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Call for WP Consortia 2023: Public Engagement EIT Food Consumer Observatory

EIT FOOD

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Eitfood.eu

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1. Introduction

EIT Food is the world's largest food innovation community, creating connections right across the food system. Supported by the EU, we invest in projects, organisations and individuals who share our goals for a healthy and sustainable food system.

We've built a unique not-for-profit business to carry out transformative programmes in skills, education, entrepreneurship, start-up investment and communications. We deliver these programmes in partnership with our members to create a culture and build a community which sees the long-term value in the food innovation we fund through open, competitive calls.

EIT Food has a strategic approach to systems change to create societal and economic impact. This is underpinned by a robust Theory of Change and a clear set of impact indicators and goals published in our [Strategic Agenda 2021-27](#)

What is the purpose of this call?

We are looking for organisations to help us to position EIT Food at the forefront of the latest consumer insights on agri-food topics, aiming to highlight major insights before they become mainstream, bringing value to the EIT Food community, strategy and activities but also to other agri-food organisations, the media, corporates and governments.

To achieve this, we are calling for consortia to carry out the work of the four work packages of the EIT Food Consumer Observatory. We are also looking for a strong activity leader to steer and direct the entire project (WP1).

Who can apply?

You don't have to be an existing partner or member of EIT Food to apply for funding but, by becoming one, you'll gain access to a valuable source of expertise and potential collaborators to work with.

2. Key requirements

The EIT Food Consumer Observatory is an infrastructure umbrella programme aiming to combine EIT Food’s consumer insights knowledge in one place. This is a cross-functional initiative that will reshape how EIT Food curates and maximises the impact of its consumer knowledge.

This should be both a “reactive” resource, pooling EIT Food’s consumer data in one place for use by EIT Food staff and partners, and a “proactive” tool that drives the agenda (strategy, calls, activity focus) by highlighting key consumer themes and trends, that can be proactively promoted to EIT Food’s key audiences and the media. The model will provide a continuous feedback loop between the data/trends, external audiences/media/panels and internal teams/network partners and academics.

To make sure future EIT Food activities are guided by the latest insights and trends, the project will set up an early warning/trend spotting system that highlights upcoming consumer trends and concerns. This trend spotting system will incorporate advisory boards with industry players, policymakers and other potential “trend-spotters.” A consumer insights database populated by consumer data from EIT Food funded projects will help position the EIT Food partnership at the forefront of insights on the latest food and food innovation trends.

The existing EIT Food projects on trust will be incorporated into this new request as part of the ongoing insight initiative. Consumer trust measurement will continue to provide EIT Food with scientifically backed data on consumer trust trends. Finally, we expect this project to contribute to financial sustainability through various commercial opportunities such as selling access to the audiences/data for customised projects. This will also significantly elevate EIT Food’s PR and social impact within the food industry generally.

Submission Deadlines	<p>Launch: 15.09.2022 (date for a webinar will be available on the call webpage) EIT Food Hype can be used to share your ideas and connect with others (https://openinnovation.eitfood.eu/) Submission: 15.11.2022 via the submission template available on the call website. Review period: 15.11.22 – 31.1.2023</p>
Total Funding	<p>The Total Funding per WP per year is dependent on available funding, but this table gives an indication on expected levels.</p> <p>2023</p> <p>WP1 60.000 EUR WP2 80.000 EUR WP3 400.000 EUR WP4 150.000 EUR WP5 200.000 EUR</p> <p>2024</p>

	WP1 60.000 EUR WP2 100.000 EUR WP3 450.000 EUR WP4 200.000 EUR WP5 250.000 EUR 2025 WP1 60.000 EUR WP2 100.000 EUR WP3 450.000 EUR WP4 200.000 EUR WP5 250.000 EUR
Reimbursement Rate/Co-funding	EIT Food will fund up to 90% of the total costs of the activity (reimbursement rate). Applicants must contribute 10% (co-funding).
Financial Return Mechanism	A Financial Return Mechanism is mandatory for each proposed Activity, as part of the EIT Food Financial Sustainability Strategy.
Consortium	At least two eligible organisations from two different EU countries or Third countries associated to Horizon Europe at the time of proposal submission.

This is an Open Call and as such the Call guidelines will be published on EIT Food Plaza, the EIT Food website, the Funding and Tenders Portal and promoted by EIT Food. We encourage all interested parties to apply and bring more consumer outreach experience into the work of EIT Food.

3. Call specific requirements

3.1 The EIT Food Consumer Observatory Work Packages

The EIT Food Consumer Observatory is divided into five work packages. We are calling for an organisation to lead the entire project (WP1), and consortia to carry out the work of each of the other Work Packages (2-5). All Work Packages (WPs) are very closely linked.

Work Package 1: Activity Management

This WP deals with the project management, timeline, internal communication, and deliverables. The Activity Lead (AL) will be responsible for:

- Acting as the main EIT Food contact, liaising with the Senior EIT Food personnel overseeing this project and always ensuring continuous communication and clear reporting.
- Designing and implementing a clear process for communication among the WP Leaders.
- Coordinating project meetings, ensuring all WPs communicate effectively and collaborate towards the overall goal.
- Ensuring all KPIs and deliverables are achieved

- Ensure all existing consumer trust projects are integrated effectively with cost savings where applicable.

As all WPs are very closely linked and depend on one another, it's crucial for the AL to make sure internal communication between WPs runs smoothly.

Activity Leader (AL) Profile:

- Academic/Corporate background.
- A proven leader with board-level or equivalent strategic experience of running large projects ensuring that diverse teams collaborate to achieve common goals, strict budgets and timelines.
- The ability to simplify complex issues, find a clear path through multiple opinions and inputs, and communicate effectively with multiple stakeholders.
- Ideally experience of the consumer research industry, with an inherent passion for positively impacting consumer behaviour.

Work Package 2: Trend Watch

This WP will set up trend watch mechanisms which include in-country spotters and futurists. It will also set up and manage the necessary advisory boards, including the already existing Consumer Advisory Board of EIT Food, which is a board made up of European consumer organisations. The purpose of the advisory boards is to add to the trend spotting work and enable the Observatory to be able to make the links between innovation areas to be explored and consumer trends. Additionally advisory board partners will be able to actively input and benefit from any output that's relevant to their operation. Outcomes from this WP will feed into WP3 and drive the strategic direction of the insights work carried out.

WP2 Leader Profile: Corporate background preferred. Proven expertise in consumer trends, spotting/curating and communicating. Other consortium partners should clearly demonstrate how they contribute towards achieving the goals of the WP.

All WP Leaders are responsible for the timely and good quality delivery of the work package outputs, the smooth coordination of any inter-WP dependencies and communicating effectively with the overall Activity Leader (WP1).

Work Package 3: Insights

This WP will set up the insights structure and system with the aim of providing actionable insights and bringing the data to life. Any identified future trends, opportunities or gaps from Work Package 2 will also feed into this. It will incorporate, coordinate, and run EIT Food's existing quantitative and qualitative studies (TrustTracker(r), Citizen Participation Forum) and set up new ones. It will set up and run an open access (to EIT Food) database with studies' results and other available data. There is a need to create a process that mandates that any consumer-focused activity is run through the observatory moving forwards. Results from this Work Package will feed into both the following Work Packages, underpinning, and driving Communication/Dissemination and Business.

WP3 Leader Profile: Academic/Corporate background. An accomplished leader with experience in the research/information industry. The consortium must be able to demonstrate the ability to translate data into insights which will be delivered to WP 4, in addition to consumer insights expertise. All consortium partners should clearly demonstrate how they contribute towards achieving the goals of the WP.

All WP Leaders are responsible for the timely and good quality delivery of the work package outputs, the smooth coordination of any inter-WP dependencies and communicating effectively with the overall Activity Leader (WP1).

Work Package 4: Communication and Dissemination

This WP will set up and run the internal communications plan with the necessary internal feedback loops to make sure that the necessary EIT Food network players are well informed about project outcomes (MB, SB, partners, CLCs etc). In addition, the WP should set up and run the external communications plan/media strategy with the aim to position EIT Food as an expert on consumer engagement/insights in the food systems sphere. This WP will be responsible for putting together and promoting (based on insights provided by WP3) EIT Food’s yearly Trust Report and other reports needed to reach the goals of the WP.

WP4 Leader Profile: Corporate/science communication/marketing background preferred. Background in PR or communications is required. Possesses the ability to bring data alive and not afraid to give bold predictions based on the wealth of available data, through all types of media. Someone who could be a spokesperson. All consortium partners should clearly demonstrate how they contribute towards achieving the goals of the WP.

All WP Leaders are responsible for the timely and good quality delivery of the work package outputs, the smooth coordination of any inter-WP dependencies and communicating effectively with the overall Activity Leader (WP1).

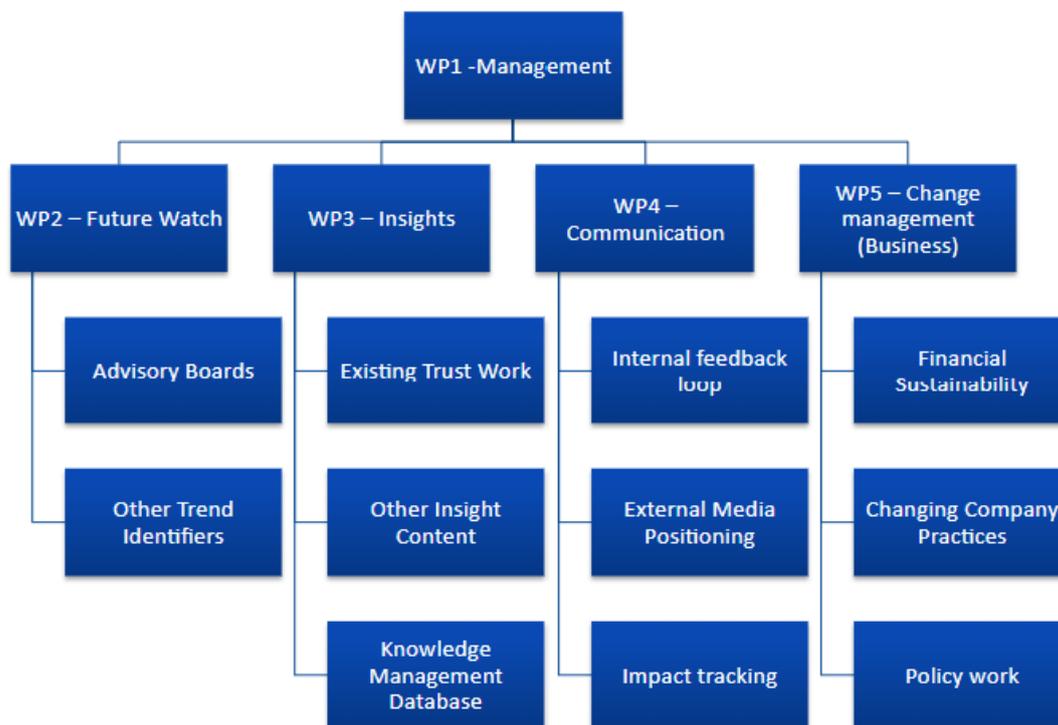
Work Package 5: Business

This WP will set up and implement the strategy for financial sustainability actions for the programme. It will also set up and run the strategy for business models for more sustainable business conduct and how to encourage companies to adopt these based on the learnings from the Grand Challenge on Trust project. Potential avenues to include content licensing, subscription models and consultancy.

WP5 Leader Profile: Corporate background preferred. Experience of the research/information industry is critical. A commercial leader with experience in forming financially sustainable businesses through direct B2B and strategic alliances. All consortium partners should clearly demonstrate how they contribute towards achieving the goals of the WP.

All WP Leaders are responsible for the timely and good quality delivery of the work package outputs, the smooth coordination of any inter-WP dependencies and communicating effectively with the overall Activity Leader (WP1).

The diagram below shows the proposed structure of the Consumer Observatory.



4. General Proposal Preparation and Submission

4.1 Who can apply?

The EIT Food Consumer Observatory call is open to individuals and consortia from Member States of the European Union (EU) and from [Horizon Europe Associate Countries](#). In an exceptional case, an entity not coming from the EU or the Third countries (not associated to Horizon Europe) can be awarded financial support, if approved directly by the EIT.

Please find eligibility requirements for individual organisation, consortium, and proposal eligibility in Section 8.1.

4.1.1 Consortium Building

Through this call we are looking for four consortia to carry out the work packages 2-5 and an individual or project group to carry out WP1 (no need for this to be a consortia). Each consortium must clearly demonstrate that they have all necessary partners and skills to carry out the work of each WP and achieve the goals of both the WPs and jointly, the project. An individual organisation can participate in more than one WP consortia if suitable.

To facilitate consortium building, please see our campaign on Hype: [How do we engage with people to become change agents in the food system?](#)

4.2 The Ideation Phase

A campaign has been opened on our digital open innovation platform Hype: [How do we engage with people to become change agents in the food system?](#)

Hype can be used to share ideas, receive feedback from fellow partners, and external interested parties, and facilitate the creation of project teams that could potentially become work packages. It is not mandatory to create an idea on Hype to submit your Work Package proposal.

To request access, send an email to: CallCO@eitfood.eu

4.3 Proposal Submission

The Activity Lead (WP1) and WP (2-5) consortia will be selected via an open application process.

See 2. Key Requirements for further details.

Interested partners must fill out the submission form that is found in the call page before 15.11.2022 18:00 CEST.

All applicants will be notified via email regarding the results of their application.

4.3.1 Submission Form

The submission form can be found on the call webpage.

4.3.2 Proposal Submission Support

All the information related to the call and how we can support you in the process can be found on the call webpage.

5. KPIs and Deliverables

5.1 Mandatory for Evaluation

Progress towards long-term impact in EIT Food activities is initially measured by Key Performance Indicators (KPIs) – EIT Core KPIs – defined by the EIT, and EIT Food specific KPIs which have been defined to measure the additional impact of EIT Food’s activities (where not already captured by the EIT Core KPIs).

Applications should select activity KPIs that they will deliver during the duration of the funding period from the list below.

These KPIs should be included in the relevant WPs for this Call.

KPI reference	KPI title	KPI description	WP
EITHE17	Reach of KIC's communication activities: # media coverage	# media coverage (articles and broadcast in global / European / national / local press, TV, radio, etc.)	2,3,4
KIC01	# People engaged in targeted interventions	The number of people actively engaged through targeted interventions within activities supported from the KIC aimed at encouraging healthier and more sustainable	2, 3, 4, 5

		behaviour. Actively engaged means a target audience taking part in an intervention with direct interaction.	
EITHE02.4:	Marketed Innovation	# Innovations introduced to the market during the KAVA duration or within 3 years after completion thereof. Innovations include new or significantly improved products (goods or services) and processes sold. Each reported innovation should have a sales revenue of at least 10 000 EUR documented. Innovations introduced on the market must be directly linked with the KAVA and reported in the year when they reached the first 10 000 EUR revenue (but not later than three years after completion of the KAVA). Open access innovations having at least 200 satisfied users should be reported separately with the number of users satisfied with the innovation.	5

6. Financial Aspects

6.1 EIT Funding Allocation

The total maximum EIT funding allocated to this call for the three-year duration is 2.709.000 EUR plus 10 % co-funding.

In 2023 the total maximum EIT Funding allocated to the call is 801.000 EUR +10% co-funding. In 2024: 954.000 EUR + 10% Co-funding and in 2025: 954.000 EUR + 10% Co-funding. These are indicative funding levels.

6.2 Reimbursement rate

As long as you can demonstrate your ability to fund 10% of your project costs from other sources, we can reimburse up to 90% of your eligible project costs for Public Engagement projects.

6.3 Eligibility of Expenditures

All costs need to comply with Horizon Europe regulations regarding the eligibility of expenses. Please refer to Article 6 of the [Model Grant Agreement](#) and the [Annotated Model Grant Agreement](#).

In addition to the guidance provided by Horizon Europe, the proposals must comply with the following maximum thresholds:

- Subcontracting can amount to a maximum of 15% of total costs
- Sub-granting: participants will be funded through a subgrant. Participants are not permitted to give a subgrant to another third party.

6.4 Financial Sustainability

EIT Food has developed a Financial Sustainability Strategy (FSS) to enable EIT Food to gradually become financially independent from EIT funding.

While our work is focused on systems change and delivering positive societal impact, we also need to build financially sustainable solutions. Thus, we are looking for innovative ideas which are both socially impactful and financially sustainable. Applicants to the EIT Food Consumer Observatory's WP5 must include in their proposals opportunities for commercialisation that support EIT Food financial sustainability strategy.

As the EIT Food Consumer Observatory creates products and services for the purpose of future commercialisation, a Financial Return Mechanism (FRM) is mandatory to comply with EIT Food's Financial Sustainability Strategy.

6.4.1 Financial Return Mechanism

A Financial Return Mechanism (FRM) must be defined for all activities of the EIT Food Consumer Observatory, which are designed to generate commercial outcomes. You can propose a mechanism which suits your project based on different returns, with options including lump sum payments, revenue sharing and others (see examples below). In our experience, the most effective FRMs for partners are based on a success fee aligned to a percentage of revenues generated by the Key Exploitable Result(s) during an agreed time period within the exploitation period.

Examples of Financial Return Mechanisms:

1. FRM1: Revenue sharing of product/service sales (risk sharing)

Minimum ROI of 35% of the total EIT Food funding, within a timeframe up to 4 years after the project end.

2. FRM2: Lump-sum financial return mechanism (lump-sum)

- a. 20% of the total EIT Food funding as lump-sum ROI, if 1 year after the project end, *OR*

- b. 30% of the total EIT Food funding as lump-sum ROI, if 2 years after the project end.

3. FRM3: Revenue sharing combined with lump-sum (combined option)

ROI of 30% of the EIT Food funding, within a timeframe up to 4 years after the project end.

- 15% of the total EIT Food funding as lump-sum ROI, *AND*
- Minimum 15% of the total EIT Food funding as revenue sharing of product/service sales.

The targeted baseline success fee on the total amended EIT Funding received is at least 35% (Return on Investment, ROI). Success fees will only be due if and when revenues are generated during the agreed time period for commercialisation. The details of the ROI mechanism and payment schedule should be documented in a term sheet for the Observatory. The return on investment for EIT Food is one of our evaluation criteria and will be calculated based on the revenue to EIT Food as a percentage of the grant received by the project.

A self-developed FRM may not be accepted if the exploiting party/parties cannot provide clear details about commercial exploitation of Key Exploitable Result(s) with sound business case information.

The exploiting party must be an already existing company at the time of joining the project, with at least 1 year of published accounts. A Financial Return Mechanism Agreement (FRMA) must be signed

with the exploiting partner, on behalf of all of the KAVA's consortium partners. The exploiting partner can best provide estimates on market introduction and commercial exploitation of the innovation and is thus best able to provide the compulsory information related to the financial return mechanism.

Agreements with the consortium Parties on the FRMA will be finalised with EIT Food after proposal selection. The Agreement will be finalised according to EIT Food FRMA terms and conditions. The FRMA must be agreed upon and signed by the exploiting party/parties and EIT Food as a mandatory condition for funding.

6.5 Intellectual Property Policy

[EIT Food Intellectual Property's Policy](#) complies with Horizon Europe's Intellectual Property Policy, found in Article 16 of the [Model Grant Agreement](#).

For Public Engagement (Communication) activities, consortia will be required to grant to KIC LE additional Access Rights on (non-confidential) Data/Developed (Communication) tools, resulting from the activity. KIC LE will have to be granted the right to these for internal purposes, including further research such as but not limited to quantitative and qualitative studies, and for communication/dissemination and publication by disclosing the Data/developed tools to the general public by appropriate means, excluding scientific publications. The rights include the rights to communicate through press information services, inclusion in widely accessible databases, editing or redrafting, translation, presenting, showcasing, and exhibiting, storage and archiving and the right to authorise third parties to act on behalf of EIT Food.

7. Monitoring

All Activities selected for funding undergo continuous monitoring by EIT Food to ensure effective progress and implementation in accordance with the Project Agreement, and to trigger payments according to the achievement of milestones, deliverables and KPIs.

EIT Food may request regular reporting of actual costs incurred with the subgrant, as well as regular reporting of KPIs and deliverables, together with the supporting documentation.

The monitoring process may result in an amendment to the Activity workplan and/or budget, however the Financial Return Mechanism Agreement cannot be re-negotiated following the approval of the Activity.

In the case of under-performance, significant delay of implementation, misconduct of the consortium, or any other reason jeopardizing the timely implementation of the Activity identified during the monitoring process, EIT Food reserves the right to discontinue or restructure the funding of the Activity at any point during the Activity duration.

8. Evaluation and Selection Process

Work-Packages are selected based on the evaluation result, portfolio fit and available funding.

WPs will be evaluated based on their:

- Excellence: Unique and innovative approach
- Impact: Impact potential, Impact tracking approach
- Quality and Efficiency of Implementation: Feasibility of work plan and implementation approach
- Sustainability: Long term sustainability approach

All proposals will be evaluated by three external reviewers and EIT Food Programme Management.

8.1 Eligibility

We conduct eligibility checks on each organisation, consortium, and proposal.

Individuals and Individual Organisation Eligibility	Each consortia member must provide:
	<ul style="list-style-type: none"> ● Their company registration number ● <u>Their PIC number</u> (see here how to obtain this number)
Consortia Eligibility	The consortia must be composed of:
	<ul style="list-style-type: none"> ● At least two applicants from two different countries from EU or Third countries associated to Horizon Europe.
Proposal Eligibility	To eligible proposals must:
	<ul style="list-style-type: none"> ● Be complete, with all mandatory supporting documents uploaded ● Be submitted on time via our submission template, in English ● Have a reimbursement rate of 10% ● Include the mandatory KPIs ● Comply with Financial Sustainability Requirements stated in section 6.4 of this document ● Be cost compliant with Horizon Europe regulations regarding the eligibility of expenses. Please refer to Article 6 of the Model Grant Agreement and the Annotated Model Grant Agreement.

An overall Activity Leader (WP1) and one consortium per WP (WP 2-5) that includes the WP (2-5) leader will be selected by the external evaluation panel. We aim to have broad European geographic representation from our 5 regional areas.

The eligibility criteria are as follows:

- The proposal has been submitted via the submission form by the set deadline, in the correct format. EIT Food will consider the date of the submission as the official submission date.
- Proposal is correctly completed. All applicable sections of the proposal are correctly filled in (no missing information) and respect the page limit.

- The proposer is eligible for EIT Food funding (please refer to section “who can be part of the WG”).
- The proposal is in English.

Please Note:

1. Failing any of the above criteria will make your proposal ineligible. Failing to meet the Individual Organisation criteria will make that single organisation ineligible, which might affect the eligibility of the whole proposal, depending on the relevance of the role of the applicant being removed. If an applicant or the proposal is ineligible, participants will be informed.
2. According to EU policies and measures, Russian entities will not be authorised to participate in any new grant under the EU Research and Innovation programmes. This ban applies not only to their potential participation as beneficiaries, but to their potential participation *in any kind of role*: beneficiaries, linked third parties/affiliated entities, subcontractors, in-kind contributors, international partners/associated partners, and third parties receiving financial support. [Find the full statement from the European Commission here.](#)
3. Proposals will be deemed ineligible if any organisation in the consortium is:
 - a. bankrupt, subject to insolvency or winding-up procedures, where its assets are being administered by a liquidator or by a court, where it is in an arrangement with creditors, where its business Activities are suspended, or where it is in any analogous situation arising from a similar procedure provided for under national laws or regulations;
 - b. it has been established by a final judgment or a final administrative decision that the organisation is in breach of its obligations relating to the payment of taxes or social security contributions in accordance with the applicable law;
 - c. it has been established by a final judgment or a final administrative decision that the organisation is guilty of grave professional misconduct by having violated applicable laws or regulations or ethical standards of the profession to which the organisation belongs, or by having engaged in any wrongful conduct which has an impact on its professional credibility where such conduct denotes a wrongful intent or gross negligence;
 - d. is found to be attempting to influence the decision-making process of the call during the process;
 - e. attempting to obtain confidential information that may confer upon it undue advantages in the call process;
 - f. it has been established by a final judgment that the organisation is guilty of fraud, corruption or money laundering.

8.2 Evaluation Process

Three external evaluators, experts in public engagement, will review each of the proposals. They will evaluate them based on a standard score sheet based on the evaluation criteria below. A consensus panel will take place to agree on the scoring and selection of applications.

The evaluation criteria have the following weighting:

- Excellence:
 - Background and experience (maximum: 20 points)
 - Vision (maximum: 20 points)
- Impact:
 - Ambition (maximum: 20 points)
 - Networks (maximum: 10 points)
- Implementation:
 - Availability (maximum: 10 points)
- Financial Sustainability

- Budget: lowest budget receives the highest score; the score for other offers shall be calculated in relation to the lowest budget in linear equation (maximum: 20 points)
- Financial Sustainability (WP5 only):(maximum: 10 points and 5 points removed from each of Impact and Excellence)

Total maximum score: 100 points

Each evaluation sub-criterion will be scored from 1 to 5 using the following scoring system:

- 1 – Poor: The criterion is inadequately addressed, or there are serious inherent weaknesses
- 2 – Fair: Proposal broadly addresses the criterion but there are significant weaknesses
- 3 – Good: Proposal addresses the criterion well, but a number of shortcomings are present
- 4 – Very good: Proposal addresses the criterion very well, but a small number of shortcomings are present
- 5 – Excellent: Proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

The resulting scores are then normalised to calculate the final result for the proposal.

The notification of the outcomes will be sent by email to applicants in January 2023.

8.3 Appeal on Evaluation Results

Activity leaders can submit an appeal on within 5 days of result receipt, if:

- There is an indication that the results of the eligibility checks were incorrect
- The evaluation of their proposal has not been carried out in accordance with the procedures set out in this document.

For more details, please read [EIT Food Redress Mechanism .docx](#)

9. Next Steps for Selected Proposals

9.1 EIT Food legal framework & legal documents to be signed

Following the initial notification letter, selected proposals will receive a second communication with instructions regarding the completion of the following, as well as agreeing to EIT Food's conflict of interest policy.

- EIT Food Partner Agreement concluded between EIT Food and EIT Food Partners (regardless of partner category) outlining the main principles of the KIC Partnership and the rights and obligations of the Partners of the Partners in EIT Food.
- Subgrant Agreement between EIT Food and Partners receiving EIT grants setting out the main principles under the Cascade Funding for a Partners receiving EIT grants under the Cascade Funding and outlining the main rights and obligations in this regard, such as liability, IP principles, payments, termination, suspension etc.
- Project Agreement between EIT Food and the project consortium the duration of project implementation, setting out obligations (such as KPI delivery, Financial Return Mechanism), funding amount for each partner as well as other aspects governing the implementation of the project.

- Financial Return Mechanism Agreement: An agreement on the Financial Return Mechanism needs to be signed between EIT Food and exploiting party/parties of the consortium.

We encourage the consortia to sign consortium-internal agreements to cover those issues that are not contemplated in the agreements mentioned above.

9.2 Payment Schedule

EIT Food will transfer funding in instalments. A proportion of the Activity budget will be pre-financed, with subsequent payments being linked to the achievement of milestones as included in the winning proposals.

The majority of the grant will be transferred at the end of the Activity, once eligible costs have been determined and following the completion of final Activity reporting and the fulfilment of all obligations specified in the Project Agreement.