

# Call for Proposals for Activities to be executed in 2018

## Guidelines for the Pre-Call

EIT Food  
2016-12-23

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# 1 Foreword

EIT Food will put Europe at the centre of a global revolution in how food is innovated, produced and valued by society. With the needs, concerns and ideas of consumers at its core, the mission of EIT Food is to empower its partners and stakeholders to fundamentally transform the food system and meet the global demands of present and future generations. Currently, EIT Food is preparing for its first full operational year. This will start in 2018, after the ramp-up of the organization in 2017.

EIT Food has identified a number of challenges that it will address using a carefully selected portfolio of activities:

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

Meeting these challenges will require to combine aspects of innovation, education, business creation, and communication in an integrated fashion. Projects (“Activities” in EIT parlance – see the glossary in section 6.9) along these lines will be at the heart of EIT Food. Proposals for these will be solicited through a call process open to all members of EIT Food. This document describes the goals and the process of the call, as well as an outline of how a convincing and integrated portfolio of Activities will be selected. The chosen Activities will start in 2018, and for some to be selected early birds even already at the end of 2017.

## 2 Thematic Areas and Principles

EIT Food targets to attract proposals for a total budget of €30m in 2018. Activity proposals are solicited in the Areas of

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

All proposals need to align with EIT Food’s overall vision, mission, and set of KPIs. They must contribute to the **strategic objectives** of EIT Food and clearly define the targets for the added value and the business or societal impact that will be created in support of those objectives:

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

Apart from defining the targets and objectives also a first consideration of the road towards implementation of the results needs to be included in the proposals. Thus assuming the objectives are met, what will next steps look like, what are main hurdles to be addressed?

Each Activity of EIT Food should be executed by a **consortium of partners** of EIT Food, preferably from both science and industry, representing different areas of the food system and at least two different CLCs or countries. Consortia of more than five partners are discouraged except when there is a well defined rationale (e.g. multiple universities linking up for a combined trans-European Master programme).

The **duration of Activities** should be between one and three years. If the activity runs for more than one year it has to be reviewed and approved every year,

One partner organisation needs to take the **lead partner role**, providing the Activity leader of the overall Activity. The Activity leader is responsible for the deliverables and the impact of the overall Activity.

Non-partner organisations, like **start-ups or SMEs**, can be included in project consortia as sub-grantees of partners. There is a cap of €60k for their share in the project (exceptions are possible but require a justification and pre-approval). The involvement of SMEs or members of the EIT Food start-up club RisingFoodStars is particularly relevant for Innovation Activities.

Each Activity is expected to make use of so-called “KIC Complementary Activities” (KCAs, see Glossary in section 6.9). These are projects that partners of the consortium were or still are involved in. KCAs are for instance previous company internal development programmes or projects funded by non-EIT sources (e.g. other EU or nationally funded research projects). They have produced results which will be built upon and enhanced to achieve the specific activity objectives that then will contribute to at least one of the strategic goals of EIT. This part of the proposed Activity is the “KIC Added Value Activity” (KAVA, see Glossary) that will be (co-)funded by EIT. The KCAs chosen have to have a clearly defined innovation and valorisation potential.

An Education/ Innovation/ Business Creation and Communication Activity we want to call for and execute in 2018 furthermore has to have

- a definition of the added value and business/societal impact traced with KPIs, e.g. creating a new Start-up (see Annex, section 6.8 for the list of KPIs defined by EIT),
- one or more clearly defined deliverables,
- a strong partner commitment and a European dimension involving multiple KIC CLCs and partners.

Further details on the programmes and the strategic focus of the Activity Areas are given in sections 6.1 to 6.9 below.

### 3 Proposal Structure and Submission

The call process will be executed in two phases, a pre-call and the final Call for Proposals.

For the pre-call, we expect a concise two page project sketch containing the following sections:

- Activity title and Area;
- Lead Partner and contact person;
- Executive Summary of the Activity: max 1 page containing the purpose of the Activity, why it fits into the strategy of EIT Food, the targets it wants to achieve, and the concrete results and impact created;
- A short work plan: start and end of the project, major milestones and deliverables; first insight in next steps towards implementation following successful project realisation
- Target values for the EIT KPIs that will be achieved in 2018 (and beyond for multiyear projects)
- Consortium description, including strengths, roles, and contributions of the partners;
- Estimated costs of the project, broken down into a) personnel costs incurred by partners and b) any other costs (like equipment, subcontracting, travel, ...). For multiyear proposals costs need to be also given for each year:
- Estimated contribution to the financial sustainability of EIT Food;
- Estimated co-investments requested from EIT and co-investments provided by the partner organizations themselves or through other sources.
- A list of complementary projects (KCAs, see glossary in section 6.9), their relevance for the proposed project, and their budget if already available.

The detailed proposal structure for full proposals will be defined at a later stage. At a minimum, it will contain the fields defined in section 6.7.

Proposals should indicate whether the Activity can start as an early bird already towards the end of 2017.

For managing the call process and the resulting execution of the activities we have chosen an online submission platform called Promise Suite. For submitting your proposal you have to register in Promise Suite and will be guided through the submission. The link for registration as well as a tutorial will be provided early 2017.

## 4 Review Process and Selection Criteria

The review of the pre-call submission will be performed by the Functional Directors of EIT Food. They will assess the proposals according to the following criteria:

- Strategic match with EIT Food and the functional pillars strategic agenda and budget scope;
- Innovation and valorisation likelihood and potential of the underlying technology;
- Consumer centricity and cocreation;
- Added value and impact;
- Quality and feasibility of the activity plan (budget, tasks, deliverables, schedule);
- Partner commitment and European dimension;
- SME/start up involvement;
- Return on investment / contribution to the KICs sustainability.

The Functional Directors will give detailed feedback and recommendations to the submitters in order to guide them to successful and highly qualified proposals.

The final proposals will be reviewed by a panel of external and internal reviewers selected by EIT Food. In addition to the above criteria, they will assess impact, feasibility, go-to-market strategy, a convincing value proposition, etc.

The results of the expert review will be taken into consideration by the management team of EIT Food when making the final decision on which proposals will be selected. The proposals need to form a well balanced portfolio matching expected available budget and the strategic expectations of the KIC management. Preference will be given to proposals which integrate innovation, education and business creation aspects.

The portfolio of Activities will be presented to EIT in a document called “Business Plan 2018”, which includes among other parts a high level description on how the selected Activities contribute to the EIT Food strategy and what overall impact they generate. Detailed Activity information including budget and KPI targets are in Annexes to this main body of the Business Plan.

## 5 Key Dates

|                |  |
|----------------|--|
| 2016-12-20     | Kick-off for Call 2018   |
| 2017-02-22, 23 | Matchmaking Event  |
| 2017-03-31     | Deadline for project sketches  |
| 2017-04-15     | Feedback by functional directors on project sketches                           |
| 2017-05-19     | Deadline for full proposals  |
| 2017-06-13     | Expert review completed  |
| 2017-06-21     | Expert consensus meetings completed  |
| 2017-06-26, 27 | EIT Food management team decision on proposals to be included in Business Plan |
| 2017-07-14     | Proposals updated to include potential management team feedback                |
| 2017-09-01     | Approval of Business Plan by EIT Food Steering Board                           |
| 2017-09-08     | Approval of Business Plan by EIT Food General Assembly                         |
| 2017-09-22     | Submission of Business Plan to EIT   |

Subsequent steps include the review of the Business Plan by EIT, the feedback in the form of a list of required changes to the Business Plan (and therefore also to some of the proposed Activities), the communication by EIT about the final available EIT funding for EIT Food in 2018, and the resubmission of a revised Business Plan meeting the budget and the change requirements of EIT. This final Business

Plan forms the basis for the formal project agreements EIT Food will sign with its Partners in early 2018.

## 6 Annex

### 6.1 Details for Innovation Activities

EIT Food is looking for Innovation Activities that are focused on developing technology-based products and services with tangible economic or societal impact and that are carried out in an entrepreneurial way of working with an open innovation mindset. We invest in highly motivated and capable teams that run like a venture and are committed to deliver concrete products and services with breakthrough potential and likelihood of reaching the consumer. Activity proposals should be aligned with one or more of the following innovation programmes:

#### *EIT Food Assistant*

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

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

#### *Your Fork2Farm*

This innovation programme aims at a people-driven, co-creation approach "from fork-to-farm" to boost the development of nutritionally-customised food products with an improved eco-footprint, while at the same time achieving the economies-of-scale associated with mass production. EIT Food will move part of the supply chain into the food service sector and consumers' kitchens, by offering individuals the ability to configure their food products, based on their own PAN-profiles.

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

#### *The Web of Food*

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

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

#### *The Zero Waste Agenda*

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

- (i) optimizing resource efficiency and environmental sustainability,
- (ii) generating consumer relevant functionalities,

- (iii) creating economic and societal value, and
- (iv) developing novel solutions for future food security.

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

Further Guidelines for innovation projects are listed in the table below.

| Type of call/category      | Description  | Type of partners and Coordination  | TRL (Technology readiness level) | Duration  | Expected KAVA budget | Expected number of partners | Specific features  | Frequency              |
|----------------------------|--|--|----------------------------------|---|----------------------|-----------------------------|--|------------------------|
| <b>Innovation Projects</b> |  |  |                                  |   |                      |                             |  |                        |
| “Solution push”            | Collaborative “solution-driven” projects. Designed to create new business models and products.               | Core partners at least from 2 CLCs<br><u>Coord:</u> IND (preferably) or Research Institute | Min: 5/6                         | 1’5-2 years (2 <sup>nd</sup> year will be financed upon TRL expected advances achieved in year 1) | 1-2,5M€<br>Max       | <u>Typically</u> 4 to 6     | Innovation road map included + Business responsible assigned in the proposal                           | Regular (annual) calls |
| “Market pull”              | Collaborative “by design” projects. Designed to satisfy a consumer/market need or a societal problem.        | Core partners, at least from 2 CLCs<br><u>Coord:</u> IND or Academia                       | Min: 4/5                         | 1 year  | 0,5-1M€<br>Max       | <u>Typically</u> 4 to 5     | Innovation road map included + Interaction with consumers will be a must in the proposal               | Regular (annual) calls |
| “Fast-track”               | Projects aimed to evaluate emerging opportunities (e.g. from Horizon scanner), high risk/high gain projects. | Core and associated partners, at least from 2 CLCs<br><u>Coord:</u> IND or Academia        | Min: 4                           | Max: 1 year   | Max: 0,5M€           | <u>Typically</u> 3 to 5     | Focus on SMEs and start-ups. Simplified calls and accelerated procedures for evaluation and selection. | <i>ad hoc</i> calls    |

## 6.2 Details for Education Activities

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

### The Academy

Targeted at teaching and learning activities, the ACADEMY provides an engaging higher education environment for students and established career professionals to share and generate existing and new knowledge. Critical skills needed to start and advance a career to become a leader in a digitally enabled, resource-smart food system are developed. The specific instruments include: a European masters programme, specialised private online courses (SPOCs), professional certificates and elevating workshops for SMEs.

For 2018, we welcome proposals for 6-8 SPOCs and for 2-3 elevating SME workshops.

### The Studio

Targeted towards innovation and entrepreneurship activities, the STUDIO provides an environment for students, start-ups, and company employees in which out-of-the-box thinking is encouraged and pioneering ideas can be developed. Both ideation and problem-based approaches are used to advance EIT Foods overall agenda to catalyse fundamental changes in the food arena. The STUDIO is closely linked to business creation activities to facilitate sector growth and job creation. Specific instruments include: programmes for students, solving industrial problems, innovative agricultural actors and future entrepreneurs. Activities will be linked to the existing “Innovative Food Systems Teaching and Learning” (IFSTAL) initiative to produce a pan-EU suite of extracurricular activities.

For an early bird Activity in 2017, we will welcome proposals for an Entrepreneurial Summer School. For Activities in 2018, proposals will be solicited for the Entrepreneurial Summer Schools, the Extra-Curricular Programme “Food Solutions” (an industrially relevant problem set for one year to be taken in parallel to a standard curriculum), and the Global Food Venture Programme (a Non-EU entrepreneurship experience followed by an innovation activity to put experience in practice).

### **The Beacon**

The Beacon provides public education designed to involve consumers and citizens in different stages of life (children, adolescents, adults, parents, and seniors) ranging from access to transparent information on food production to advice on quality and health benefits of foods. The implementation of each of the activities required close interaction between the education and communication teams and follows a clear division of tasks. The Director Education will have the lead in creating the content whereas the Director Communication will have the lead with the technical transformation and implementation into the foreseen communication channel/platform.

Proposals will be solicited for the creation of 6-8 Massive Open Online Courses (MOOCs). Under discussion is also development for 2-3 video lectures.

## **6.3 Details for Business Creation Activities**

Activity proposals are solicited for the implementation of the programmes below. They could address the full programme, as well as only certain parts of it.

### ***Innovation Grants – Structure business education programme***

Selection of Master and/or PhD students, and post-docs for a one-year innovation grant enabling them to further develop their commercially useful ideas. EIT Food’s target is to fund 25 of these grants every year. This will be complemented through a structured platform of business education to assist the participant in the creation of a sound business plan.

Partners are invited to fund additional Innovation grants under this scheme.

There will be two activities in the call where we ask the partners to come with proposals:

- 1) Proposing candidates for the innovation grant,
- 2) Developing the business education programme.

### ***Accelerator Programme***

A structured scheme that supports a four month accelerated programme of development. Start-ups, chosen through a rigorous selection process, will be provided with a physical office, mentors, relevant infrastructure and access to the latest technology. The programme should be executed at least at two (preferable three) locations at minimum two different CLCs with an aligned curriculum and approach to represent the PAN European character.

### ***SME Elevator***

Activities to support measures specifically dedicated to the potential and needs of mature small and medium size companies. The set of measures comprise training (e.g. workshops in the CLCs, specialized online courses) as well as innovation actions (e.g. co-ideation and collaboration with SME in innovation Activities of the EIT Food) aiming to foster growth among these important food system actors.

## **6.4 Details for Communication Activities**

Activity proposals are solicited for the implementation of the programmes below. They could address the full programme, as well as only certain parts of it.

### ***Network***

Build a strong global professional stakeholder network around EIT Food and its partners, strengthening co-creation and impact:

- **Social awareness campaign:** consumer oriented, interactive and innovative awareness campaign linked to innovation programmes, on the topic of the year “Personalised Food” (in 2018) with EU coverage, and to be rolled out in Europe.

### Explore

Targeting consumers and citizens to become interested in food related topics:

- **Citizen participation Forum:** Organized and structured methodology and innovative conversation formats to stimulate participation of consumers in innovation like new technologies and ideas for a more healthy and resource efficient society.
- **EIT Food showroom:** demonstrate and showcase new products, best practices and innovative projects EIT Food elaborates to a broad public. (input best practices)
- **EIT Food Ambassadors:** specific project to link opinion leaders, chefs, celebrity figures to influence & inspire public discourse on food related topics
- **School initiatives:** develop partnerships with schools to co-create on the food of the future and translate relevant EIT Food findings in school materials

## 6.5 Practical Support

Support for matchmaking and devising proposals can be given by the functional directors of EIT Food:

- |                      |                          |                                  |
|----------------------|--------------------------|----------------------------------|
| ▪ Innovation:        | Begoña Pérez-Villarreal, | bperez@azti.es                   |
| ▪ Education:         | Jochen Weiß,             | j.weiss@uni-hohenheim.de         |
| ▪ Business Creation: | Thorsten König,          | thorsten.koenig@givaudan.com     |
| ▪ Communication:     | Mieke Vercaeren,         | mieke.vercaeren@colruytgroup.com |

Questions related to the overall process, EIT definitions and requirements can be addressed to Klaus.Beez@siemens.com

The proposal template will be available online starting from February 22<sup>nd</sup>, 2017.

## 6.6 Financial Aspects

Activities should have an EIT funding between €200k and €500k (however, for innovation activities see also the table in section 6.1). Contributions from a single partner organization should be larger than one FTE, and for each individual person preferably larger than 0.5 FTE, but not below 0.25 FTE. For EIT Food core partners that are not paying the full partnership fee or having obtained a waiver, the maximum EIT funding will be €500k per year.

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

For Education and for Communication Activities: 0%

For Innovation and Entrepreneurship Activities: 25%

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

In the medium term, EIT Food is looking for a return on invest for the Activities it funds, to gradually achieve financial sustainability and independence from EIT funding. Therefore proposals are encouraged to suggest and quantify a return mechanism. A financial backflow to EIT Food can be through licensing deals, sharing of revenue or economic value added, equity in start-ups created by Innovation Activities and/or supported by Business Creation Activities, tuition fees for education programmes (in particular professional education), etc..

## 6.7 Proposal Structure for Full Proposals

The following fields are required by EIT for the EIT Food Business Plan and therefore will be at the core of the online submission form, to be used for the full proposals:

- Title of Activity;
- Key outputs and deliverables;
- Work plan;



- Role of partners and linked third parties;
- KPI targets, for EIT defined KPIs as well as EIT Food internal KPIs;
- Detailed budget: costs broken down into direct personnel costs, travel and subsistence, financial support for third parties, sub-contracting, equipment depreciation, other direct costs, all per partner. Indirect costs are calculated according to H2020 rules and are capped at 25% of direct costs, excluding support for third parties and sub-contracting;
- Explanations for the various cost items;
- Funding request: EIT co-investment, partner co-investment;
- KCAs: description and relevance for project; and the associated complementary costs;
- Return on investment / contribution to the KICs sustainability.

Additional information will be required for the expert review by EIT Food as well as for internal project management and reporting. This will be defined in due time.

## 6.8 EIT Core Key Performance Indicators (KPIs)

The table below lists the core KPIs as currently defined by EIT for 2017. Note that EIT may change the KPIs for 2018, in which case the updated list will be made available to partners. “Year N” below refers to the operational year, in this case 2018.

| Code   | Activity Area           | Type (Result Chain) | EIT Core KPI  | Definition/Formula   |
|--------|-------------------------|---------------------|---|--|
| EITN01 | Education               | Output              | # Graduates from EIT labelled MSc and PhD programmes  | Sum of graduates from EIT labelled Masters and EIT labelled PhD programmes in year N.<br>Supporting evidences: list of the graduates including: names, contact details (e-mail address), gender and country of citizenship, indication of the educational programme. The list is to be confirmed by the KIC Education Director.  |
| EITN02 | Education               | Result/Impact       | # Start-ups created by students enrolled and graduates from EIT labelled MSc and PhD programmes | Sum of start-ups created by students enrolled and graduates from EIT labelled MSc and PhD programmes in year N.<br>To be eligible, a start-up should be created during EIT labelled programme (by students) or within three years from the graduation (by graduates).<br>Supporting evidences:<br>-registration certificate, company's profile, contact details and gender of the CEO/owner;<br>-document such as an invoice or an online sales record certifying the first financial transaction for a service/product sold to a customer, or a declaration of honour from a former student certifying the first commercial transaction with a reference to the customer.   |
| EITN03 | Innovation and Research | Output              | # Products (goods or services) or processes launched on the market                              | Number of innovations introduced to the market during the KAVA duration or within three years after completion thereof. By innovations we mean new or significantly improved products (goods or services) and processes sold. Innovations should be reported in the year when they were introduced on the market (but not later than three years after completion of the KAVA).<br>Supporting evidences:<br>-description of product or process with specified performance characteristics/ physical parameters/ functionalities demonstrating novelty (new or significant improvement) of the product/ process;<br>-declaration demonstrating link with a specific KIC KAVA (indication of the specific output of KIC KAVA(s));<br>-documented proof such as an invoice or an online |

|        |                         |               |  |   |
|--------|-------------------------|---------------|--|---|
|        |                         |               |  | sales record demonstrating that the purchase has been made by a customer.   |
| EITN04 | Innovation and Research | Result/Impact | # Start-ups created as a result of innovation projects | Sum of start-ups established in year N as a result/ based on the output(s) of Innovation/ Research related KAVA(s), or start-ups created for the purpose of an innovation project to organise and support the development of an asset (but not later than three years after completion of the KAVA).<br>Supporting evidences:<br>-registration certificate, company's profile and contact details and gender of the owner/CEO;<br>-declaration demonstrating link with the specific KIC KAVA (indication of the specific output of KIC KAVA(s));<br>-document such as an invoice or an online sales record certifying a first financial transaction for a service/product (result of the KIC KAVA) sold to a customer.  |
| EITN05 | Entrepreneurship        | Output        | # Start-ups supported by KICs                          | Number of start-ups that have started receiving KIC's business creation (BC) services through KIC KAVA activities within year N. KIC should justify that the provided services contribute to the company's growth (including potential growth). Examples of such services are mentoring, consultancy on e.g. access to finance and markets, product/service marketing, legal advice, internationalisation, match-making, etc. The services should be provided for a total period of at least two months.<br>Supporting evidences:<br>-list of supported start-ups including information on company's name and profile, contact data, name and gender of CEO/owner and reference to a specific KIC KAVA;<br>-formal signed agreement between KIC and the start-up clearly stating what is being provided, when and with which milestones / deliverables for the start-up to go onto the next stage of BC services and, if applicable, what is KIC receiving in exchange;<br>-registration certificate of the start-up receiving BC services. |

|        |   |               |   |   |
|--------|---|---------------|---|---|
| EITN06 | Entrepreneurship                          | Result/Impact | Investment attracted by start-ups supported by KICs                 | Total EUR amount of private and public capital attracted within year N by ventures that have received KIC business creation services support of total duration of at least two months (as described in the output indicator above), within a maximum of three years following the last received KIC KAVA support activity.<br>Impact Fund investments into KIC supported start-ups should be measured separately.<br>Supporting evidences:<br>-list of the start-ups which attracted the capital including: company name and profile, contact data, amount of investments attracted, information on the investors (optionally) and reference to a specific KIC KAVA;<br>-press releases, or official announcements, or other official documents (e.g. signed declaration of honour by the Entrepreneurship Director confirming the accuracy of the provided information). |
| EITN07 | Communication, Dissemination and Outreach | Output        | # Success stories submitted to and accepted by EIT                  | Good practises or success stories presented by KICs to the EIT according to a specific format and accepted by the EIT including eligible nominees for the EIT awards.   |
| EITN08 | Communication, Dissemination and Outreach | Result/Impact | # External participants in EIT RIS programmes                       | Number of organisations from the EIT RIS defined regions selected via open calls that are collaborating with KIC and linked with a specific KAVA (including but are not limited to providing business creation services to start-ups, joint collaborations on developing joint solutions, participation in education activities).<br>Supporting evidences:<br>-list of organizations provided by the KIC including name, address, description of activity, EIT budget (if relevant), reference to KAVA;<br>-respective collaboration agreement or equivalent describing the subject and nature of the collaboration/ RIS activity.  |
| EITN09 | Management and Coordination               | Output        | Budget consumption of KICs  | EIT grant approved / EIT grant committed (Calculated by EIT)  |
| EITN10 | Management and Coordination               | Output        | Error rate of KICs  | Ineligible KAVA costs established by EIT based on ex-ante checks / total KAVA cost declared by KIC. (Calculated by EIT)   |
| EITN11 | Management and Coordination               | Result/Impact | Financial Sustainability (FS): revenue of KIC LE and FS coefficient | The total revenues generated by the KIC LE in year N (absolute value in EUR) and FS coefficient (%) is the total revenues generated by the KIC LE divided by the total EIT KAVA in year N.<br>Supporting evidence:<br>KICs' reports on financial sustainability and completed templates (revenues presented per category: 1) income generated by return on investment & equity, 2) education, 3) services and consulting, 4) membership fees, and 5) alternative funding sources for KIC LE (public and private)).  |

## 6.9 Glossary

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

|          |   |
|----------|---|
| Activity | Everything that EIT Food does is organized into Activities. Each Activity belongs to one →Segment, each Segment to one →Area. Each Activity |
|----------|---|

|                       |   |
|-----------------------|---|
|                       | should contribute to the integration of the knowledge triangle of higher education, research and innovation, including the establishment, administrative and coordination activities of the KICs, and contributing to the overall objectives of the EIT   |
| Area                  | EIT defines a number of areas in which it operates: Education; Innovation and Research; Entrepreneurship; Communication, Dissemination and Outreach; Regional Innovation Scheme; and Management and Coordination.   |
| Business Plan         | The document specifying the detailed plan of EIT Food for the upcoming year. It consists of a main body text and a number of annexes describing the Activities in detail. On the basis of the draft Business Plan submitted in September (and some other criteria) EIT decides on the budget available to EIT Food in the following year. The Business Plan will then be adjusted to match the assigned budget and forms the basis for the internal project agreements of EIT Food with its partners.               |
| Co-funding            | KAVA funding from other than EIT financial contribution sources, in particular partners own investments and national or regional public funding programmes.   |
| Complementary Funding | The investment that is associated with the results of all →KCA that are used in a →KAVA.  |
| Deliverable           | In EIT terminology, a Deliverable describes an →Output of an →Activity. It is a document that will be submitted as part of the yearly report to EIT. On the basis of the set of Deliverables provided, EIT assesses whether the Activity has achieved its stated goals and is entitled to the full funding requested.   |
| KAVA                  | “KIC Added Value Activity”. Each Activity consists of a KAVA part and a →KCA contribution. The KAVA part is the project that is executed and funded by the partner consortiums to achieve the goals of EIT Food. KAVAs should build on results created in →KCA.   |
| KCA                   | “KIC Complementary Activity”: a project funded by non-EIT sources (typically, an FP7 or H2020 project, but also company internal development programmes). KCAs produce results that are of relevance for the →KAVA and are used by it in one way or another to achieve the Activity targets.  |
| KIC                   | “Knowledge and Innovation Community” – EIT Food is one of now six KICs that operate under the regulations of EIT.   |
| Segment               | see →Programmes   |
| Output                | What a →KAVA produces as the result of the work performed. This is a project deliverable in the standard meaning of the term (but see →Deliverable). Examples are new products or processes, transformation of existing products, innovative education and training modules, new curricula and qualifications, e-learning modules, guidance material for new approaches and methodologies, testbeds and experimental facilities, prototypes, patents, publications, etc. Outputs have economic and societal impact. |
| Programmes            | Each →Area has a number of programmes. For the Area Education these are for example Master Education, or Doctoral Education (programmes correspond the what EIT calls “Segments”)   |