main channel to foster a dialogue with consumer organizations and nutrition bodies across the EU. We plan at least one CAB meeting per year, complemented by bilateral meetings with individual members.
- European Food Forum (EFF). Engaging the European Parliament, EIT Food will co-host EFF with MEPs focusing on agrifood innovation in line with the legislative activities of the Parliament.
- Run the Future of Food Conference and participate in third party events on EU policy issues.
- Targeted outreach to Commission, Council and European Parliament officials, and national government officials in selected Member States (including also EIT NCPs), input into policy via public consultation and submission of position papers, and funding opportunities.

- Outreach and engagement with industry associations and trade bodies (e.g. FoodDrinkEurope, Copa-Cogeca) and other EU R&I Partnerships and technology platforms (e.g. ETP Food for Life, EATiP, Circular Biobased Europe), to collaborate on common Horizon Europe's priorities, host joint events and align on R&I priorities.
- Think Tanks. Building on our prototype Protein Diversification think tank in 2022, we will create think tanks in support of our missions, per the Mission roadmaps.

IPR Strategy

To date, EIT Food's Intellectual Property (IP) Policy approach has been to enable our projects' commercial leads to act as the IPR exploiting partner through standardised agreements. Each project has a commercialisation plan which should deliver innovation to market, led by the exploiting party. In 2022, we updated our agreements so that EIT Food will have the opportunity to manage a portfolio of rights from projects which have chosen not to commercialise IPR. For the period 2023-25, we are building our IP exploitation capability with dedicated resources who will perform a number of functions. They will support our start-ups through our Business Creation team to reach market, evaluate proposals, and work with consortia to improve commercialisation plans. Should a project fail to reach the market, our team will look for opportunities to commercialise the IP, including through open markets, channelling into our Accelerator Programmes and through our Partnership.

2.3 Expected impact of the activities for 2023-2025 under the Regional Innovation Scheme

EIT Food's Regional Innovation Scheme (RIS) encompasses a portfolio of instruments dedicated to beneficiaries from EIT RIS countries aiming to strengthen their excellence, overcome the barriers to their full participation in KIC activities and increase the "innovativeness" of EIT RIS regions. All initiatives are in line with EIT Food and RIS Strategies, which focus on the transfer of good practices and integration of research/innovation, business, and higher education (KTI) to drive innovation and entrepreneurship development among RIS stakeholders.

Addressing the societal challenges of the agrifood ecosystem in RIS regions, the main outcome of EIT Food RIS activities is to reduce the innovation and knowledge gap across Europe and strengthen the innovation capacity of EIT RIS stakeholders through actions such as building entrepreneurial capacity for women in agrifood, promoting the innovation agenda of EIT Food among policymakers and opinion leaders, educational activities, and on-the-ground outreach. Our foundation of 15 EIT Food RIS Hubs and 2 RIS CLSs supporting our KIC partners will be developed in line with the EIT RIS Hubs guiding principles, and are supported to play significant role in the national and regional innovation eco-systems of the 15 EIT RIS countries targeted by EIT Food RIS activities. Additional country engagement will be developed in line with EIT guidance.

EIT Food RIS has been "Mainstreamed" in our core activities, forming an integral part of the KTI portfolio of activities, to ensure we promote our innovation agenda in local ecosystems.. A place-based innovation approach has been integrated in the multi-annual strategy and business plan, strengthening the relationship with national, regional, and local innovation actors, including policymakers, SMEs, researchers, students, and consumers.

We will collaborate with national and regional authorities, including agencies implementing ESIF Funds, to foster innovative technologies and increase the number of innovative agri-food related start-ups, products and services co-created with local stakeholders to positively impact local markets/food systems.

RIS partners will continue to be engaged in all of our programming, building on the success to date. In 2021, 45% of reported marketed innovations came from RIS projects, and in 2022 72% of the partners accepted through the open innovation call were from RIS countries. Over the period, we expect to maintain our strong portfolio of Innovation projects with RIS partners, with RIS projects contributing between 20-30% of the portfolio. For Education, we will build on our RIS programmes through mainstreaming our Label offerings in RIS countries, including professional development, contributing to 20% of the EIT Label programme performance by the end of the period. We continue to focus on RIS entrepreneurship and will continue this support and deploy our accelerator programmes in full to our supported RIS countries, in order to support up to 100 RIS start-ups per year.

In 2023-25 EIT Food will continue to establish and strengthen synergies with the Smart Specialisation Strategies by engaging in policy dialogue and other interactions in target countries, collaborating with representatives of regional and national authorities and other stakeholders through tailored activities in the public sector. The RIS Policy Council promotes linkages with S3 key representatives, providing advice and co-creating solutions to develop further synergies between different EU funded programmes and Thematic Platforms.

In line with the EIT RIS Hub minimum standards and guiding principles, EIT Food RIS is empowering the network of its Hubs (15 in 2022) as members of the EIT Community and their regional stakeholders to broker knowledge and facilitate implementation of projects to maturity in alignment with the EIT Food strategic objectives. The establishment of new EIT Food RIS Hubs will be aligned with the Country-specific roadmaps. While RIS Hubs are involved in the local KTI, each develops their own regional action plans, tailored to the local needs within an overall planning framework overseen by members of the main EIT Food executive, in particular those two primary CLC directors with regions covering RIS

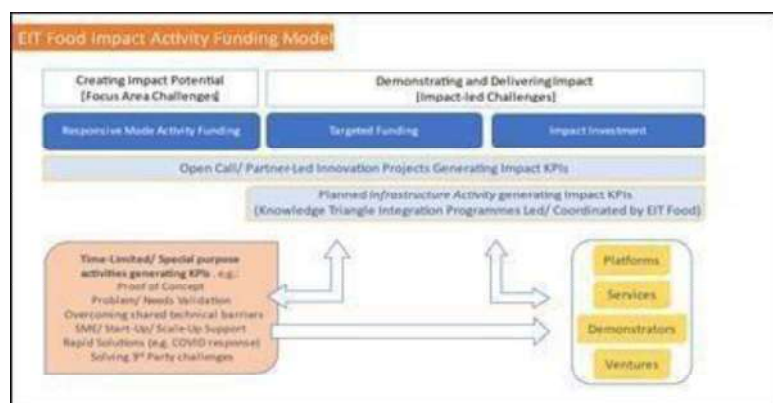
EIT Food HUBs have precisely defined annual workplans and are monitored regularly by EIT Food. Moreover, Hubs develop their own approaches to local funding in order to accelerate the implementation of KTI and leverage the initial EIT funding contributing to Financial Sustainability. In line with the EIT Food Financial Sustainability Strategy and EIT requirements, all RIS Innovation Activities selected for funding are required to commit to a financial return and in 2023-25 must choose from the three types of Financial Return Mechanisms available in EIT Food (lump sum, revenue share or equity). Our aspiration is for equal co-funding for RIS Hubs by the end of 2025

EIT Food RIS aims towards efficiency gains through collaborative procurement, cross-KIC and cross-RIS Hub collaboration, and in line with this EIT Food RIS also contributes to Financial Sustainability by promoting the EIT Food agenda to mobilise public and private funding to implement activities at a local level. An equity participation approach has been implemented in the EIT Food RIS start-up support programmes, which will see an increase in value of equity rights converting to income. Furthermore, the EIT Food RIS commercial services will be extended to leverage networking and innovation capabilities to the agrifood ecosystem

3. Quality and efficiency of the implementation

3.1 Work plan and resources

Portfolio Design Fig. 3 : EIT Food Impact Activity Model



EIT Food combines responsive mode, open-call funding with goal-oriented and directed funding interventions which are aligned to impact investment principles. This mixed approach allows a diverse range of intervention types to be deployed for different purposes and scenarios (figure 3).

This in turn enables EIT Food to address an impact pathway from either end, by either using very targeted investment approaches to scale the highest potential outcomes that are already being demonstrated, or by casting the net wide to find potential solutions via open,

public calls. To increase the effectiveness of our impact investment and funding decision-making, from 2023 we will explicitly apply this model to each of **3 Mission programmes: Healthier Lives through Food; A Net Zero Food System; Fully Transparent and Fair Food Supply**. These Missions are the action plans which bridge our Strategic Objectives and long-term Strategic Agenda impact goals. They blend our delivery capacities with funding

strategies, cluster engagement, platform technology and creative approaches to sourcing solutions to well defined problem statements.

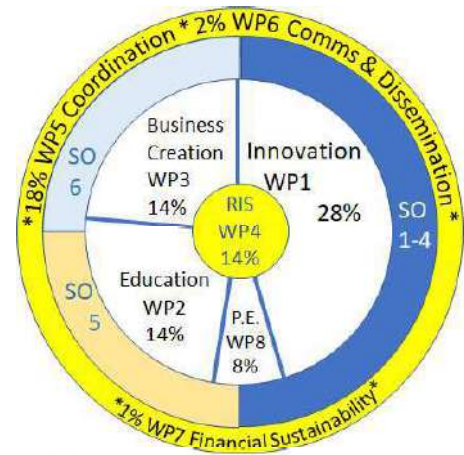
Activity Rationale and Structure

Business Creation, Education and Public Engagement have now all moved to programme-led activity management under this model, issuing open calls for participation and contribution, rather than open calls for ideas. To a large extent RIS activity has also begun to move in this direction. With the introduction of Mission programmes we will be able to integrate a more programmatic approach to innovation alongside these complimentary areas, with a truly integrated overall programme-led approach to portfolio building.

The Innovation area remains the main entry point for technology and solution led consortia and partners to enter the KIC community. This happens via open calls, guided by challenges supporting the EIT Food Impact Framework.

The open mechanism in innovation allows for responsiveness and evolution in the portfolio driven by the need to deliver diverse outcomes suited to different Focus Areas within our Impact Framework, while also being open to new partners, regions, sectors and ways of working.

Our activities are selected to provide a spread of infrastructure programmes which deliver multi-year activity, with new projects which enable us to work at the cutting edge of food technology innovation such as aquaculture and regenerative agriculture. We aim to grow a strong spread of projects across high growth markets and sectors which deliver on our Financial Sustainability and KPIs, the building blocks of long-term impact and sustainability.



Activity Work Packages by Strategic Objective & Budget Share

3.2 Capacity of participants and KIC Partnership as a whole

The EIT Food Partnership grew during 2021 and 2022, with the current Partnership standing at 323 organisations including the 42 SMEs within our RisingFoodStars association. There has been an emphasis on broadening the Partnership to reflect more fully the complete ecosystem and to reflect the need for a diverse base across the food system to strengthen the Partnership and enhance future Financial Sustainability as indicated in our SIA.

EIT Food’s Partnership is well balanced with 122 large, 81 SMEs plus the 42 RidingFoodStars, 85 knowledge providers (mainly universities), and with partners from the civic/governmental/NGO sector, trade associations and clusters (see Table below).

Partner Type	Association or Cluster	Government or NGO	Business	University or Research Centre
Core Partner	3	3	34	30
Linked Third Party	3	1	39	8
Member	6	5	15	
Network Partner	8	9	55	15
Project Contributor	2	6	6	31
Rising Food Star			42	

This balanced portfolio of partners facilitates the integration of all aspects of the knowledge triangle within the Partnership. There is also a good representation of expertise across the entire food supply chain. EIT Food promotes inclusive innovation as outlined in our SIA by orchestrating activities across all parts of the food sector and into wider society. We have within the Partnership: large multinationals such as PepsiCo, Zoetis and Colryut; SMEs with a wide range of technological focus, consumer facing bodies and learned societies such as the nutrition society foundation, earth pro veg international; regional government or civic centres accelerator functions such as Shake Up Factory and the Baltic innovation agency. Across the food supply chain we have expertise in all aspects of livestock production and processing (e.g. ABP, GrupoAN), agricultural producers such as cooperatives ACESUR, branded manufacturers (e.g. PepsiCo and Aligulas Aguinaga) animal health and welfare (e.g. Zoetis) equipment manufacturers [e.g. John Deere, Sartorius, Siemens) wholesale and distribution (e.g. Solucious, Cefetra) digital solutions [e.g. Growzer] retail [e.g. Colryut, Waitrose] and food service [e.g. Sodexo].

The research provision within the Partnership has breadth and depth across the geography of Europe, the agrifood supply chain and disciplinary strengths required for impact in the food sector. The academic partners represent some of the key universities within Europe and include specialisation in all aspects of biological, chemical and physical science plus the important social sciences, engineering, business, mathematics and computing required to generate impactful knowledge, information and solutions to achieve progress in the agrifood system.

Examples of the Partnership working together to generate tangible impacts include the engagement of the foodservice sector by CLC North-East through imaginative activities challenging the status quo. The co-creation of responsible best practice for restaurateurs and chefs is outlined in the Direction: Restaurant of the Future - EIT Food report which summarises the work and includes relevant and practical outcomes.

The promotion of female entrepreneurship is the objective of two activities coordinated by CLC South, aimed at balancing the gender gap that exists in the agrifood sector. The EWA programme has supported 240 talented entrepreneurs, resulting in the creation of 20 new businesses and €12M funding attracted. This programme has also created a 300-strong EWA virtual community of startups and experts and more than 1,000 stakeholders have attended different events. The X-KIC Supernovas programme is focused on incorporation of women within the entrepreneurial and investment ecosystems.

CLC West has coordinated working with City Authorities as well as the Partnership to pilot the “Get Wasted” platform in three Belgian cities (Antwerp, Brussels and Leuven) providing real-world solutions and impact for EIT Food in its strategic goals for a more sustainable food system.

The CLCs will continue to create and deliver region-specific activities for realizing EIT Food’s Strategic Objectives to generate impact through innovative best practices. The emphasis for 2023-2025 is on ecosystem building, fostering

collaboration between existing EIT Food partners and interacting with new stakeholders to expand our influence. All regions will work to bring together all elements of the Knowledge Triangle (Education, Innovation and Business Creation) and promote our work with our consumers via the important fourth pillar of Public Engagement.

Activities and resources illustrating the regionally led implementation of best practice to deliver impact are outlined below. For example, CLC South-generated videos on Regenerative Agriculture have been distributed through EIT Food channels, with over 30,000 views for a wide audience. For a more focused objective research, data is being collected to validate the improvement in soil health from 100 farms from Southern and Eastern Europe that are actively part of our support RA programme. These and other inputs have then been used to generate a crop-specific manual to help Mediterranean farmers transition from conventional or organic production systems to regenerative agriculture. These activities, as all EIT Food initiatives aim to do, will address Strategic Objectives by building innovation capacity across Europe, increase private sector engagement with collaborative innovation, and generate outputs strongly aligned to the EU's Farm to Fork strategy.

Future activities to increase the success of food startups within mainstream markets, particularly for healthier lives that often face additional barriers to scale up, include the "RIS Straight to Market Initiative." This is a consumer-engagement component programme with a market-oriented approach helping local small and medium-sized companies bring new and improved products, both nutritionally and in sustainability measures, to mainstream markets and supermarkets.

CLC Central is working with the Austrian Wirtschaftsservice (AWS), a state funding bank to help them develop a new funding scheme for innovations not on product or innovation service alone, but more oriented towards the UN SDGs in line with the goals of EIT Food to make an impact on society.

EIT Food is developing best practice in engagement with SMEs within regional ecosystems to add to our within Partnership expertise to support the sector to achieve our SIA goals of a healthier, more sustainable and trusted food system. CLC North West have produced an analysis of SME needs both generically and also considering region-specific barriers to growth ([SME report](#)). This knowledge is informing planned engagements within the region and also supporting a wider ecosystems development process across the CLCs that is necessary for future EIT Food Financial Sustainability.

Collaborations with key stakeholders both within and beyond the EIT Food Partnership can benefit the food system particularly when engaging with diverse market sectors and geographies within Europe, as demonstrated below.

The [RIS Consumer Engagement Labs programme](#) is focused on the ideation and development of new product concepts, and is based in pre-competitive, co-creation sessions carried out by a group of consumers (selected based on specific segmentation criteria) in a joint place and limited in time. To date, this approach has generated 22 products in 15 European countries, which shows the creative potential of consumers as actors in the food sector.

EIT Food (CLC NE) collaborated with RIS Baltic HUBs, Nordic Council of Ministers, Danish Cultural Institute in Baltics, and Danish Embassy on Great Taste Zero Waste activity to facilitate an exchange of knowledge and experiences between the Nordics, the Baltics, and Poland, countries with very different backgrounds in reducing food waste and optimal use of resources. It brought together experts and stakeholders to identify specific methods for reducing food waste in a real-world context (<https://www.youtube.com/watch?v=eoL-nC5kUmQ>). This resulted in support from the Nordic Council of Ministers to co-create a Zero Waste Manifesto for the food service sector in the Nordic, the Baltic and Poland.

A very successful implementation of the integration of Innovative/Entrepreneurial/Educational activities is taking place in RIS regions, and a good example has been applied in 2022 in the important olive oil sector by one of the biggest corporates in Southern Europe, together with a startup, a RTO and several universities. An innovative technology that allows the optimisation of the extraction of healthier olive oil has been tested, and the corresponding knowledge transfer has reached more than 200 students, making possible to scale this technology across RIS countries.

Through the period, we are open to non-EU / non-HE eligible organisations working in our consortia, as they add valuable and vital skills and experience, and unique place-based characteristics related to food supply chains (for example, the unique elements of the integrated global food supply chains means European organisations work in close collaboration with international organisations). In many cases this is purely for collaboration and requires no funding. Organisations are evaluated on their unique contribution to the projects, and should a strong case be made, we would look at the need for funding other countries and international organisations.

EIT Food takes a zero-tolerance approach to fraud, corruption and bribery and are committed to acting ethically, professionally and with integrity and transparency in all our relationships and business dealings wherever we operate. Through our activity, we will:

- Enhance, promote and maintain a culture of zero tolerance to fraud, bribery and corruption; and
- Implement and enforce effective systems to actively prevent, detect and counter fraud, corruption and bribery.

EIT Food has carried out an internal risk assessment in relation to fraud, corruption and bribery, which enables us to identify the key fraud, corruption and bribery risks and produce a priority list as follows:

- KAVA and other direct grant allocation
- Conflicts of interest and impartiality of assessment
- Use of EIT (or EIT Food) funds by partners or other counterparties
- Time recording
- Goods and services procurement
- Recruitment

To address these risks, we have taken or will undertake the following steps:

- Review and, where required, update EIT Food policies including Grant Allocation Policies; Anti-Fraud, Corruption and Bribery Policy; Conflict of Interests and Gifts Policy; Procurement Policy; and People (Human Resources) Policies.
- Ongoing review of risk assessment exercise.
- Required training from time to time – both at all staff level and with specific focus groups (e.g. senior managers, finance operatives, those with authority for decision making and/or financial approvals and others).

Audit control system, grant assurance and monitoring.

Mechanisms to ensure controlling and continuous monitoring are set in at different levels:

- Governance and Policies and audit: An audit and risk committee has been set up and a set of policies are in place or will be set in place: Conflict of Interest, Anti-Fraud, Grant allocation policies in procurement policies. Corporate audit is performed annually for EIT Food annual accounts. CFS are performed across the action.
- Selection of projects and beneficiaries of FSTP: Implementation of Open calls with independent external evaluators and due diligence of the selected participants to receive grants in order to ensure integrity, compliance and implementation of the grant assurance. For 23-25, in the context of the cascading model, the KICs will set a common mechanism to perform Due-Diligence pre-allocation of the grant and Risk assessment of participants in the KAVA, EIT Food will participate in the common mechanism.
- Continuous monitoring: KAVAs under the BP are subject to several levels of monitoring along the year. Go/no-go decisions are taken based on the results of the monitoring, especially the Mid-term review where an in-depth follow up on the KAVAs is performed by EIT Food Programme Managers and decisions are taken within an internal evaluation panel. Significant delays or underperformance in the achievement of KPIs, milestones and deliverables as well as increased risk in a KAVA or the consortia are taken into account. Payments and pre-finance are also linked to the performance of the KAVA.

4 – Ethics self-assessment:

1. HUMAN EMBRYONIC STEM CELLS AND HUMAN EMBRYOS			Page
Does this activity involve Human Embryonic Stem Cells (hESCs)?		No	
If YES:	Will they be directly derived from embryos within this project?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they previously established cells lines?	<input type="radio"/> Yes <input type="radio"/> No	
	Are the cell lines registered in the European registry for human embryonic stem cell lines?	<input type="radio"/> Yes <input type="radio"/> No	
Does this activity involve the use of human embryos?		No	
If YES:	Will the activity lead to their destruction?	<input type="radio"/> Yes <input type="radio"/> No	
2. HUMANS			Page
Does this activity involve human participants?		Yes	27
If YES:	Are they volunteers for nonmedical studies (e.g. social or human sciences research)?	Yes	27
	Are they healthy volunteers for medical studies?	No	
	Are they patients for medical studies?	No	
	Are they potentially vulnerable individuals or groups?	No	
	Are they children/minors?	No	
	Are they other persons unable to give informed consent?	No	
Does this activity involve interventions (physical also including imaging technology, behavioural treatments, etc.) on the study participants?		No	
If YES:	Does it involve invasive techniques?		
	Does it involve collection of biological samples?		

Does this activity involve conducting a clinical study as defined by the Clinical Trial Regulation (EU 536/2014) ? (using pharmaceuticals, biologicals, radiopharmaceuticals, or advanced therapy medicinal products)		No	
If YES:	Is it a clinical trial?		
	Is it a low-intervention clinical trial?		
3. HUMAN CELLS / TISSUES (not covered by section 1)			Page
Does this activity involve the use of human cells or tissues?		No	
If YES:	Are they human embryonic or foetal cells or tissues?		
	Are they available commercially?		
	Are they obtained within this project?		
	Are they obtained from another project, laboratory or institution?		
	Are they obtained from biobank?		
4. PERSONAL DATA			Page
Does this activity involve processing of personal data?		Yes	27
If YES:	Does it involve the processing of special categories of personal data (e.g.: sexual lifestyle, ethnicity, genetic, biometric and health data, political opinion, religious or philosophical beliefs)?	No	
	If YES: Does it involve processing of genetic, biometric or health data?		
	Does it involve profiling, systematic monitoring of individuals, or processing of large scale of special categories of data or intrusive methods of data processing (such as, surveillance, geolocation tracking etc.)?	No	
Does this activity involve further processing of previously collected personal data (including use of preexisting data sets or sources, merging existing data sets)?		No	
Is it planned to export personal data from the EU to non-EU countries?		No	
If YES:	Specify the type of personal data and countries involved:		
Is it planned to import personal data from non-EU countries into the EU or from a non-EU country to another non-EU country?		No	
If YES:	Specify the type of personal data and countries involved		

Does this activity involve the processing of personal data related to criminal convictions or offences?		No	
5. ANIMALS			Page
Does this activity involve animals?		Yes	27
If YES:	Are they vertebrates?	Yes	27
	Are they non-human primates (NHP)?	No	
	Are they genetically modified?	No	
	Are they cloned farm animals?	No	
	Are they endangered species?	No	
6. NON-EU COUNTRIES			Page
Will some of the activities be carried out in non-EU countries?		Yes	27
If YES:	Specify the countries: UK Switzerland Iceland Israel Norway Turkey United States Ukraine		
In case non-EU countries are involved, do the activities undertaken in these countries raise potential ethics issues?		No	
If YES:	Specify the countries:		
Is it planned to use local resources (e.g. animal and/or human tissue samples, genetic material, live animals, human remains, materials of historical value, endangered fauna or flora samples, etc.)?		No	
Is it planned to import any material (other than data) from non-EU countries into the EU or from a non-EU country to another non-EU country? For data imports, see section 4.		No	
If YES:	Specify material and countries involved:		

Is it planned to export any material (other than data) from the EU to non-EU countries? For data exports, see section 4.	No	
If YES: Specify material and countries involved:		
Does this activity involves low and/or lower-middle income countries ? (if yes, detail the benefit- sharing actions planned in the self-assessment)	No	
Could the situation in the country put the individuals taking part in the activity at risk?	No	
7. ENVIRONMENT, HEALTH and SAFETY		Page
Does this activity involve the use of substances or processes that may cause harm to the environment, to animals or plants (during the implementation of the activity or further to the use of the results, as a possible impact)?	Yes	27
Does this activity deal with endangered fauna and/or flora / protected areas?	No	
Does this activity involve the use of substances or processes that may cause harm to humans, including those performing the activity (during the implementation of the activity or further to the use of the results, as a possible impact)?	Yes	27
8. ARTIFICIAL INTELLIGENCE		Page
Does this activity involve the development, deployment and/or use of Artificial Intelligence? (if yes, detail in the self-assessment whether that could raise ethical concerns related to human rights and values and detail how this will be addressed).	Yes	
9. OTHER ETHICS ISSUES		Page
Are there any other ethics issues that should be taken into consideration?	No	

5 - DECLARATIONS

The KIC LE shall clearly select YES/NO to the below. Please, keep in mind that the EIT can amend the 2023-205 Grant Agreement if all is marked as YES.

Point 1 refers to the selection process carried out by the KIC and taking place during the year 2023-2025. The selected projects/activities may become part of the portfolio or may be integrated in existing activities. These projects/activities are expected to be implemented under the future grant agreements.

Point 2 refers to the KIC Portfolio monitoring and reporting carried out by the KIC as of 1 January 2023.

By submitting this Business Plan, the KIC LE legal representative declares on behalf of the KIC that the below conditions will be met.	
1) Selection procedure and criteria	Yes
<ul style="list-style-type: none"> - selection procedure will be based on a transparent and well documented process using clearly set criteria - for the types of activities, the beneficiaries/recipients which can apply for funding under the respective KIC funding scheme will be clearly identified in advance. - open calls will be <ul style="list-style-type: none"> o published widely (including on the Funding & Tenders Portal, the EIT website and the KIC website); o kept open for at least two months; o open to all Horizon Europe eligible countries - applicants will be informed of call updates (if any) and the outcome of the call (list of selected projects, amounts and names of selected recipients) - measures to avoid potential conflicts of interest or unequal treatment of applicants will be ensured (notably through appropriate communication/exchange of information channels independent and fair complaint procedures) - proposals will be evaluated in accordance with the following pre-defined award criteria described in the call document: (a) Excellence (b) Impact (c) Quality and efficiency of the implementation and (d) KIC portfolio strategic fit and compliance with the financial sustainability principles and knowledge triangle integration and, for multi-beneficiary projects, (e) EU dimension (consortia with a pan-European character involving at least two independent entities from two different eligible countries) - Proposals will be evaluated with the assistance of normally at least three independent external experts, on the basis of criteria defined in the call document. - The portfolio profile will be made based on the evaluation result and the pass threshold of the different activities. - Each project selected in 2023-2025 (except management activities): <ul style="list-style-type: none"> o has clear outputs / results contributing to the KIC strategic objectives; 	

<ul style="list-style-type: none"> o implements a communication, dissemination and exploitation plans; o is subject to a formal ex-post impact assessment within at least five years after the end of the activity, to follow the impact of the activity's outputs. <p>- For innovation activities, the innovation project principles will be taken into account.</p>	
<p>2) KIC portfolio monitoring and reporting:</p>	<p>Yes</p>
<p>The following standards for the monitoring and reporting of recipients shall be ensured:</p> <ul style="list-style-type: none"> - systematic monitoring and review of the supported projects (e.g. staff management, procurement, financial management, quality control, distribution and provision of support to final recipients, etc.), in the format and timing specified by the granting authority - effective and reliable monitoring and reporting of the supported projects (including information on indicators, EIT impact framework, progress towards financial sustainability, KIC partnership, legality and regularity of the expenditure claimed, etc.), in the format and timing specified by the granting authority - provisions for re-orienting or stopping underperforming projects (with regular 'go'/'no go' decision points, including a payment system linked to milestone achievements) and, for stopped activities, quarterly information of the granting authority - a mechanism to evaluate high potential project outcomes and fast track them towards further investment and rapid development. 	



Richard Zaltzman, Interim Chief Operating Officer

6 – FINANCIAL SUPPORT TO THIRD PARTIES

1 - General Introduction

EIT FOOD offers financial support in the form of grants or prizes to fund all activities related to the different work programmes/packages and is the lead coordinating body in the giving of subgrants and prizes to partners and other organisations to deliver in our KAVA activities.

In the context of the transition, for the first time in 2023, into a fully cascading model; subgrating has become the main form of cost category for the implementation of the action.

The majority of the action is implemented by third parties that up to 2023 were beneficiaries and now will be funded through cascade funding in the form of subgrant. KIC partners and new entities implementing the action are the main beneficiaries of the cascade funding.

Given the scope and budget allocated to the action, most of the third parties implementing and delivering the activities will require a subgrant amount above standard threshold per participant.

Type and threshold of support required:

For Legal Entities implementing the action:

We foresee that legal entities based in EU eligible countries and implementing the action will require up to 6.000.000 eur for the total of the 3 year business plan implementation.

Legal entities from non-EU countries or non-associated countries might receive grants up to 60.0000 eur per beneficiary for the 3 year implementation of the Business Plan.

Those third-parties are working as a consortia implementing a wide range of activities across all the different Work Packages.

For Legal Entities receiving support from the KIC:

Supported start-ups are expected to receive up to 500.000 eur subgrant. The support to those start-ups is provided mainly through Business Creation /BC RIS activities through the Business Creation programmes and in most cases translates into agreements that contribute to the KIC Financial Sustainability.

For individuals receiving support from the KIC:

Individuals as students are expected to receive up to 60.000 Eur support. Students participate in different Education activities and in some cases Public Engagement projects / RIS.

Criteria for allocating the subgrants:

Open calls or calls addressed to KIC partnership

Most of the subgrants allocated for implementation of the action through open calls and calls addressed to KIC partners. This is the majority of the subgrants of the WP Innovation.

Direct award:

For the other WP like Education, Business Creation, Public Engagement and RIS, there are a number of on-going activities that were selected in the past and are continuing in 2023-2025. Partners implementing those actions that in the past were beneficiaries, will now continue those activities as subgrantees. Some third parties might be

included in the implementation of those already continuing actions to re-inforce the consortia or to replace leaving participants.

2- Additional details on Financial support in the form of a grant awarded after a call for proposals

Building on EIT Food's existing strengths, we will grow our communities of foodtech entrepreneurs and empower them to create sustainable, healthy, and trusted food systems whilst accelerating the transition to a financially viable set of programmes that create economic and societal impact to the benefit of EU competitiveness and the well-being of EU citizens.

Our teams – directors, team leads, and Programme Managers collaborate with all the regional ecosystems (CLCs) to steer the implementation of work programme projects to successfully create impact. Our PMs lead the growth in our different area's pipeline and in activity monitoring, working closely with their co-located partners and ecosystem. These teams are active in the co-design of mission programmes by advising on priority setting and relating current portfolio to future call design strategy.

To achieve this, EIT Food will publish the related work programme call guidelines activities planned to start from 2023 through 2025. For instance, in the innovation area, there are 20-25 new innovation activities planned that are expected to be selected across all six EIT Food Focus Areas / Missions.

These activities will be funded under the Cascading Funding model/Subgrantee scheme and participating entities who will be selected for funding will receive a sub-grant or FSTP (Financial Support to Third Parties).

To achieve this, EIT Food will implement some strategies such as:

- Define the Food System technology challenges worth solving to structure funding calls to generate new value that would not happen without EIT Food's intervention, working within the Knowledge Triangle Integration concept.
- Promote co-creation between and by partners in innovation projects
- Support the creation and capture of innovation value

For the Business Creation work programme, for 2023-25, EIT Food will continue to run its three flagship programmes with our delivery partners (as subgrantees): Seedbed Incubator, EIT Food Accelerator Network (FAN) and RisingFoodStars. In 2023-25 we will increase the number of calls for start-ups to two per year. These will be fully open and broadly communicated. Direct or Partner only awards will only be arranged if flagship programmes require new or additional delivery partners. Subgrants are planned for delivery partners for Seedbed and EIT FAN. During the first year of this planning period, we expect to allocate approximately €3m in 2023 to delivery partners in subgrants and €4m directly to supported start-ups.

In the EIT RIS work programme space, subgrants are planned for delivery partners for start-up support activities, internships and RIS Policy Council. In 2023, EIT Food estimates €5m to be subgranted to delivery partners and €1m directly to supported talents, start-ups and RIS Policy Council members.

For the Communication work programme, EIT Food IVZW as the main coordinating body will provide the support of the Missions and EIT Food Strategic Objectives on Trust, Health and Sustainability. Our communication and dissemination activities are distributed via our communication platforms including: Owned – social, blog, web (FoodUnfolded® and EIT Food website), email, podcasts, FoodHive, EIT Food events, reports and whitepapers, Paid – search, social, digital display and YouTube, Shared– changemakers, media Partnerships, partners, 3rd party events. Earned – proactive press office, news announcements, success stories/case studies.

Members of the awarded consortia will be funded by EIT Food through a subgrant to execute the related Activity. The subgrant will fund actual costs incurred by the subgrantees to implement the Activity. Those costs incurred need to follow the HE cost categories and eligibility criteria to be funded with the subgrant.

Each work programme will have a detailed evaluation criteria and for instance in the Innovation area, the Call 2023 Guidelines can be found on the call website: <https://www.eitfood.eu/projects/call-for-proposals-2023> .

3 -Financial support in the form of a prize

EIT Food has launched several strategic partnerships, Prize-Based Challenges, which are initiatives that encourages and incentivizes technology and innovation proposals from leading-edge players, start-ups, academia, SMEs or even larger companies. The outcome of a Prize-Based Challenge is a clear path for setting up a project with identified players capable of solving critical needs. The Prize-Based Challenge will create new opportunities to collaborate and share technology ideas. Each challenge will have a prize award and provide a path forward to growing innovative technology solutions.

As an example, for the Innovation work programme in 2023, two Prize-Based Challenges will run:

1. Cultivated Meat Innovation Challenge: Seeking Pioneering Solutions to Drive Down the Cost of Cell Culture Media – in strategic partnership with GFI Europe.
2. Personalized Nutrition for all: A Call to Action to find innovative solutions against obesity and malnutrition – in strategic partnership with FoodValley NL

EIT Food also plans to launch Prize Based Challenges addressed increase the target of the KPI Marketed Innovations:

The prize challenge will be open to any partner or start-up that has been active with us in the past 3 years (2020, 21, 22). That includes:

- Any start-up on any of our three accelerators
- Start-ups which have gone through RIS accelerators and programmes
- Partners who delivered Innovation projects
- Partners who delivered Education or Public engagement programmes, where that programme resulted in a marketed innovation.

The challenge will ask for:

- A brief success story of the innovation (2-300 words).
- Evidence that the product or service has generated at least €10k revenue, with evidence of market availability. I.e. links to websites etc where the product is available, press articles, trade shows etc.
- A KAVA or programme reference to demonstrate their link to EIT Food.
- Confirmation that the partner or company agrees that we can submit their entry in EIT reporting 2021-22.

Evaluation of entries will be done through a panel comprised of representatives of EIT Food, alongside a cross check of publicly available information

We will evaluate the entries based on the following criteria:

- Pass/Fail: Can link the entry to a programme /project, and there is evidence of €10k sales.
- Score: Quality of the evidence provided.
- Score: Impact of the product or service against our strategic objectives.

Entries will be ranked, and we will award:

- 1x €10keur prize
- Up to 20x €5keur prize

ANNEX ON SPECIFIC FSTP:

As described above, the implementation of the action will be funded by cascading funding to third parties selected by open calls, calls addressed to KIC partners or Direct Award.

Education and Business Creation as well as RIS might have programmes that support students as individuals and start ups. Below some details on those subgrants / Prizes as known at this moment.

EDUCATION PROGRAMMES – SUPPORT AND PRIZES

Type: Sub-granting scheme	
Activity code and name Activity Leader	18249 Food System Master of Science Program Desi Vanrintel
Support conditions	
Maximum support amount <ul style="list-style-type: none"> A maximum of 17600 euro per subgrantee 	Justification <ul style="list-style-type: none"> In line with Commission Decision No C(2016) 8298, a maximum of 17600 euro per year per subgrantee, based on the actual tuition fees applicable at universities & other actual costs benefiting the subgrantee, like but not limited to travel to courses
KAVA tasks <ul style="list-style-type: none"> The financial support belongs to the KAVA Tasks: Programme Delivery. 	Subgrantee involvement <ul style="list-style-type: none"> The sub-grantee follows and is engaged in the various Master courses.
Benefit to activity <ul style="list-style-type: none"> EIT Food’s strategic objective is to educate to engage, innovate and advance, and to sub-grant participants helps to kick-off the program & build a strong brand to further attract an elite group of students across EU. 	Subgrantee benefit <ul style="list-style-type: none"> The sub-grant gives the beneficiary access to a programme that combines essential skills to become an effective innovator & entrepreneur with key technical skills tailored to the subgrantee career pathway.
Financial mechanism <ul style="list-style-type: none"> The beneficiary gets the underlying value of the offered courses (travel to courses, access to program) combined with possible monthly payments based on merit or financial hardship 	Accountability <ul style="list-style-type: none"> EIT Food will monitor costs along with existing EU-schemes likes Erasmus Mundus for travel & installation, subsistence and the cost of education for courses (including enrolment, tuition fees, KIC Added Value Activities costs, ...) EIT Food & university partners will be collecting evidence.
Candidate selection	
Class of persons	Bachelor students
Recruitment process <ul style="list-style-type: none"> Through different communication channels, EIT Food & partners will approach the general public, and more specially targeted, bachelor students, and redirect to a central webpage for the Master program detailing eligibility and selection criteria A central application site will be made available for students to apply 	Selection process <ul style="list-style-type: none"> Admission Board will consist of representatives of all partner universities Several partner admission committees will hold interviews & score from 0-10. The total scoring will be used to rank students. Based on ranking and available positions at each university, a final selection will be made

<p>Criteria for support</p> <ul style="list-style-type: none">• Candidates are considered eligible if they meet the basic requirements like but not limited to the study backgrounds and language levels• Criteria for ranking are the final grade in the bachelor degree, level of entrepreneurial potential and an interview	<p>Scoring mechanism</p> <ul style="list-style-type: none">• Students will be scored on the grade of their bachelor degree, level of entrepreneurship potential and an interview• The final grade will weight for 30%, the level of entrepreneurial potential & skills 40% and the interview 30%.
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Type: Sub-granting scheme	
Activity code and name Activity Leader	18249 Food System Master of Science Program Desi Vanrintel
Support conditions	
Maximum support amount <ul style="list-style-type: none"> A maximum of 3000 euro per subgrantee, maximum 6 months with a maximum of 500 euro per month 	Justification <ul style="list-style-type: none"> Using Belgium as a reference for a minimum wage, we have determined a maximum of 500 euro per month as financial support for living expenses of a student in case of financial emergency. The minimum wage in Belgium is 1625,72 euro.
KAVA tasks <ul style="list-style-type: none"> The financial support belongs to the KAVA Tasks: Programme Delivery. 	Subgrantee involvement <ul style="list-style-type: none"> The sub-grantee receives the funds to continue its studies instead of dropping out because of financial problems
Benefit to activity <ul style="list-style-type: none"> EIT Food’s strategic objective is to educate to engage, innovate and advance, as well as supporting business creation. The Spring programme, for which this subgrant is used for, is to stimulate venture creation by students of the Master in Food Systems 	Subgrantee benefit <ul style="list-style-type: none"> The sub-grant gives the beneficiary the possibility to conclude its studies.
Financial mechanism <ul style="list-style-type: none"> The beneficiary gets the financial support on a monthly basis 	Accountability <ul style="list-style-type: none"> EIT Food will be collecting evidence.
Candidate selection	
Class of persons	Alumni of Master in Food Systems students
Recruitment process <ul style="list-style-type: none"> Students in financial need can send in their application for the Emergency Support Fund 	Selection process <ul style="list-style-type: none"> An committee by EIT Food will evaluate the Emergency Support application Enter details of the selection process here, including details of shortlisting if applicable.

<p>Criteria for support</p> <ul style="list-style-type: none"> • Candidates are considered eligible if they are enrolled in Master in Food Systems, can demonstrate their financial need & have proposed a viable solution to exit from the financial problems. • . 	<p>Scoring mechanism</p> <ul style="list-style-type: none"> • Students will be evaluated based on their application
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<p>Type: Sub-granting scheme for 3rd parties (start-ups and SME's)</p>	
<p>WP</p>	<p>Business Creation</p>
<p>Support conditions</p>	
<p>Maximum support amount</p> <ul style="list-style-type: none"> • Maximum = €500,000 per beneficiary <p>The total subgranting budget of XXXk is allocated as follows:</p> <ul style="list-style-type: none"> • Target group 1: XXX is allocated to all the selected participants of BC flagship programmes, with an average of 10k per supported start-up. • Target group 2: XXX is allocated to financial support to ventures that have applied and have been selected by the start-up impact fund activity. The target is 500k per venture for XXX ventures. 	<p>Justification</p> <p>There is a strong need for a 500k maximum.</p> <ul style="list-style-type: none"> • Based on the last years of experience in supporting hundreds of technology ventures in agri-food, the need for financial support to achieve an MVP or prototype, required to attract external investment (a core KPI), is more than 60k. Typically between 200k and 500k. Without providing such financial support, ventures will be at risk of not attracting additional funding and achieving their impact potential. • COVID-19 and the economic situation continues to severely impact agri-food ventures, which puts even the most promising ventures at a cashflow risk. It also makes the afore mentioned KPI of external investment even more challenging to achieve. • EIT Food Business Creation is managing the COVID-19 Bridge Fund, through which 13 subgrants were issued of up to €500,000 per beneficiary following a rigorous evaluation process and using a strong financial return mechanism. (As awarded with an “excellent” rating by EIT). The process and mechanism validated in the Bridge Fund are now applied across the BC programmes and activities. • EIT Food has a strong selection & evaluation process, as well as monitoring & reporting process in place. This process is adapted from the KAVA COVID-19 Bridge Fund 2020, which received an “excellent” rating by EIT. The monitoring & reporting process includes the

	<p>appointment of a board observer to the venture, strategic and tailor-made support to selected ventures, detailed quarterly reports, monthly or bi-weekly update calls, and ad-hoc support.</p>
	<p>Subgrantee involvement</p> <ul style="list-style-type: none"> • Subgrantee will receive financial support and benefit from tailor made services with the objective to strengthen its business proposition, succeed in product development and be in a strong position to raise external investment. • Through a board observer (that can be appointed to selected ventures), EIT Food is involved in supporting subgrantee on important decisions and activities required to reach its objectives and attract external investment.
<p>Benefit to activity</p> <ul style="list-style-type: none"> • Through the financial support, subgrantee will contribute to the KIC main objectives, developing and commercializing innovative solutions to address the challenges of the food system and delivering impact to make it more sustainable, healthy and trusted. • Subgrantee (target group 2) will also contribute to the KIC financial sustainability thanks to ROI mechanisms associated to the financial support received. The SAFE (simple agreement for future equity) allows EIT Food to obtain shares in the subgrantee, from which strong ROI can be expected. 	<p>Subgrantee benefit</p> <ul style="list-style-type: none"> • Pre-seed and seed investment to achieve the creation of new ventures and growth of early-stage start-ups. Subgrantees will be in strong position to raise additional external investment to accelerate commercialization and growth.
<p>Financial mechanism</p> <ul style="list-style-type: none"> • Actual costs financing, based on reviewed and approved project plan and budget, whereon cost eligibility is verified up-front. • Financing will be made available as pre-finance, due to the cashflow impact on early-stage ventures. Financing will be made available in one or multiple tranches, based on the project plan. Expenditure is monitored quarterly to ensure spending on eligible cost items. • In most cases, a SAFE (simple agreement for future equity) is signed, as ROI mechanism, in conjunction with the subgrant agreement, further incentivizing ventures to ensure eligible spending. In other cases, a different ROI mechanism is applied (e.g. revenue-based financing). 	<p>Accountability</p> <ul style="list-style-type: none"> • Beneficiaries will need to follow EIT Food procurement policy. • Costs will be monitored to ensure spending on eligible cost items, in line with the agreed budget. • Specifically, selected ventures will deliver a mid-term and final report to update EIT Food on the progress of the project plan and budget. • The SAFE, which entitles EIT Food to shares in the startup ensures that venture has an incentive to follow cost eligibility guidelines. • Quarterly reporting using structures and templates accepted in pre-seed and seed stage investments ensures EIT Food to monitor progress on objectives agreed with subgrantee.
<p>Candidate selection</p>	
<p>Class of persons</p>	<p>Registered agri-food start-ups companies with their registered office or a subsidiary in the EU or in a HorizonEurope-associated country.</p>

<p>Recruitment process</p> <ul style="list-style-type: none"> • The sub-granting scheme targets startups across EIT Food Business Creation segments (Launch, Accelerate, Scale). The programs within those segments (SeedBed, EIT FAN, RisingFoodStars, RIS programmes) have applied a thorough and open selection process. This sub-granting scheme constitutes financial support to a selected number of the most promising startups that entered in those programs. • BC can decide to organize one or more open calls for applicants beyond current Business Creation programmes. These would be publicized transparently through social media, website and press relations. • Application for sub-grants via a paper-based/online application process available through an open call launched once or multiple times in the year 2023. Submitted applications will be evaluated after (a) predefined cut-off date(s) or when a minimum number of applications have been received (for external applications). 	<p>Selection process</p> <ul style="list-style-type: none"> • Selection panel will include EIT Food BC representatives / partners and independent experts in the field. All effort will be made to ensure panel is balanced (gender, age, ethnicity) • Evaluation is performed in three phases: • Stage 1 evaluation: all applications are assessed based on the eligibility criteria. Eligible applications are shortlisted using the Selection Criteria and the information submitted as part of the application. • Stage 2: shortlisted applications are assessed in more detail on the selection criteria. To this end, an interview is held with the founders of the venture, and additional business plan information is assessed. • Stage 3: a final selection is presented to an advisory committee that includes external reviewers. To this end an investment memo is developed for each final applicant, which consolidates results of due diligence and outlines the status and potential of the venture. <p>For target group 1 startups, a simplified process is used, based on the selection process of the 3 main BC programmes.</p>
<p>Criteria for support</p> <ul style="list-style-type: none"> • Eligibility criteria will include: <ul style="list-style-type: none"> • Alignment with EIT Food’s missions and objectives (impact) and focus area • Geography • Completeness of application and correct language (English) • Selection criteria will include: <ul style="list-style-type: none"> • Team quality (mindset, complementarity, etc.) • Uniqueness and innovation potential • Technology and IP • Market and customer validation • Financial strength 	<p>Scoring mechanism</p> <ul style="list-style-type: none"> • Initial application check for eligibility (stage of idea, company, EU status, EIT funding thresholds, etc.) • Scoring range of 1-5 for selection criteria. Applicants with highest total score proceed to next phase of evaluation. • Focus on commercial potential of idea and suitability for the market and strength and motivation of the team. No significantly different weight for the mentioned criteria.

Type: Sub-granting scheme	
Activity code and name Activity Leader	18249 Food System Master of Science Program Desi Vanrintel
Support conditions	
Maximum support amount <ul style="list-style-type: none"> A maximum of 15000 euro per subgrantee <ul style="list-style-type: none"> up to 12k€ to support the opportunity assessment of their business idea (or max 1,5k€ per month/venture) for living expenses of the entrepreneur or for consulting services up to 3k€ to support the venture creation. 	Justification <ul style="list-style-type: none"> Using Belgium as a reference for a minimum wage, we have determined a maximum of 1500 euro per month as financial support for living expenses of a student to explore venture creation. The minimum wage in Belgium is 1625,72 euro.
KAVA tasks <ul style="list-style-type: none"> The financial support belongs to the KAVA Tasks: Programme Delivery. 	Subgrantee involvement <ul style="list-style-type: none"> The sub-grantee receives the funds to explore its paths to venture creation
Benefit to activity <ul style="list-style-type: none"> EIT Food's strategic objective is to educate to engage, innovate and advance, as well as supporting business creation. The Spring programme, for which this subgrant is used for, is to stimulate venture creation by students of the Master in Food Systems 	Subgrantee benefit <ul style="list-style-type: none"> The sub-grant gives the beneficiary the possibility to explore the path to venture creation, while being supported for living expenses & the initial costs of the venture creation.
Financial mechanism <ul style="list-style-type: none"> The beneficiary gets the financial support on a monthly basis, and a lump sum for the venture creation 	Accountability <ul style="list-style-type: none"> EIT Food will be collecting evidence.
Candidate selection	
Class of persons	Alumni of Master in Food Systems students
Recruitment process <ul style="list-style-type: none"> Through alumni communication channels, EIT Food will approach alumni of the Master program detailing eligibility and selection criteria Alumni can send in their application by email 	Selection process <ul style="list-style-type: none"> An evaluation committee by EIT Food will select the possible ventures to support Enter details of the selection process here, including details of shortlisting if applicable.

<p>Criteria for support</p> <ul style="list-style-type: none">• Candidates are considered eligible if they meet the basic requirements: alumni of Master in Food Systems, non technology based venture & not being supported by other EIT Food business creation programmes• Criterium for selection is the description of the venture: unique customer benefits, market readiness, market impact, potential growth, economical impact, time to market & contribution to EIT Food’s strategic innovation agenda.	<p>Scoring mechanism</p> <ul style="list-style-type: none">• Students will be scored based on the different criteria
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Type: Prize award scheme	
Activity code and name Activity Leader	21291 / 18250 Global Food Venture Program/Stage II Final Event Chryssa Dimaki, Technische Universität München
Financial Support conditions	
<p>Prize amount and number</p> <ul style="list-style-type: none"> • Three prizes will be awarded: First place €10.000 (max. 2k in cash, 8k in services), second place €5.000 (max. 1k in cash, 4k in services) & third place €2.500 (max. 500 in cash, 2k in services). In total €17.500 k (3.500k in cash, 14k in services) • Cash part will be awarded to the winners by end of the year 2021 (31/12/2021) at pitch competition. • Services will be awarded in 2022, due to having the Final Event only in Dec 2021. The Services of 2021 will be hence budgeted in GFVP Alumni Prize 2022. • Based on above information provided, the total Prize budget in 2021 is €3.500. 	<p>Justification</p> <ul style="list-style-type: none"> • The prizes aim to reward best performing GFVP participants of the business pre-incubation programme (Stage II) who have demonstrated innovative solutions in food & agriculture, strong business cases and high entrepreneurial mindset. The prizes will support the winners in further startup development.
<p>Purpose of the prize</p> <ul style="list-style-type: none"> • The prize serves as an incentive for motivated participants of business incubation programme and celebrates achievement and success. The Prizes will be awarded to best business cases of the GFVP with the aim to support the incubation process of business ideas from technologies developed by PhD students and business creation outcomes of our programme. 	<p>Subject of the Prize</p> <ul style="list-style-type: none"> • Successful candidates need to demonstrate innovation, strong business cases, determination to provide solutions to current challenges of our food systems and motivation to follow the entrepreneurial path. • At the start of Stage II, each participant will need to prepare a Business Plan on how they will use the prize (cash & services) in case of winning. The Business Plan must be submitted to the AL, mentor, and EIT Food PM by 1st Dec at the latest.
<p>Eligibility and exclusion criteria</p> <ul style="list-style-type: none"> • Eligible for the prize are all current GFVP students of business pre-incubation programme (Stage II), who pitch at the final pitch competition event. 	<p>Award criteria</p> <ul style="list-style-type: none"> • The criteria taken into account by the jury for awarding the prize are: the strength of the business case, the entrepreneurial mindset of the student and engagement with the programme.

<p>Evaluation method</p> <ul style="list-style-type: none"> • The prizes will be awarded at the final pitch competition, where Stage II students pitch for 5min in front of a 3 to 4 member jury. • Evaluation for the Best Start-up Award includes the following actions to be performed by the candidates: <ul style="list-style-type: none"> ○ Business Plan creation (EIT Food template) ○ Pitch Presentation given during event Final Event ○ Proceed Use Proposal <p>Business Plan provided by participants in advance, will be judged on following elements:</p> <ul style="list-style-type: none"> ○ 1. Executive summary ○ 2. Problem & Value Proposition ○ 3. Market Potential & Market analysis ○ 4. Alternative Technologies & Competition ○ 5. Product Development Milestones ○ 6. Business development Milestones ○ 7. Business Model & Financial Planning ○ 8. Management & Team <p>5min Pitch at the event followed by 5min Q&A will be judged on:</p> <ol style="list-style-type: none"> 1. Strength of the business case 2. Innovation 3. Overall Presentation (spoke clearly, engaging story, enthusiastic talk, visually attractive pitch deck) 4. Credibility responding to questions <p>Maximum score per element equals to 5 The proceed use proposal, also submitted to judges in advance, will describe the sort-term use of the cash prizes and the benefit to the start-up. The proceed use proposal accounts of the 1/4 of the total score.</p>	<p>Terms of payment</p> <ul style="list-style-type: none"> • The cash prize will be paid to the winners directly by EIT Food by 31/12/2021. • The prize in services will be managed by EIT Food and awarded to the winners in 2022 by 30th Nov (last closing date). • The winners will need to demonstrate to EIT Food how the services selected will support their startup development and growth. Actual payment receipts will be provided to EIT Food in case of reimbursement, or in case EIT Food will pay for the services directly an invoice with all relevant data will be submitted to EIT Food. • Service prizes will be possible to use only upon approval by EIT Food.
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Type: Sub-granting scheme	
Activity Code and name	19246 D1a Communication Management - PA, website, SoMe
Activity Leader	Saskia Nuijten
Support Conditions	
<p>Maximum support amount 2023-2025</p> <ul style="list-style-type: none"> • €60,000 total budget 23'-25' • €15,000 2023, €20,000 2024, €25,000 2025 • €2,000 maximum support amount per sub-grantee. 	<p>Justification:</p> <ul style="list-style-type: none"> • The sub-granting (2023-2025) is to cover for and participation in events and initiatives on request of EIT Food in support of FutureFoodMakers activities. This will include, but is not limited to, travel expenses for sub-grantees for specific engagements agreed in advance and post task for out-of-pocket expenses, campaign support in updating their FFM MenuForChange activity, as well as access to training courses and activity that further their work on behalf of EIT Food. <p>Forecast activities 2022-2025:</p> <ul style="list-style-type: none"> • Updating 'MenuForChange' Manifesto to show progress across the agrifood industry since report was launched • FFFM networking, community and recruitment activity to broaden the impact of the initiative Recruitment of additional FFMs and supporters • Event participation • Fielding interview and activity requests from key stakeholder groups • Support for EIT Food campaigns as required e.g. COP
<p>KAVA tasks</p> <p>This activity falls under our Trust, Health and Sustainability integrated campaigns as part of multiple activities and campaigns that will be deployed to build awareness, engagement, and community among EIT Food's target audiences in the period 2023-25.</p>	<p>Subgrantee involvement</p> <p>In 2021 EIT Food appointed 10 participants aged 20-24 as 'FutureFoodMakers' to lead the creation and promotion of a manifesto for the food system that continued in 2022. In the period 2023-2025 this activity will be broadened out to update the manifesto, broaden participation in the FFM activity and to support the mission of EIT Food.</p>
Objectives and benefit of activity	Subgrantee benefit

<ul style="list-style-type: none"> • As part of our strategy we want consumers to become change agents in food system transformation. The FFM programme support young people activation into change agents • The participants bring a vital perspective from the growing influential youth movement. • The participants have amplified and will keep amplifying EIT Food’s message increasing our media mentions and online impact. • The programme and its participants will support EIT Food build relationships and increase collaboration and connection with key food sector stakeholders and young agents of change. • The programme and its participants will support EIT Food’s mission as this campaign is connected to it. 	<ul style="list-style-type: none"> • Access to EIT Food’s community, courses and events. • Visibility and influence in decision making, speaking at EIT Food’s events and meetings as well as any potential engagement with EIT Food partners and media. • Knowledge, skill development and experience in the food and policy sector as well as public speaking and media relations. • Networking with food experts and key stakeholders. • Support in thought leadership and influencer activity in the food system, supporting future progression.
<p>Financial mechanism</p> <p>The aim across the period 2023-2025 is for the FFMs to intensify and broaden their activities and attend events to present on behalf of EIT Food, further connections with other FFMs and key industry stakeholders, as well as drive activities relating to the MenuForChange manifesto. A €15,000 reservation is made for 2023, increasing to €20,000 and €25,000 in 2024 and 2025 respectively. The reservation is an estimation of c. €2,00/sub-grantee. This calculation may change depending on the number of subgrantees involved in engagements coming up. The Financial model is covering travel expenses for</p>	<p>Accountability</p> <p>EIT Food travel policy will be shared ahead of any potential travel. Expenses receipts and EIT Food confirmation will be necessary upon reimbursement. Record of all costs will be kept within our internal budget spreadsheet to have control of expenses and make sure we don’t overspend, and expenses are correct. EIT Food’s Digital Communications & Campaigns Manager will be responsible for collecting evidence. Any payments to sub-grantees will be made within the boundaries of an agreed simplified contract for supplier or services.</p>

sub-grantees for specific engagements agreed in advance and post task for out-of-pocket expenses, and support for agreed initiatives as required.	
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