

EIT FOOD STRATEGIC AGENDA 2021-2027

The EIT – Making Innovation Happen

European Institute of Innovation and Technology (EIT)

Leuven | 07th April 2021

www.eitfood.eu



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1 EXECUTIVE SUMMARY

EIT Food enters its 2021-2027 strategy period under the EU *Horizon Europe*¹ research & innovation framework as a proud member of the *European Institute of Innovation & Technology*² (EIT) family of *Knowledge Innovation Communities* (KICs).

EIT Food is Europe’s leading food innovation initiative. We are a non-profit organization which inspires, coordinates and funds a network of world-class partners to transform the food system to improve the health of citizens and the environment.

EIT Food’s vision is a world where everybody can access and enjoy sustainable, safe, and healthy food – with trust and fairness from farm to fork.

Connecting and Investing for Impact

EIT
its

Food and
partner



Fig. 1: EIT Food Impact

community will achieve our vision by targeting **four Impact Goals** (fig. 1):

Creating a European Food Innovation Ecosystem (fig. 2), EIT Food will meet these Impact Goals by promoting **inclusive innovation**. We motivate, initiate and orchestrate action across all parts of the food sector and wider society to **deliver systemic solutions with measurable outcomes** as they are implemented. These outcomes – such as new technology and products, public policy, new businesses, jobs, economic growth, and investment – are aligned to *Impact Pathways* designed to ensure we invest in the best projects and businesses to reach our Impact Goals, engaging the best partners



Fig. 2: EIT Food Innovation Ecosystem

¹ https://ec.europa.eu/info/horizon-europe_en
² <https://eit.europa.eu/>

through an open and transparent process³ and regular, challenge-led calls published via our website and EU funding channels.

Our Impact Pathways integrate business creation, education, public engagement, and innovation investment programmes in an EIT model referred to as “Knowledge Triangle Integration” (KTI). For EIT Food this means ensuring “KTI” from first principles through consumer-centric activity design to achieve outcomes leading to real-world impact for individuals, society, and business.

People engage with EIT Food not only as beneficiaries, but as equally valued participants in the process of food system change. Part of this system change includes opening investment and collaboration to under-represented entrepreneurs, students, and future leaders. EIT Food also works hard to bring organisations from developing EU regional food economies into the mainstream of our work - including consumer groups and policy makers.

The *Strategic Objectives* forming Impact Pathway targets in this *Strategic Agenda* follow SMART⁴ principles to ensure our food system transformation underpins progress under the *EU Green Deal*⁵, *EU Farm to Fork Strategy*⁶ and *United Nations Sustainable Development Goals (SDGs)*⁷ (fig.3). Our vision for systemic transformation towards consumer-centric,

Between 2021-2027, EIT Food will deliver:

- 210,000+ consumers engaged to define healthier, sustainable behaviour.
- 700+ innovations supported during their design and test phases.
- 1300+ graduates from EIT labelled MSc / PhD programmes.
- 345,000+ online learners by 2027.
- 180 new entrepreneurs into the food system.
- 800+ companies securing over €350m investment funding.

Fig.3: EIT Food Key targets supporting EU policy

connected and collaborative innovation to solve our biggest shared challenges is relevant to any region, public body, charity, NGO or corporate entity committed to transforming the food system.

Building Innovation Capacity Across Europe

EIT Food strategically invests to **address regional innovation disparities, building capacity for successful innovation practice and future collaboration across Europe**. Developments in these priorities in Horizon Europe Strategic Planning⁸ and the overall EIT Strategic Innovation Agenda (2021-2027⁹) are reflected in this new EIT Food Strategic Agenda. Our Vision, Mission and Strategic Objectives align to these policies.

Since launch, EIT Food has delivered on developing food innovation and entrepreneurship in the food economies of countries and regions in need of additional support under the *EIT Regional Innovation Scheme (RIS)*. We will continue to do so through taking a leading role in the pilot *EIT Higher Education Institution (HEI) Capacity Building Initiative* to support universities and others as agents for innovation-led economic change in their regional food economies. We include targets for these priorities within our core Strategic Objectives, aiming for high levels of RIS & HEI participation and outcomes across our activities.

Our extensive physical network of 20+ Co-Location Centres (CLCs) and hubs across Europe connects our EIT Food innovation ecosystems to local clusters and partnerships in a structure which allows innovation to flow between regional and European levels. EIT Food will build upon our highly innovative

³ <https://www.eitfood.eu/news/post/more-info-on-eit-food-partnerships>

⁴ *Specific, Measurable, Achievable, Relevant and Time-bound*

⁵ https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en

⁶ https://ec.europa.eu/food/farm2fork_en

⁷ <https://sdgs.un.org/goals>

⁸ https://ec.europa.eu/info/horizon-europe_en#implementing-horizon-europe-strategic-planning

⁹ <https://ec.europa.eu/education/sites/default/files/document-library-docs/proposal-decision-eit-2021-2027.pdf>

RIS innovation testbed and leadership development activities to link place-based innovation with our EIT Food impact pathways to increase competitiveness and skills development.

Increasing private sector engagement in collaborative innovation is a priority for EIT Food. Our innovation community brings agile, creative, emerging businesses together with established players to find collaborative solutions to urgent problems. Our ability to direct funding and curate high-potential collaboration is supported by our unique *RisingFoodStars*, *SeedBed* and *Food Accelerator Network (FAN)* programmes. These open business accelerator programmes not only develop the best entrepreneurs, food start-ups and SMEs, but also attract established companies to work together to build a **business-led innovation community accelerated by the best research from our university and research partners**.

EIT Food is a valuable source of solutions to the biggest problems in the food system. Together we will develop a suite of innovation (co)funding relationships with NGOs, public agencies, charities, and major corporates who wish to work with EIT Food as a delivery partner to fund and promote innovative solutions to meet shared Impact Goals.

Innovation throughout the Food System

To accelerate progress towards our Impact Goals, EIT Food has identified **six Focus Areas** and **two Enabling Transformation Channels** (fig. 4), mapped to Impact Pathways and SMART Strategic Objectives to **ensure maximum economic and societal impact** from EIT Food investment.

These Focus Areas are strongly aligned with the EU Farm to Fork Strategy and in 2021 represent areas with high potential to deliver tangible, long-lasting change within the European agri-food system. By 2024, these Focus Areas will be reviewed and prioritized to ensure EIT Food remains focused on meeting the greatest challenges for the most benefit.

EIT Food has led the European innovation response to COVID within the food system, enabling rapid response to urgent challenges by SMEs and larger companies. Open access to an innovation

network, established collaboration ground-rules and efficient funding framework supported this rapid response. EIT Food innovation-led responses to COVID will be suitable in many cases for actions under *NextGenerationEU*¹⁰ funding initiatives to drive recovery post COVID.

Long-term Financial Sustainability

Our aim is to become financially sustainable to continue the EIT Food mission beyond the 2021- 2027 period of Horizon Europe by working in partnership with a range of funders and businesses. We will deliver services based on the strengths we have developed and demonstrated; namely through being a leading **connector** and **investor** within the food system.

EIT Food has introduced Return on Investment mechanisms for its portfolio of funded projects which will begin to deliver returns from 2021. In addition, new income streams will be generated from entrepreneurship, education, and skills activities, anticipated to grow from 2022-2027. An equity



Fig.4: EIT Food Focus Areas & Enabling Transformation Channels

¹⁰ https://ec.europa.eu/info/strategy/recovery-plan-europe_en

participation approach has also been implemented in our start-up support programme, which will see an increase in value of equity rights converting to income by 2027. We aim to develop and extend our commercial investment practice, developing services to investors based on our de-risking and value-adding approach to identifying and nurturing high-potential start-ups and scale ups.

Our Commitment to Transforming the Food System

EIT Food’s mission is to transform how food is produced, distributed, and consumed and to increase its value to European society. We will achieve this by solving the biggest innovation challenges through trusted industry, education and research partners working together with informed and engaged citizens.

2 STRATEGIC ANALYSIS OF THE SOCIETAL CHALLENGE

EIT Food places a clear overall emphasis on **improving health outcomes through better, personalised diets** and **improving environmental, economic and societal outcomes through development of a digitally enabled circular, sustainable food system**.

The Food System, and EIT Food, are uniquely placed to have an effect across a wide range of SDGs¹¹. Our Strategic Objectives and *Knowledge Triangle Integration (KTI)* activities map pathways towards

Healthier Diets

UN SDG 3.4: Addressing the food contribution to Non-Communicable Disease (NCD)

UN SDG 2.2: TACKLING childhood Obesity

Circular, Sustainable Food Systems

UN SDG 12.3 Reducing Food System Climate Change Footprint

UN SDG 2.4 Ensuring Food Security & Safety

UN SDG 9: Enabling Transition to a Circular Economy through Capacity Building

these specific challenges within the UN SDGs to provide a clearer direction of effort and planning:

EIT Food has configured responses to these challenges, identified barriers to addressing them and described the strengths of our approach towards overcoming those barriers, as outlined below.

The EIT Food Response to Societal Challenges facing the Food System

Healthier Diets

Meeting the challenges identified in UN SDGs 3.4 & 2.2 requires that both societal and dietary factors be addressed. EIT Food's unique partnership and combination of public engagement, education, innovation and new business models allows the partnership to tackle the following dietary related challenges in a multi-disciplinary and systemic manner. Our Impact Pathways and Strategic Objectives described in this Strategic Agenda will tackle contributory factors necessary to make progress against these UN SDGs:

- **UN SDG 3.4: Addressing the Food Contribution to Non-Communicable Disease (NCD)**

World Health Organisation (WHO) data¹² and action plans¹³ clearly describe the pivotal role of dietary salt, sugar, trans fats and saturated fats in contributing to the growing global disease burden from NCD.

People living with NCDs have heightened vulnerability to other negative health outcomes, as COVID-19 has demonstrated¹⁴. Resilience to future pandemics will continue to be undermined by growth in NCD prevalence.

¹¹ <https://www.un.org/en/food-systems-summit/sdgs>

¹² <http://www.euro.who.int/en/health-topics/noncommunicable-diseases/obesity/data-and-statistics>

¹³ www.euro.who.int/en/health-topics/noncommunicable-diseases/pages/policy/publications/action-plan-for-the-prevention-and-control-of-noncommunicable-diseases-in-the-who-european-region-20162025

¹⁴ [https://www.thelancet.com/journals/langlo/article/PIIS2214-109X\(20\)30264-3/fulltext](https://www.thelancet.com/journals/langlo/article/PIIS2214-109X(20)30264-3/fulltext)

The United Nations Sustainable Development Goals (SDG) establish a global target to: *By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being* (UN SDG 3.4¹⁵).

- **UN SDG 2.2: Tackling Childhood Obesity**

WHO's *Global Strategy on Diet, Physical Activity and Health* describes an alarming upward spiral in the prevalence of childhood obesity in many parts of the world, identifying that overweight or obese children are more likely to become obese adults with an increased risk of developing NCD¹⁶.

UN SDG 2.2 establishes a target to end all forms of malnutrition by 2030, including obesity.

The EIT Food partnership has a direct role to play in addressing both UN SDG3.4 & 2.2 by virtue of its impact driven food system membership and influence.

Circular, Sustainable Food Systems

The recent publication of the *EU Farm to Fork Strategy*¹⁷ under the *EU Green Deal* lays out the case for delivering a just transition to a robust and resilient food system which sees consumers playing a changed central role as a consequence of greater value being placed on food sustainability. EIT Food identifies strongly with the aims of the Farm to Fork Strategy, recognising shared outcomes and priorities in our *Vision & Mission* and Strategic Objectives (presented later in section 3). Specific Societal Challenges we address include:

- **UN SDG 12.3: Tackling Food Waste & Food Loss**

Current estimates¹⁸ indicate that one third of all food produced globally is lost or wasted. In Europe, waste at the consumer and retail level is equally significant as losses occurring between production and processing. Our analysis of COVID-19 impacts demonstrates that high levels of food waste can be a key exacerbating factor at times of food supply disruption.

UN SDG 12.3 aims to halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses by 2030.

EIT Food's engagement with stakeholders across the whole system gives the capacity to address waste and loss from farm to fork, engaging both industry and consumer at appropriate points in product life cycle to produce change.

- **UN SDG 13: Reducing Food System Climate Footprint**

UN SDG 13 directs that we take urgent action to combat climate change and its impacts.

¹⁵ <https://sustainabledevelopment.un.org/sdg3>

¹⁶ <https://www.who.int/dietphysicalactivity/childhood/en/>

¹⁷ https://ec.europa.eu/food/sites/food/files/safety/docs/f2f_action-plan_2020_strategy-info_en.

¹⁸ https://wrap.org.uk/sites/files/wrap/Report_The%20Business%20Case%20for%20Reducing%20Food%20Loss%20and%20Waste.pdf#page=3

The Food system accounts for one quarter of Green House Gas (GHG) Emissions while agriculture commands use of half of all habitable land and 70% of all freshwater withdrawal. A major source of environmental impact, the food system is itself in turn affected by climate change¹⁹.

Life Cycle Analysis undertaken by the Joint Research Council, modelling the environmental impact of the average European food shopping basket²⁰, shows that achieving a shift towards a more balanced diet both requires and produces a complex and interdependent set of impacts in the climate footprint of the food system.

Addressing climate impacts cannot be achieved at a single product level, nor by targeting isolated climate impact reductions at stand-alone points in the system without understanding the importance of the net effect of interventions across the system. EIT Food's programme-led approach to building a connected portfolio of actions leading towards targeted outcomes ensures a more holistic approach to such complex areas.

- **UN SDG 2.4: Ensuring Food Security & Safety**

As the COVID-19 pandemic has demonstrated, the integrity of the food system can as easily be shocked indirectly by global events as by direct food crises or scandals. As the Farm to Fork Strategy notes, we are still learning how the socio-economic and political aspects of the food system (labour availability, supply chain dynamics, logistics stability, border controls, etc.) directly affect the security and safety of the food system in critical ways.

UN SDG 2.4 targets ensuring sustainable food production systems and implementation of resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality by 2030.

EIT Food's focus on digitalisation of supply chains between business and to the consumer will provide systemic improvements to sustainability, traceability, food quality, safety and reduction in food fraud.

- **UN SDG 9: Enabling Transition to a Circular Economy through Capacity Building**

The EU Farm to Fork Strategy identifies the sectoral and supply chain complexity which much be addressed to comprehensively deliver a just, secure and climate neutral circular food system.

UN SDG 9, aiming to build resilient infrastructure, promote sustainable industrialization and foster innovation, targets the acceleration of new business and entrepreneurial skills required to develop new food economy supporting a circular food system.

EIT Food's rigorous focus on support for start-ups, entrepreneur training and providing access to finance, ensure our ability to meet this challenge. Our collaborative innovation model promotes intrapreneurship and capacity building within organisations through direct innovation experience.

¹⁹ "Climate Change and Food Systems" FAO (2015) <http://www.fao.org/3/a-i4332e.pdf>

²⁰ "Consumer Footprint. Basket of Products indicator on Food" (2017) <https://ec.europa.eu/jrc/en/publication/consumer-footprint-basket-products-indicator-food>

EIT Food’s further focus on accelerating these activities in countries covered by EIT’s Regional Innovation Scheme (RIS) provides a coherent geographic focus in enabling transition in those areas of Europe with distinct regional and sectoral innovation needs.

Barriers facing the Food System and EIT Food Strengths in Response

Low consumer trust: Low transparency and highly publicised food contamination and authenticity scares undermine confidence in, the safety and integrity of the food value chain. This impacts both consumer and political acceptance of innovation in the food system and influences consumer choice and behaviour in ways the system must better understand and overcome.

Distorted nutritional habits: The world faces contradictory challenges with regard to malnutrition: In 2020, 3.5 billion people suffer from hunger and micronutrient deficiencies, while unhealthy lifestyles and worldwide numbers of overweight (1.9 billion in 2016) and obese (>650 million in 2016) people are still growing²¹.

Food sustainability: The near-permanent availability of food has reduced its perception as a highly valued and critically important product.

Fragmented food supply chain: Highly fragmented food supply chains²² and unbalanced trading practices put pressure on value creation, capture and distribution²³. This limits the potential for efficiency gains and advances in food safety measures that could build consumer trust and enable disruptive innovation.

Limited entrepreneurial culture: While investment in food tech has grown in recent years, in 2020 79.8% of businesses in the food sector are micro-companies, while an SME population makes up 99.2% of the companies in the sector, delivering 57.3% of sector turnover. Levels of private R&D investment in EU food industry lag behind levels in other major global territories²⁴.

Gap in talents, skills and social responsibility: A shortage of scientific, entrepreneurial and managerial skills needed to solve complex multidisciplinary challenges is a major barrier to innovation.

Slow adoption of emerging technologies: The food sector has historically been slow to adopt new technologies that could inform

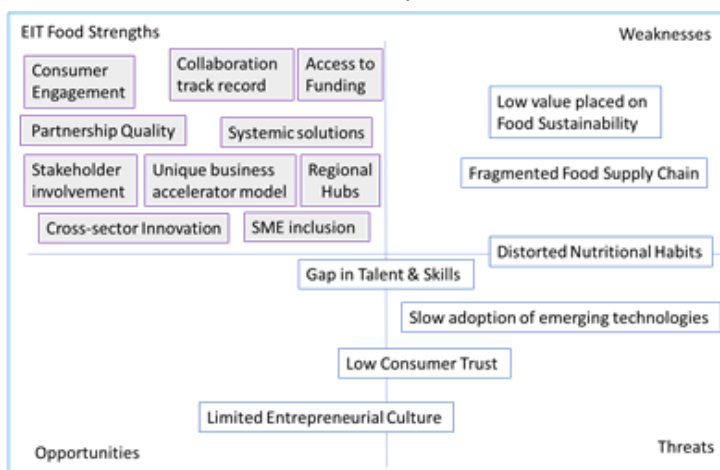


Fig.5: EIT Food SWOT

²¹ <https://www.who.int/news-room/fact-sheets/detail/obesity-and-overweight>

²² High Level Forum for a Better Functioning Food Supply Chain (European Commission, 2015) <https://ec.europa.eu/docsroom/documents/36045/attachments/1/translations/en/renditions/native>

²³ Green paper on unfair trading practices in the business-to-business food and non-food supply chain in Europe (European Commission, 2013) <https://op.europa.eu/en/publication-detail/-/publication/40439f4b-f866-4502-bf71-b471a57cdf1d>

²⁴ FoodDrink Europe (2020); https://www.fooddrinkeurope.eu/uploads/publications_documents/FoodDrinkEurope_-_Data__Trends_2020_digital.pdf

and connect people with the system supplying their food.

This Strategic Agenda lays out in more detail the approach EIT Food adopts based on our key strengths (fig. 5) in ensuring the challenges described are addressed, identifying key participants, fellow stakeholders and promoting a culture of consumer-centred, open collaboration across the food system.

3 VISION, MISSION AND STRATEGIC OBJECTIVES

3.1 KIC's vision

EIT Food's vision is a world where everybody can access and enjoy sustainable, safe and healthy food – with trust and fairness from farm to fork.

3.2 KIC's mission

EIT Food's mission is to transform how food is produced, distributed, and consumed and to increase its value to European society. We will achieve this by solving the biggest innovation challenges through trusted industry, education and research partners working together with informed and engaged citizens.

3.3 KIC's strategic objectives

As an EIT KIC, EIT Food is fully committed to delivering on the objectives and priorities outlined in EIT's own Strategic Agenda²⁵ both in the targets we aim to meet and in the methods by which we reach those targets. Our approach is explicitly to build multi-actor responses to complex challenges, promoting trans-disciplinary solutions and involving a diversity of actors and beneficiaries.

Our own Strategic Objectives contextualise the principle of generating impact from Knowledge Triangle Integration for the food system by identifying points of system change. We specifically commit to addressing economic imbalance in Europe by apportioning a percentage of KPI achievement towards RIS countries (see Table 1, s.4.2).

EIT Food is additionally involved in the delivery of the EIT *HEI Capacity Building pilot* and will commit to targets under that scheme to help accelerate the overall EIT mission for change.

A further major feature in the EIT food Inclusive Innovation approach to system change is the promotion of co-creation in our work.

EIT Food defines co-creation as a process of collaborative invention and/or innovation that results in new value creation as well as value capture (e.g. concepts, solutions, technologies, products, services and/or data) between key strategic parties and target group(s) (e.g. suppliers, consumers, users, customers). Ideas are identified, shaped and improved together, collaboratively and transparently. Co-creation starts in the early stages of innovation

²⁵ <https://eit.europa.eu/who-we-are/eit-glance/eit-strategy-2021-2027>

development and the cooperation continues throughout all phases such as ideation, design and implementation, whereby the results are mutually beneficial to all involved parties.

In translating KTI principles to the food system, the EIT Food partnership and key stakeholders identified and targeted key challenges in our foundational *2018 Strategic Innovation Agenda* which must be addressed if the food system is to change to deliver improved outcomes and impacts for society. Our Strategic Objectives describe the collective action required to address those Strategic Challenges.

EIT Food has undertaken a fundamental review of the continuing relevance and importance of these challenges & core objectives between our partners, consumer and policy voices, critical friends and external, neutral experts.

This exercise revalidated the importance and centrality of EIT Food's existing Strategic Objectives as the EU Green Deal and Farm to Fork Strategy launched. The systems approach enacted by EIT Food has placed the KIC in position to become a leading actor in the food systems transformation mandated by these initiatives. Leadership will come directly in the work of our partnership, but also indirectly in the wider system change we promote and innovation capacity we accelerate which leads to greater innovation with purpose.

In this section we present our EIT Food Strategic Objectives, their alignment with the EIT SIA, EU and UN Goals, and the proposed actions and expected outcomes by 2027 to meet our KIC Impact Goals:

Strategic Objective 1: Address low consumer trust in food.

EIT Food changes attitudes towards healthy nutrition and sustainability by engaging citizens to promote an appreciation of food 'value' and sustainable 'cost', combined with a clear communication strategy to disseminate research and activity outcomes.

The goal is to involve citizens as engaged and active participants in innovation, becoming advocates for change who are invested in improvements the food system. We engage people directly and interactively in their own digital public spaces to enable a better relationship with food and to overcome and address concerns regarding authenticity, composition sustainability and food safety. EIT Food gauges the development in consumer trust through the EIT Food TrustTracker^{®26} factors as well as the awareness of, and perceptions towards, healthy and sustainable diets.

EIT Food Impact Goal(s): Improving Trust Conditions.

EIT SIA Alignment: Increase the impact of KICs and knowledge triangle integration; Strengthen sustainable innovation ecosystems across Europe.

Farm to Fork Strategy Goal(s): Promoting sustainable food consumption & facilitating the shift to healthy, sustainable diets.

UN SDGs: 2, 3, 4, 12, 13

Actions: SO 1.1: Develop citizen participation across the food supply network; SO 1.2: Develop a new communication culture to reach out to EU citizens

2027 Outcomes: 1.1: 20,000 people taking part in co-creation activities; 1.2: 212,000 consumers engaged in targeted dialogue/ behaviour change activities supported by EIT Food.

Strategic Objective 2: Enabling healthier and more sustainable individual consumer choice.

EIT Food enables individuals to make informed and affordable personalised nutrition choices through direct engagement, new product concepts, informative packaging, and e-communication innovations. EIT Food delivers

²⁶ <https://www.eitfood.eu/public-engagement/projects/eit-food-trusttracker>

commercially viable and affordable personalised nutrition solutions to various target groups and creates a legacy of innovation for and with the consumer.

Immediate action is required to overcome micronutrient deficiencies in both developing and developed countries. At the same time, the obesity pandemic needs to be tackled by connecting personal motivation for health, actual food consumption behaviour and new scientific insights addressing the biological mechanisms involved in food digestion. New technological, product and societal approaches addressing consumer Preferences, Acceptance and Needs (PAN) are needed to provide long-lasting and cost-effective solutions for public health in relation to genetic predisposition, age, dietary restrictions, lifestyle and environmental factors. EIT Food supports consumers in becoming central drivers in a shared food economy, creating high-quality, trusted products and services that will improve societal nutrition and health, and promote environmental sustainability.

EIT Food Impact Goal(s): Improving Trust Conditions; Dietary Impact.

EIT SIA Alignment: Bring new solutions to global challenges to market; Increase the impact of KICs and knowledge triangle integration.

Farm to Fork Strategy Goal(s): Promoting sustainable food consumption & facilitating the shift to healthy, sustainable diets; Stimulating sustainable food processing, wholesale, retail etc.

UN SDGs: 2, 3, 12, 13

Actions: SO 2.1: Informed consumer choices for nutrition and health; SO 2.2: A superior nutritional composition through collaborative innovation; SO 2.3: Convenient individualisation at point of consumption.

2027 Outcomes: 2.1: 4000 consumers using technology, products or guidance developed with the support of EIT Food to personalise or change diet in line with relevant Food-Based Dietary Guidelines in Europe²⁷; 2.2: 20 EIT Food supported products on the market with levels of salt &/ or free sugars &/or trans & saturated fats reduced to, or below, recommended Food-Based Dietary Guidelines for Europe (targeting food groups known to be major sources of these dietary factors); or products on the market with an improved nutritional profile **Strategic**

Objective 3: Build a consumer-centric connected food system across Europe.

EIT Food is enabling development of a digital food supply network with the consumer and other ecosystem players as equally integrated partners to improve safety, real-time traceability, quality and sustainability of ingredients. Through various initiatives and programmes centred on consumers (such as the public engagement activities FoodUnfolded®, EIT Food TrustTracker®, and Annual Food Agenda), EIT Food engages consumers in an integrated food system enabled by advanced digital technologies, agreed standards and shared data, making personalised nutrition and more sustainable food choices a reality.

EIT Food Impact Goal(s): Improving Trust Conditions; Dietary Impact, Improved Environmental Impact.

EIT SIA Alignment: Strengthen sustainable innovation ecosystems across Europe; Increase the impact of KICs and knowledge triangle integration; Bring new solutions to global challenges to market

Farm to Fork Strategy Goal(s): Promoting sustainable food consumption & facilitating the shift to healthy, sustainable diets; Combating food fraud along the supply chain.

UN SDGs: 2, 3, 12, 13, 14, 15

Actions: SO 3.1: Develop a fully integrated digital supply network; SO 3.2: Improve food system transparency and integrity.

2027 Outcomes: 3.1: 20 new digital solutions in use to improve supply chain efficiency, integrity and/or transparency.

²⁷ <https://ec.europa.eu/jrc/en/health-knowledge-gateway/promotion-prevention/nutrition/food-based-dietary-guidelines>

Strategic Objective 4: Enhance sustainability through resource stewardship.

EIT Food develops integrated solutions to transform the traditional linear 'produce-use-dispose' model into a circular bioeconomy, whereby production side-streams and residues are re-incorporated as secondary raw materials. EIT Food-enabled innovations aim to substantially reduce the environmental impact vs. comparable products, processes and practices. To decouple future economic growth in Europe's food sector from the consumption of finite resources, EIT Food develops innovative circular bio-economy solutions. Using an integrated end-to-end supply chain stakeholder approach in close collaboration with citizens, policy makers and authorities, EIT Food focuses on new opportunities in alternative sourcing and increasing sustainability by minimising agricultural, transport and consumer-driven losses and energy consumption.

EIT Food Impact Goal(s): Improved Environmental Impact

EIT SIA Alignment: Bring new solutions to global challenges to market; Strengthen sustainable innovation ecosystems across Europe; Increase the impact of KICs and knowledge triangle integration.

Farm to Fork Strategy Goal(s): Reducing Food Loss & Waste

UN SDGs: 2,3,6,7,11,12,13, 14, 15

Actions: SO 4.1: Tackle hotspots in the environmental footprint; SO 4.2: Increase market penetrations of ingredients from sustainable, alternative sources; SO 4.3: Drive circular excellence by valorising side streams:

2027 Outcomes: 4.1: Reduction of CO₂ equivalent tonnes (8m tCO₂eq by 2024; 18m tCO₂eq by 2027); 4.2: 40 EIT Food supported products on the market derived from alternative sources (e.g. alternative proteins; new plant varieties; alternative production techniques, etc.); 4.3: 40 new products or processes launched with EIT Food support using revalorised &/ or reintegrated food system side-streams and waste streams.

Strategic Objective 5: Educate to engage, innovate and advance.

EIT Food provides 'food system' skills for students, entrepreneurs and (SME) professionals addressing specific skill gaps through advanced training programmes. Individual knowledge gaps which must be filled to support public understanding of food system issues are addressed at scale through Massive Open Online Courses (MOOCs). EIT Food partners from industry and science together create a vibrant cross-sector educational platform for students, young entrepreneurs and lifelong learners with career development modules for business employees and educators.

EIT Food Impact Goal(s): Circular, Sustainable Economy

EIT SIA Alignment: Foster innovation and entrepreneurship through better education; Increase the innovation capacity of the higher education sector by promoting institutional change in higher education institutions (HEIs)

Farm to Fork Strategy Goal(s): Enabling the Transition

UN SDGs: 4, 5, 8, 9, 10

Actions: SO 5.1: Demand-driven higher education for students and professionals; SO 5.2: Educational support of entrepreneurs for Europe; SO 5.3 Build innovation capacity within Higher Education Institutions

2027 Outcomes: 5.1a: 345,000 people equipped with the latest knowledge/skills on food system challenges/technologies via online learning; 5.1b 34,000 people completing EIT Food education programmes co-designed with industry; 5.2: 159 graduates starting their own start-up/joining start-ups; 5.3 81 HEIs engaged in an EIT Food capacity building activity.

(N.B. Table 1, s.4.2 provides a set of % targets for RIS proportions of HEI/ skills/ capacity building targets.)

Strategic Objective 6: Catalyse food sector entrepreneurship and innovation across Europe.

EIT Food fosters entrepreneurship at all stages of business creation. EIT Food actively supports the creation of start-ups, using grant and non-grant (equity) investments to develop the most promising businesses in programmes tied to direct acceleration support. EIT Food engages SMEs in all programmes and activities, encouraging growth through participation in EIT innovation and skills activities as well as dedicated growth programmes. Entrepreneurs and start-ups are able to leverage the EIT Food expert network, infrastructures (pilot plants, equipment, incubation space, etc.) and finance to catalyse entrepreneurial collaboration and sustainable growth.

The EIT Food knowledge-based ecosystem also targets SMEs to unleash their innovation potential, delivering improved productivity and competitiveness. EIT Food acts as a greenhouse for start-up creation and cross-disciplinary SME partnerships, providing expertise/mentoring on infrastructure, patenting/licensing, and human resources and encouraging R&D activities.

EIT Food Impact Goal(s): Enabling Transition to a Circular, Sustainable Economy

EIT SIA Alignment: Increase the regional outreach of the EIT in order to address regional disparities in innovation capacity across the EU; Bring new solutions to global challenges to market; Increase the impact of KICs and knowledge triangle integration

Farm to Fork Strategy Goal(s): Enabling the Transition

UN SDGs: 5, 8, 9, 10

Actions: Capacity building at individual, regional and sectoral levels leading to new businesses created, and high-potential businesses supported to deliver results aligned to our Strategic Objectives.

Outcomes: 6.1: 840 start-ups and SMEs scaled through EIT Food activities; 6.2: 180 new entrepreneurs in the food system; 6.3 Establish a minimum of one further CLC in RIS region by 2024.

(N.B. Table 1, s4.2 provides a set of % targets for RIS proportions of company and investment targets).

EIT Food’s Focus Areas for delivering System Change.

To align activity KPIs with Impact Goals from 2021, EIT Food has further identified six initial Focus Areas and two enabling practice shifts (fig. 6) we believe must be addressed to effectively deliver progress towards our Impact Goals. The emphasis on consumer centricity and digital transformation will carry through all six of the Focus Areas as fundamental shifts in innovation thinking and practice.

In combining Strategic Objectives with Focus Areas and KPI targets, EIT Food creates an innovation framework, whose outputs also align to priorities in the EIT Strategic Agenda and Farm to Fork Strategy. This is further enabled by RIS and HEI programmes which help us address geographic innovation disparity and support HEIs in becoming innovation change agents in their own right.



Fig.6: EIT Food Focus Areas

While our SOs 2 – 4 most clearly align with Farm to Fork priorities, our programmes within Focus Areas which combine those system changes with skills, entrepreneurship, investment and capacity building potential of SOs 5 & 6. This sees a focus in practice on high growth tech sectors, societal benefit and modernising industries for competitive advantage.

In operating clear programmes to develop entrepreneurs we consciously overcome traditional barriers to entry and success. Through EIT’s partner led actions, mentors are found, and peer groups are established by our

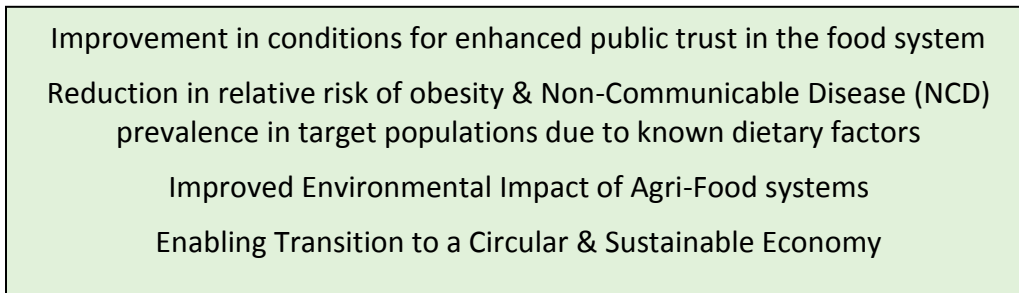
programmes, and investment can be accessed within all regions of Europe. This positions EIT as a positive force in ensuring just transition to new, circular business models but also in addressing issues at sector level in a way which combines benefits such as balancing animal health with productivity, for example.

The importance of our Strategic Objective 1 on a new communication culture also cannot be underestimated. By involving individuals as agents for change in their food environment, reducing waste and becoming more aware of nutrition, the contributions of EIT Food to Farm to Fork priorities are most obvious. However in changing public perception of the value of food EIT Food is leading fundamental shifts in public attitudes which empower innovation and the transition to a connected, resilient and sustainable circular food economy.

4 IMPACT AND RESULTS

4.1 Impact

EIT Food has clear **Impact Goals** building from: the challenges we set > the activities we fund/ initiate in response > the activity KPIs we capture > SMART Strategic Objective targets. Our Impact Goals are aligned to the UN SDGs and



supporting the delivery of food systems change called for in the *EU Green Deal* and *Farm to Fork Strategy*:

EIT food has developed a robust **Theory of Change** model at portfolio level linking our resources, decision making, investment, activity KPIS and long-term planning into an overarching framework for creating, monitoring and

EIT Food Theory of Change

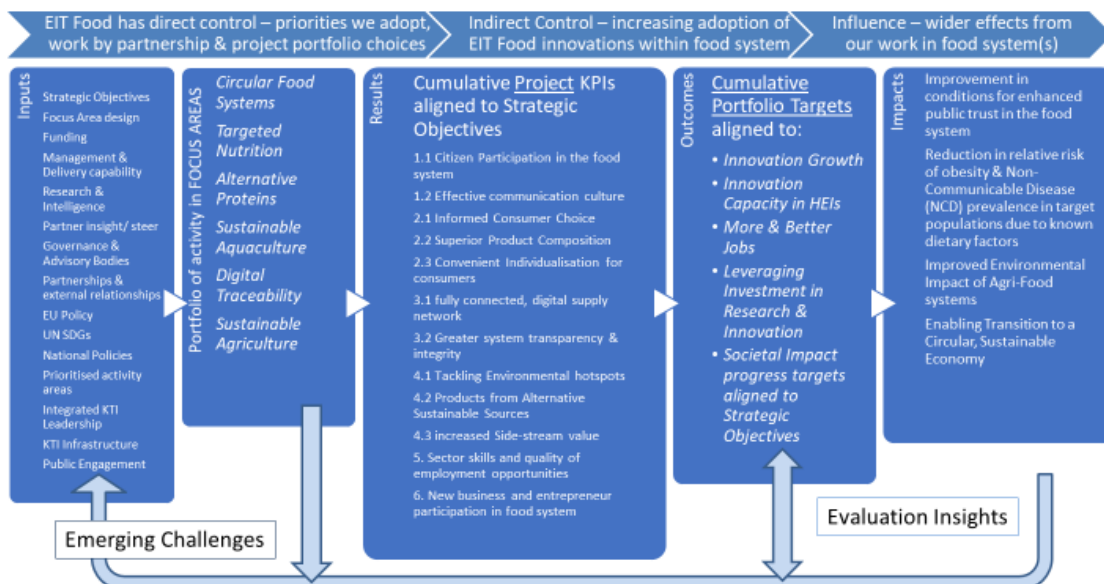


Fig. 7: EIT Food Theory of Change

evaluating impact:

This systemic logic model resolves down to four complementary **Impact pathways** leading towards the Impact Goals. The four Impact Pathways are presented here (figs 8-11) and further detailed with accompanying target values in Annex I, Table 9:

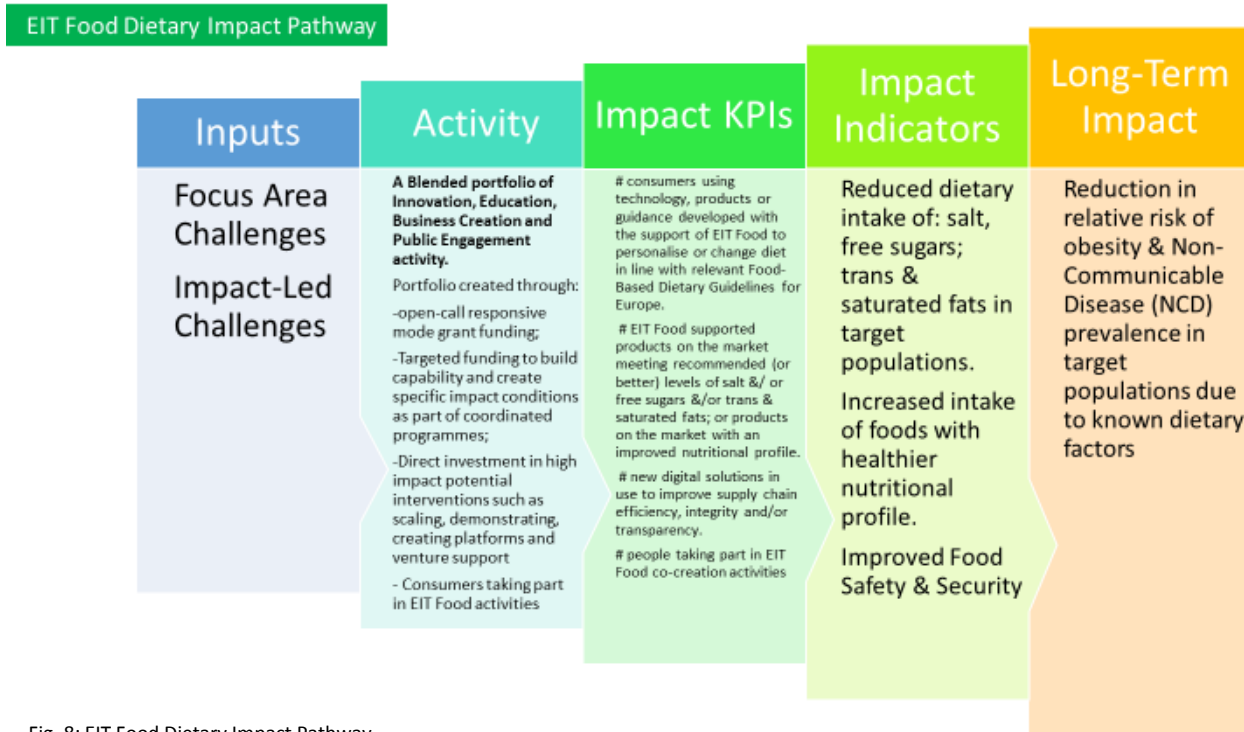


Fig. 8: EIT Food Dietary Impact Pathway

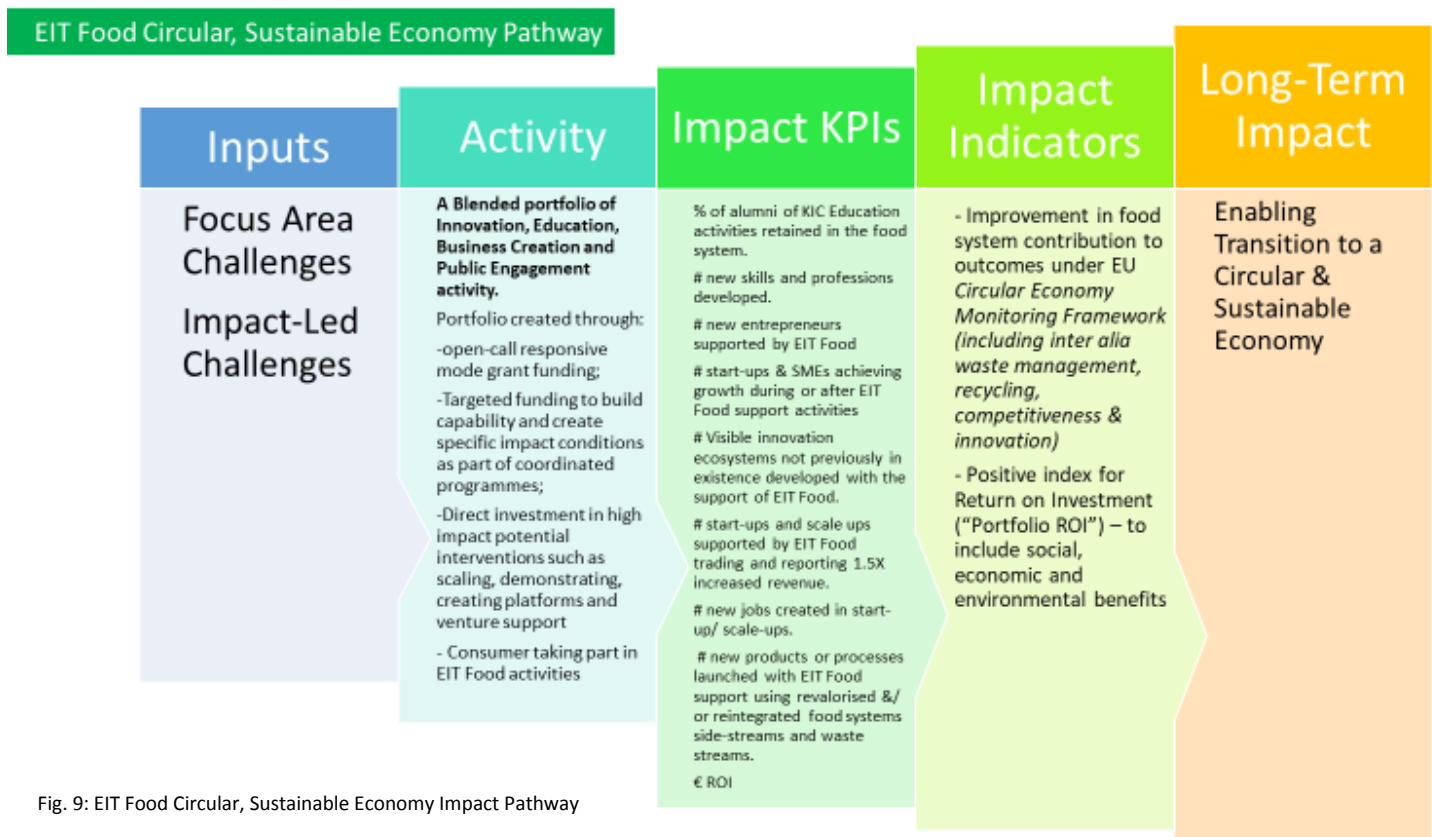
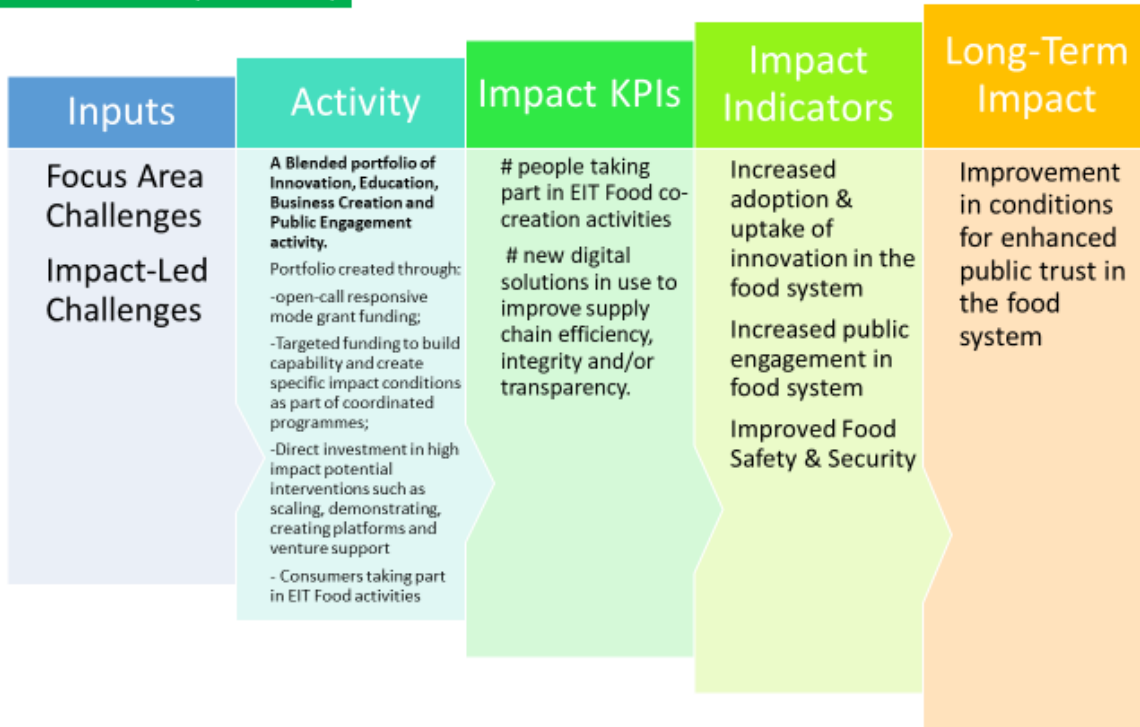


Fig. 9: EIT Food Circular, Sustainable Economy Impact Pathway

EIT Food Trust Conditions Impact Pathway



EIT Food Environmental Impact Pathway

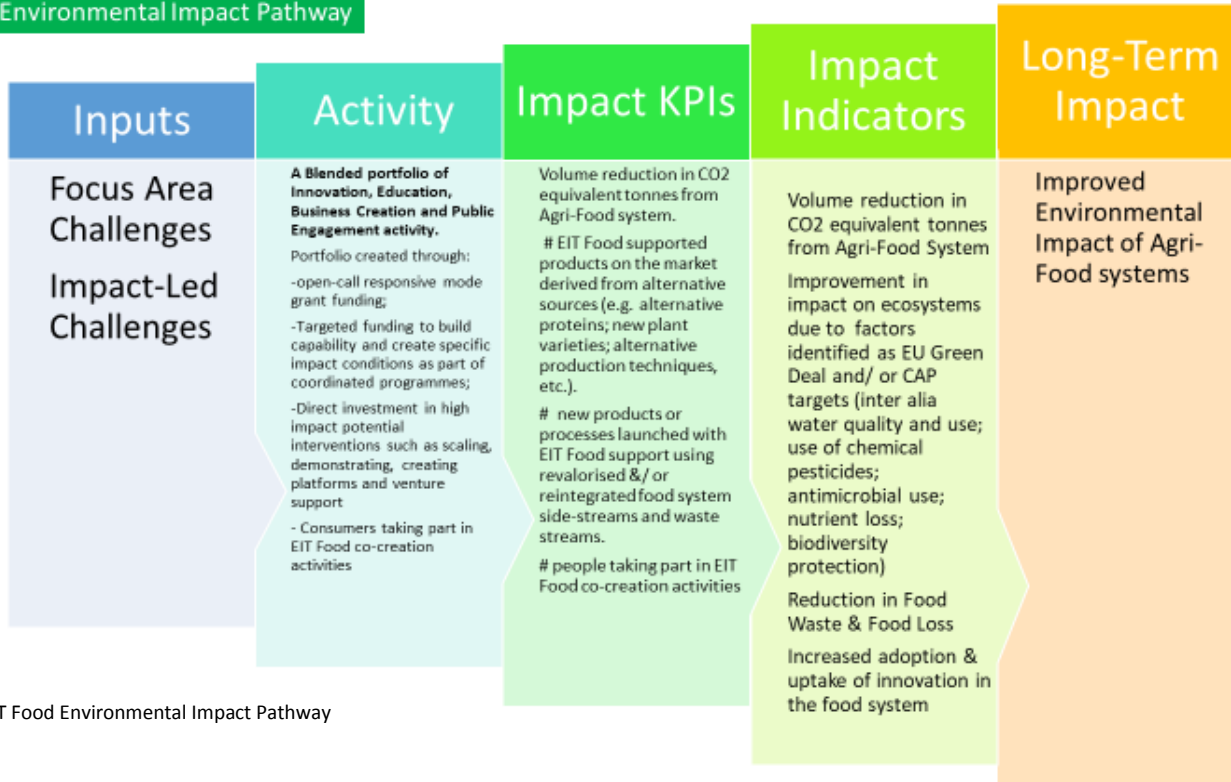


Fig. 11: EIT Food Environmental Impact Pathway

In these more simplified Impact Pathway models, the importance of the Focus Areas and well-defined challenges as an input becomes clear, as does the importance of KTI activity in driving both behavioural and technological change towards our Impact Goals. Each model is based around SMART Strategic Objective targets (see S.3 & Annex I) to provide measurable progress points between immediate project results (KPIs) and long-term impact. Each of the longer-term impact factors targeted can be benchmarked to show progress attributable to EIT Food intervention.

This approach has been developed to apply equally to EIT Food’s activities as a funder, a direct actor and impact investor – the roles described through this Strategic Agenda. These distinctions are crucial to understanding EIT

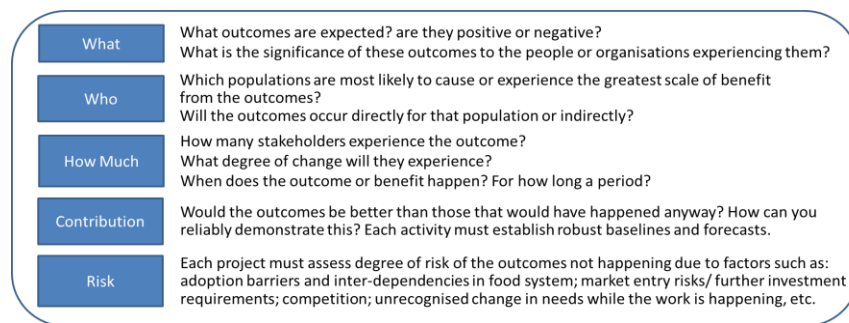


Fig.12: EIT Food Impact Assessment Approach

Food’s potential for creating impact as they require different behaviours and approaches depending on our closeness to, or direct involvement in the work underway. When EIT Food takes the lead actor role, we must ourselves be able to answer key forecasting questions (fig.12), not just ask them of others.

For each context, it is imperative that EIT Food define the problem space we wish to operate in as clearly as possible in terms of generating activity which can demonstrate impact.

As laid out by the Impact Management Project²⁸ community, we must be able to forecast, assess and plan to answer 5 distinct dimensions in project design and outcomes to be certain that the type and scale of impact we wish to see is both likely and achieved. These questions can be answered in many different ways, but questioning the basics remains essential for successful impact funding.

Impact through Innovation Practice

EIT Food combines responsive mode, open call funding with goal-oriented and directed funding which are more aligned to impact investment principles in venture financing. This mixed approach allows a diverse range of intervention types to be deployed for different purposes and scenarios (fig.13). 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 seen, or by casting the net wide to find potential solutions from unexpected directions via open, responsive mode calls.

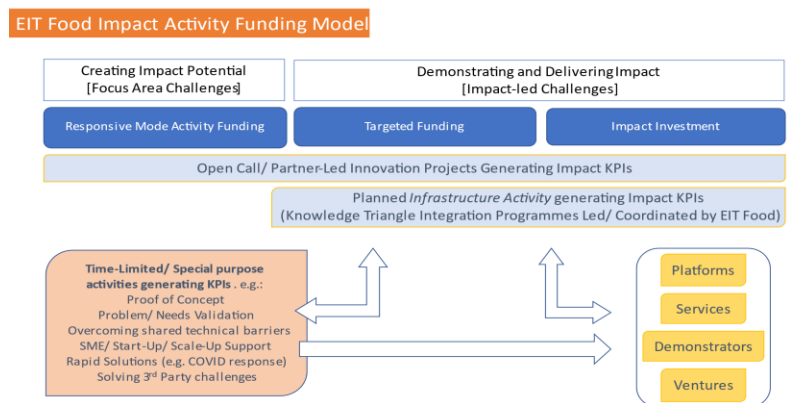


Fig.13: EIT Food Impact Activity Funding Model

EIT Food has adopted an operating model which promotes stakeholder dialogue to ensure an integrated focus on impact in all activities, informed by evaluation and evidence-led activity design. The effectiveness of this model

²⁸ <https://impactmanagementproject.com/impact-management/impact-management-norms>

centres around intelligence gathering, needs analysis, landscape scanning and co-creation of challenges and action plans between consumers, KTI actors and EIT Food. The inputs and instruments which build this evolving map of KTI actions with highest impact potential are owned by all areas of EIT Food working together to maximise diversity of insight and clarity of needs.

EIT Food has also embraced online, open innovation tools and practices to increase participation in development of challenges, programmes and projects. Via a digital platform curated by EIT Food’s Focus Area leads, participants (from within and outside the core partnership) are able to set and respond to challenges, effectively creating ad hoc “task and finish” groups to identify and refine challenges and develop action plans and ideas. This online environment will run as an integrated collaboration tool alongside traditional in-person workshops to remove travel cost and time availability barriers for start-ups, social enterprise and SME companies.

We also recognise the importance of impact for society as a fundamental motivation for universities to engage with industry in innovation²⁹. In providing clear Impact Goals, we encourage HEI participation in KTI to develop their own capacity, as well as developing others through skills programmes and teaching.

EIT Food’s active engagement in EIT’s RIS agenda, (widening participation in food entrepreneurship, collaborative innovation and addressing innovation disparity) also connects established innovators to new thinking and diversity of perspective. This leads to better understanding of barriers to innovation uptake, opportunities to accelerate the transfer and development of technology and insights into different markets, helping to build EU competitiveness through collaboration.

Forecasting, Evaluating Impact

EIT Food has determined routes into our Impact Pathways via our Focus Areas, each of which is mapped towards KPIs, Strategic Objectives and Impacts within our Theory of Change model (fig.14).

Development of an impact forecasting tool and proposal scoring methodology to assist in funding and investment decision making is seen as a priority for EIT Food, to build on steps already taken to identify impact targets and correlate these through Focus Areas & Strategic Objectives.

EIT Food intends to develop and promote the use of investment and funding decision making tools based around systemic Impact mapping, forecasting and evaluation to help others address these same challenges in partnering with us to benefit from an informed and evidenced systemic approach.



Fig.14: EIT Food Focus Areas & Impacts

²⁹ McMillan Report on Good Practice in Technology Transfer (2016) https://dera.ioe.ac.uk/27123/1/2016_ketech.pdf

EIT Food also intends to develop a simple change visualisation and communication approach based on an **EIT Food Basket** model to allow citizens and funders to easily understand the improvements delivered by EIT Food in respect of these challenges.

4.2 Results

Table 1: Annual KPI targets

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Designed/Tested Innovations	86	90	100	110	120	120	120	746
EITHE01.3 EITRIS	EIT RIS Designed/Tested Innovations	15%							
EITHE01.4 EITRIS	#EIT RIS Countries – Designed/Tested Innovations	10 countries							
EITHE02.1	#Marketed Innovations	12	51	65	70	75	75	75	423
EITHE02.2 EITRIS	EIT RIS Marketed Innovations	15%							
EITHE02.3 EITRIS	#EIT RIS Countries – Marketed Innovations	10 countries							
EITHE03.1	#Supported Start-ups/Scale-ups	208	120	120	120	120	120	120	840
EITHE03.2 EITRIS	EIT RIS Start- ups/Scale-ups Supported	25%							
EITHE03.3 EITRIS	#EIT RIS Countries – KIC supported Start-ups/Scale- ups	10 countries							
EITHE04.1	#Start-ups created of/for innovation	6	13	18	20	20	20	20	119
EITHE04.2 EITRIS	#EIT RIS Start-ups created of/for innovation	15%							
EITHE04.3 EITRIS	#EIT RIS Countries – Start-ups created of/for innovation	10 countries							
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	0	8	15	18	20	20	20	101
EITHE05.2 EITRIS	#EIT RIS Start-ups created of EIT labelled MSc/PhD	20%							

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
	programmes								
EITHE05.3 EITRIS	#EIT RIS Countries – Start-ups created of EIT labelled MSc/PhD programmes	14 countries							
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups	50.25m€	50m€	50m€	54m€	62m€	62m€	60m€	388m€
EITHE06.2 EITRIS	Investment attracted by KIC supported EIT RIS Start-ups/Scale-ups	15%							
EITHE06.3 EITRIS	# EIT RIS Countries – Investment attracted by KIC supported EIT RIS Start-ups/Scale-ups	15 countries							
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	27	100	165	180	220	120	320	1132
EITHE07.2 EITRIS	# EIT RIS Graduates from EIT labelled MSc/PhD programmes	15%							
EITHE07.3	% of Graduates in same disciplines from partner HEIs	TBD – Clarification requested on interpretation of this KPI							
EITHE08.1	#Participants in (non-degree) education and training	3244	5000	6900	8200	9600	10000	10000	52944
EITHE08.2 EITRIS	# EIT RIS Participants with (non-degree) education and training	25%							
EITHE09.1	# EIT labelled	5	14	20	20	25	35	40	159

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
	MSc/PhD students and graduates who joined Start-ups								
EITHE09.2 EITRIS	# EIT RIS EIT labelled MSc/PhD students and graduates who joined Start-ups	15%							
EITHE10.1	# Active KIC Partners	225	240	255	270	285	285	285	1845
EITHE10.2 EITRIS	# EIT RIS Active KIC Partners	20%							
EITHE10.3 EITRIS	# EIT RIS Countries – Active KIC Partners	20 countries							
EITHE11.1	FS revenues (M€)	5.35	6.75	8.625	10.475	10.85	11.5	12.5	66.05
EITHE11.2	% FS coefficient	9.015%	11.5%	14.0%	16.4%	16.3%	17.7%	20.2%	15.3%
EITHE12.1	% Co-funding rate	78.7%	77.6%	76.4%	72.4%	70.2%	69.5%	68.4%	72.9%
EITHE13.1	# KIC success stories	20	20	20	20	20	20	20	140
EITHE13.2 EITRIS	# EIT RIS Success stories	15% = 3 stories from activities executed in RIS per annum = 21 success stories							
EITHE13.3 EITRIS	# EIT RIS Countries – Success stories	10 RIS countries referenced in success stories							
EITHE 16.1³⁰	# HEIs involved in EIT and KIC activities	46	65	80	100	120	120	120	651
EITHE 16.2	# RIS HEIs	15%							
EITHE 16.3	# HEIs involved in the new HEI Action (this No is included in the target for EITHE 14.1)	6	8	10	13	15	15	15	81
EITHE 16.4	# RIS HEIs	Please include the target (% of the above KPI) for the period. 40%							

Due to EIT Food's unique approach to innovation and to duly take into account public engagement activities as a KTI area, following annual KPI targets have also been added:

³⁰ This refers to the total unique HEIs reached by all KICs. Final estimates subject to change, depending on available budget, definitions and policy developments.

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
KIC-01	# People actively engaged in targeted interventions aimed at encouraging healthier and more sustainable behaviour	22000	25000	28000	32000	35000	35000	35000	212000
KIC-03	# of entrepreneurs (not legally registered) who receive support from KIC and succeed to start a business within 3 years	15	20	25	30	30	30	30	180
KIC-04	# of novel solution concepts designed and tested with support from KIC	5	10	15	25	25	25	25	130
KIC-06	# of learners completing at least 75% of the steps in an online course	8050	9200	10350	11500	12650	13800	13800	13800

5 GOVERNANCE AND OPERATION MODEL

5.1 Partnership

To address the complexity of the European agri-food sector, EIT Food brings together an outstanding group of world-class multinational enterprises, leading SMEs, start-ups, tier-1 institutions in research and education, not-for-profit organisations and social entrepreneurs.

Our membership, by design, includes a diverse cohort of world-class actors covering all aspects of the food system and evolves to provide innovation capacity in emerging disciplines and developing economies as we deliver our impact agenda to benefit EU society and our members.

EIT Food Partners are members of EIT Food IVZW, an international association registered in Belgium whose membership is curated to provide a maximum diversity in competences, excellence and complementarity. Senior leaders of these EIT Food Partners are invested in the success of EIT Food in committing to paying a membership subscription fee but, more importantly, they endorse and facilitate the active participation of their organisations in EIT Food programmes.

The EIT Food **partnership model** has evolved to include multiple options for participation based on **excellence**, **complementarity** and **competences** principles. These allow for graduated levels of commitment and actively overcome cost or resource barriers to entry for different organisations. Benefiting from a strong, committed long-term core partner group, a diverse, added-value cohort of Partners will continue to grow and thrive in a vibrant partnership.

Project-level participation has always been a feature of EIT food's community in the extensive inclusion of project-specific participants through grant-cascading mechanisms (via lead partners). EIT Food in 2020 moved to include new single-project participants (acting in their own right) via our highly successful COVID-19 response programme. Building on this development in thematic and specific calls will allow EIT Food to become more accessible and strategic in transparent, open recruitment of (time & task limited) project participants with tactical emphasis in key sectors and geographies informed by our own strategy and the Smart Specialisation priorities of EU member states and economic clusters around our CLCs.

Partner Categories:

"Partners"

- **Core partners** are formal members of EIT Food IVZW, participating in the association's governing Partner Assembly (PA). All EIT Food core partners formally select their membership level, determining their voting rights (number of votes in the PA) and other benefits.

"Project Partners"

- **Network Partners** do not have voting rights in the Association's governing Partner Assembly but participate in KTI activities of the KIC.
- **RisingFoodStars** are innovative start-ups in the agri-food sector, carefully selected via open competition, which add a substantial value to EIT Food.

- **Other Participants** includes direct project participants, RIS Hub affiliates or stakeholders becoming a non-voting Partner and member of the EIT Food ecosystem, benefiting from access to a range of services and networking opportunities, and to be at the forefront of the European transformation of the Food system.

Partnership fees are set by the Partner Assembly at the recommendation of the Supervisory Board at a level which relates to differentiated benefits and entitlements, as well as reflecting on the size and legal status of the organisation. The **Rights and Obligations** of partners are outlined in the Statutes and By-laws of the EIT Food Association, published openly on the EIT Food website (www.eitfood.eu).

Entry to EIT Food partnership occurs via an open, public and transparent application and evaluation process against published criteria including current strengths/ capacity development priorities. The evaluation feedback is provided to the applicants.

Our CLC and RIS hub network provides a supportive advisory entry point for potential new entrants alongside the information routinely published on www.eitfood.eu/get-involved. Partners rights of exit are published in our statutes, and partners may decide to exercise these unilaterally, subject to observing a reasonable run out period, meeting outstanding financial obligations and assisting in any project continuation/ risk mitigation planning.

Membership of has grown from 50 core partners in 2017/18 to 73 by 2021, while 51 Network Partners have been added and 100+ other participants/ linked third parties have been supported (including 64 *RisingFoodStars* start-ups). Significant partner growth has occurred in RIS areas thanks to an active and locally engaged outreach and hubs programme. The role of agri-food as a driver of economic growth and means of meeting both environmental and public health agendas has become better understood alongside economic growth priorities.

The **CLC regions** (fig.15) have been determined by achieving balance of partnership and optimising benefits of regional proximity. 2 CLCs have specific responsibility for the implementation of EIT Regional Innovation Scheme (RIS) (CLC South and CLC North-East), with these CLCs engaging a further network of 16 EIT Food hubs as of 2021. This extensive RIS presence means EIT food is present in 20+ countries across Europe, delivering locally relevant KTI interventions and bringing opportunities closer to beneficiaries and new actors within RIS countries and EU Member States.

Each CLC has professional staff representing each strategic KTI area embedded within a local team, reporting day to day to the CLC Director and taking strategic lead from the relevant Functional Director. This *double integration* of collective CLC- Functions (strategy setting at Management Board, twinned with collective KTI delivery at CLC level) ensures an effective, engaging and systemic EIT Food experience.

EIT Food CLCs have adopted thematic leadership of Focus Areas to better coordinate strategy, resources and partner engagement to have better effect in creating innovation pathways to achieve strategic Objectives.

EIT Food CLCs, and in particular those overseeing RIS Hubs, engage extensively with national governments and agencies to develop deep understanding of national priorities to increase the relevance of our activities and to encourage participation in EIT Food activities. Direct experience of EIT Food’s activities at CLC level develops our partner growth agenda both regionally and thematically.

As partnership evolves, the coverage and focus of CLCs will also grow and change, with the RIS Hub network offering a development pathway for new CLC locations (the current regional groupings are presented here). EIT



Fig. 15: CLC Regions

Food acknowledges the enhanced contribution a fully operational CLC can bring to a country or region where local and national government and economic clusters have aligned agendas, innovation infrastructure is coming together and there is willingness to co-invest in delivery and system change.

EIT Food’s efforts across RIS & HEI Capacity Building aim to create the optimum conditions for a partnered approach to accelerating innovation through CLCs, supported by local leadership and co-funding. Our business planning keeps conditions under review to identify new CLC opportunities.

Priority conditions for expansion of CLCs would include (inter alia): efficiency & effectiveness gains from moving planning and delivery of KTI activity away from contracted hubs into in-house CLCs; the potential to scale impact within particular geographies and economies; the fit for EIT Food to accelerate progress against clear national and regional strategies for impact interventions, economic growth and innovation capacity building; the availability of co-investment from non-EIT sources to establish and run a successful KTI operation at CLC level in a financially sustainable way; strength and engagement of local partnership network. The figures presented below are **Net**, accounting for exits offset by entry of new partners and including new growth.

Table 2: KIC partnership growth strategy

	2021	2022	2023	2024	2025	2026	2027
#CLCs	5	5	6	6	7	7	7
#EIT RIS Hubs	16	16	17	16	16	16	15
#Number of partners ³¹	75	80	85	90	95	95	95
#Number of project partners ³²	150	160	170	180	190	190	190
#Partners from EIT RIS countries	35	40	45	50	50	50	50

5.2 Governance

As a purpose-driven *Institutionalised European Partnership*, EIT Food commits to: *openness and transparency* in our governance and operations; activity planning and execution which is *coherent, complementary and enhancing to other EU and Member State innovation programmes*; *monitoring and demonstrating our impact performance through digital platforms*; and *funding activities on an open call basis*.

EIT Food Governance Structures

The governance model of EIT Food combines a strong central organisation that offers strategic guidance and leadership together with CLCs ensuring strong regional presence and entrepreneurship to maximise partner engagement and regional growth.

While EIT Food began under a *consortium* management model (separate legal entities for KIC LE and CLCs, joined by contract but under local partner ownership), in 2021 it moves into a formal *group* structure (fig. 16), with KIC

³¹ Partners, which have an influence (for example have a right to vote on a KIC’s General Assembly, are KIC’s shareholders, etc.) on a KIC’s key operational and strategic decisions (depending on the KIC’s governance model members of associations, core partners, shareholders, etc.). This includes [Core Partners](#) as defined in the chapter 5.1.

³² Activity partners, which are involved only in implementation of KICs activities. This includes [Project Partners](#) as defined in chapter 5.1.

LE in full control of the CLCs in line with EIT expectations. The whole group is led by a Management Board unifying regional directors with functional (KTI) leadership in the collective forming and execution of strategy. This ensures visibility of RIS and regional/ country-level opportunities and issues in the decision making, planning and overall leadership of EIT Food in delivering KTI across Europe.

In its relations with EIT, the KIC legal entity (LE) is 'EIT Food IVZW', an international not-for-profit association with

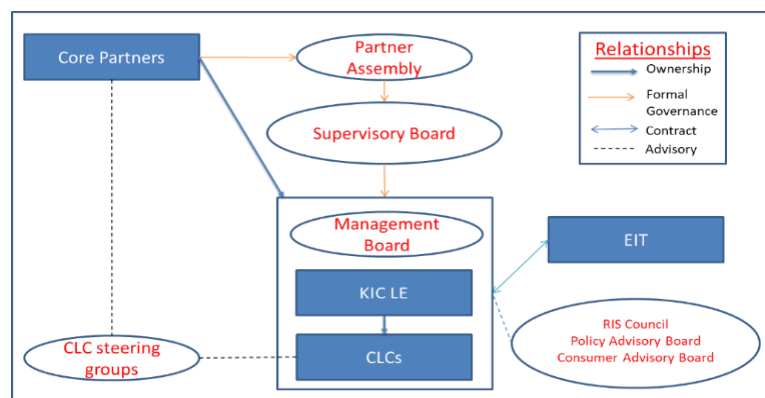


Fig.16: EIT Food Governance Bodies

limited liability under Belgian law. All Core partners of EIT Food constitute the formal membership of the association and form its overall governing Partner Assembly.

The proposed group structure separates powers between executive (Management Board), governance (Partner Assembly and Supervisory Board) and ownership (Core Partners as Association members) in line with EIT Good Governance principles. The separation of powers is formalised in EIT Food's published Statutes & By-Laws.

To assure independence in action and reduce and any risk of perceived influence, it should be noted KIC LE and CLCs make independent, merit-based staffing appointments via public recruitment exercises. Vacancies are published on the EIT Food website.

In recruiting to vacancies at all levels, EIT Food recognises the value of diverse and inclusive leadership which reflects an equally diverse organisation. At senior level, in line with good practice across the EIT community of KICs, we aim for parity, and maintain a minimum standard where no gender falls below 1/3 in representation at both Supervisory Board (SB) and Management Board (MB) level. Where circumstances may cause us to fall below this target, efforts will be made to address any imbalance in future recruitment. As of 2021, 7/12 of the MB and 3/8 of the SB are female.

A Conflicts of Interest policy and other code of conduct rules bind all executive and governance postholders in EIT Food to observe principles of good corporate governance. EIT Food proudly adopted a Gender Action Plan as a foundational step in its early operations and has since developed a broader approach to promoting diversity and inclusion in its operations and activities, recognising the significance of under-represented groups both to outcomes and the conduct of business. This progressive attitude will be further consolidated in an updated gender equality & diversity policy at group level early in the period of this Strategic Agenda.

A short description of the main governance and management bodies and executive positions of EIT Food follows below:

Governing Bodies

- The Partner Assembly (PA) is the highest decision-making body in EIT Food, deciding on the strategic issues and approving the EIT Food Strategic Agenda. The Partner Assembly elects the Supervisory Board members.
- The Supervisory Board (SB) has between 8 and 13 members.

The SB is formed of one elected representative per CLC plus between 3-8 independent members, including an independent Chair. This ensures a minimum of 1/3 independent representation at SB, potentially rising to 60%. As a minimum, 50% independent membership will be achieved before end 2022. The representatives of CLC South &

North East regions cover RIS territories, ensuring RIS representation from within the partner community even before independent members are identified. The SB appoints its Chair.

An SB Member term of office is normally 3 years, extendable once for a second term.

Independent members are recruited via an open recruitment and selection process.

CLC representatives are identified via an open call for nominations circulated to members equally. A regional member voting exercise leads to a shortlist of 1 industry and 1 research candidate being presented by each CLC to a Nominations Committee. The process aims to achieve an equal balance of representatives from industry and academia.

SB powers exercised on behalf of the PA include appointment of the CEO and COO among other powers and responsibilities described in the KIC's published Statutes & By-Laws.

The SB, on behalf of the PA, admits new Core Partners formally to the association and terminates the membership of defaulting Core Partners according to reasonable and fair default procedures published in the KIC statutes and By-laws and applied equally to all members.

Executive Bodies

- The senior executive team (or Management Board (MB)), chaired by the CEO, consists of the COO, Functional Directors, CLC Directors and any other senior level roles which may be created in line with KIC management processes.
- The Chief Executive Officer (CEO) leads EIT Food's executive team to achieve business plan goals. CEO is appointed by, and reports to, the SB.
- The Chief Operating Officer (COO) is responsible for planning, financial management and reporting towards EIT and other official bodies. COO oversees operations and finance functions.
- Education, Innovation, Business Creation and Communication Directors (aka Functional Directors (FD)) are responsible for the development of their respective domain strategy and its implementation, in particular managing the portfolio of activities implementing the strategy of the corresponding functional area.
- Each CLC region has a managing Director responsible for consulting local partners on strategy delivery, coordinating and leading CLC activities, line management of decentralised staffing and ensuring KIC-level deliverables and inter-CLC collaboration.

Advisory Bodies include:

- *The Policy Advisory Board*: members are key interlocutors from relevant EU Institutions. Its purpose is to align EIT Food's priorities with the EU policy agenda. It is chaired by the CEO of EIT Food.
- *Consumer Advisory Board*: members are representatives of national consumer organisations, national nutrition centres and consumer-facing NGOs, where these organisations are not available for a given country, relevant public authorities participation is sought. Its purpose is to align on key topics and bring in consumer voice, ideate and work together on potential future solutions, and encourage the uptake of new solutions by the society. It is chaired by the Director of Communication of EIT Food.
- The *EIT RIS Council* with representatives of science, industry, government and non-government organisations from EIT RIS countries advises on the development and implementation of RIS activities. Its chair is drawn from the CLC directors from RIS areas.
- *CLC Steering Groups*, are representative forums for CLC co-located partners. These groups shall advise and support each CLC Director on opportunities and local priorities for the delivery of the EIT Food strategy in the

region. They shall also provide partner feedback on experience of KIC membership to inform continuous improvement within the organisation.

The EIT Food headquarters (KIC LE) is located in Leuven, Belgium.

Co-Location Centres of EIT Food

As of 2021, EIT Food has formed five co-location centres (CLCs) as legal entities across Europe. From 2021 onwards, CLCs will be owned and controlled by KIC LE and shall be fully accountable to EIT Food governing bodies. The working relationships between the EIT Food group companies shall be laid out in standard operating procedures where necessary and is overseen by the Management Board.

5.3 Budget

Budget assumptions

- Starting point for modelling is a core grant forecast provided by EIT.
- This model assumes an increase of co-funding amounts from project partners to bring the SRR % down to levels in line with EIT forecasting over the budget period. In almost all categories of activity co-funding will take the form of in-kind contribution rather than financial contribution.
- Assumptions re Financial sustainability contributions are described in [5.4](#) to follow.
- Member fee income is projected to remain steady even though a possible change in fee structure is foreseen as a result of the move into Horizon Europe and possible changes in grant relationships between KICs and partners may follow new legal frameworks. The potential to increase membership numbers through embracing an openness agenda, paired with attractive added value service premiums for members and third parties wishing to access KIC capabilities, is expected to offset any fluctuation in core member fees.
- Third party income rules are yet to be confirmed by EIT, and a cautious but realistic model has been applied to that category assuming a wider interpretation of eligibility is applied to incentivise fundraising activity in that area. As the position there clears, this element may be revisited.

Table 3: Overview on the financing of KIC activities (MEUR)

KIC Financing (MEUR)	2021	2022	2023	2024	2025	2026	2027	Total:
EIT Grant	53.5	58.5	61.5	64	66.5	65	62	431
KIC LE investments (exc. membership fees)	0.85	2.25	3.625	3.975	4.35	5	6	26.05
Partners membership fees	4	4	4	4	4	4	4	28
Other partners contributions (including in-kind contributions)	9.1	10.1	10.4	13.9	17.4	17	16.2	94.1
Third party contribution	0.5	0.5	1	2.5	2.5	2.5	2.5	12
Total Funding	67.95	75.35	80.525	88.375	94.75	93.5	90.7	591.15

% of EIT grant of the total budget	78.7	77.6	76.4	72.4	70.2	69.5	68.4	72.9
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Disclaimer: It is pertinent to note that the Table above does not represent a commitment by the EIT to disburse the listed amount.

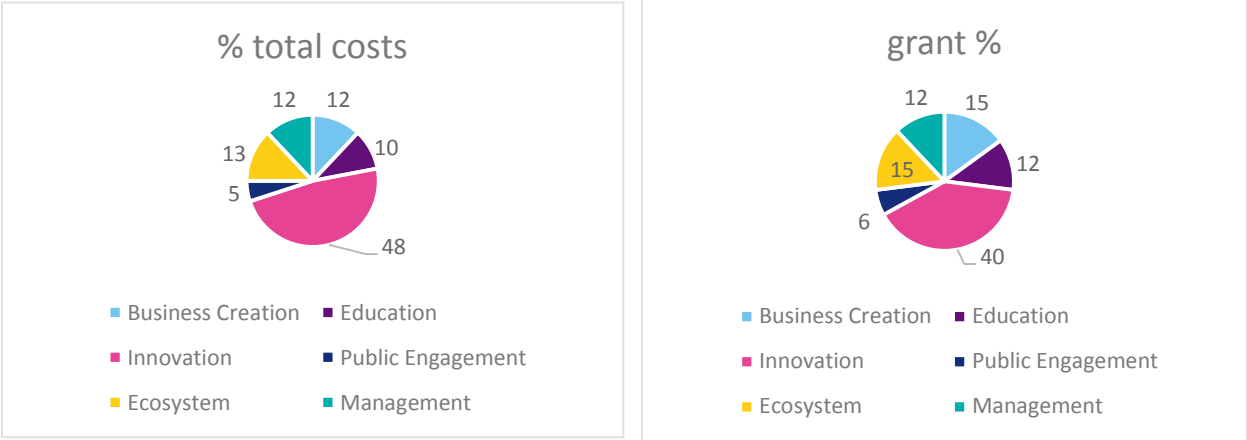


Fig. 17: Planned allocation of funding / investments

5.4 Financial Sustainability

A unique feature of the KIC model is the obligation for KICs to become financially sustainable. In this context, KICs have to develop and implement revenue-generating strategies to sustain the innovation ecosystem and KTI activities beyond the period covered by the EIT grant.

EIT Food is committed to developing a level of financial sustainability which gradually reduces the proportion of EIT grant funding within a mixed portfolio of funding over the long term. As a result, EIT Food supports projects and initiatives with potential to provide both a return on investment and a diverse mix of revenue streams and mechanisms.

Entering this Strategic Agenda period, EIT Food has embedded a core financial sustainability structure around innovation and new business which reflects time to market for food products, the particular characteristics of Intellectual Property management and exploitation in agri-food sectors and market entry conditions for innovative products and companies. Planning assumptions reflect that innovations funded 2018-2020 are only likely to reach market and generate return to EIT Food in any appreciable number from 2022 at the earliest, while start-up investment returns are likely to crystallise 5-7 years out from initial support.

An accelerated Return on Investment (ROI) mechanism has therefore been developed to bring returns forward where possible from innovation activities. This ROI system for the innovation portfolio runs in parallel with a bespoke equity return arrangement which sees EIT Food create participation rights in future start-up investment.

In reading this section, it should be noted that the services under development by EIT Food, building upon strengths in promoting collaborative innovation and start-up development, are most likely to return income categorised under “Other Sources”, “Member Fees” and “ROI/ Equity”. This reflects the inherent market value or USP of EIT Food to partners and potential clients being participatory rather than transactional in nature. Recognising this observation, a “Membership Plus” model is under development which would see chargeable added value services introduced based around the value of accessing core EIT Food capabilities and features.

Financial Sustainability – Education & Skills

- **Monetising programmes:** All student-facing programmes require a fee-based mechanism and/or sponsorship. To ensure fair access to our programmes within a commercial structure, a limited set of bursaries for merit or financial hardship is available for all programmes. Programmes geared towards innovation will be based on a success fee on commercialisation from start-up or industrial partner.
- **Monetising assets:** The portfolio of online courses has been optimised to run on an automated basis leading to sale of certificates. Under our professional development framework, EIT Food set the Professional Standard for all Professional Education, which enables us to act as marketplace for 3rd party suppliers and buyers of training, with hosting and success fees for brokerage. The associated dual certification track results in revenues for certification and accreditation.
- **Alternative sources of funding:** There is an increasing demand from European-wide initiatives to collaborate on competence building for researchers and students. EIT Food is ideally placed to act both as provider and designer in these fields, building on our strongly performing global programme and online delivery experience. From 2021 onwards there will also new opportunities under the European Structural Investment Funds through skill development actions in which we intend to play a leading role.

Return on Investment from Innovation Activity

Innovation projects will be funded by EIT Food on the basis that they have a clear, achievable plan to launch meaningful products and services to the market. Where necessary, EIT Food will actively support commercial analysis and planning to identify projects' Key Exploitable Results (KERs) and codify the core elements of the return mechanism to EIT Food.

The core Financial Return Mechanism deployed by EIT Food at project level is based on a choice of two options:

- a. Selection of a self-developed financial return mechanism (based on revenue sharing, license fees or equity in start-up), or
- b. Selection of EIT Food's standard mechanism based on a lump-sum return on the EIT grant, triggered by exploitation of project results.

Business Creation – Equity based sustainability & Investment Related Services

Within the Business Creation Functional Area, the focus is on rolling out a return mechanism already partially tested in 2020 and showing promising results. The ambition is to strengthen revenue generation through value creation in new businesses.

The mechanism is based on the identification of two target customer segments:

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

In 2020, EIT Food initiated the implementation of this model with the creation of a portfolio of SAFE warrants (future equity) in more than 15 start-ups, notably in the context of the implementation of the EIT Food Bridge Fund (EIT COVID-19 Rapid Response initiative) and our Access 2 Finance activity. These investments will be further developed from 2021 to grow the portfolio of SAFEs and equity managed by EIT Food.

In addition, EIT Food has initiated an exercise to structure a service offering to corporates and investors participating in the flagship programmes and

benefiting from unrivalled access to a curated deal flow of agri-food start-ups, opportunities for mentoring, facilitation and co-financing of pilot projects, etc. This offer has been refined and tested for deployment in 2021, when the first service contracts will be signed with our corporate and investor clients, and revenue generation based on a finder/service fee model will be triggered.

Financial Sustainability Growth (M€)

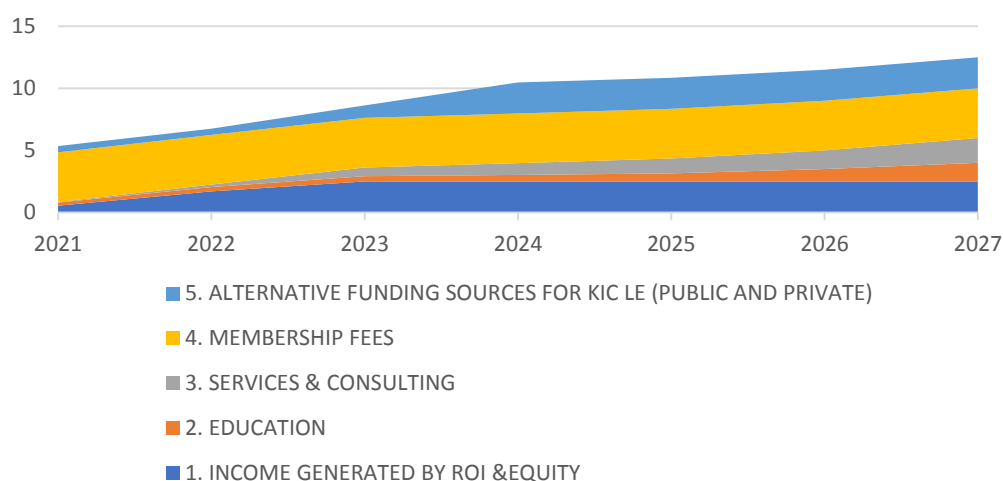


Figure 18: Graph outlining the KIC's forecast revenues (2021-2027)

Table 4: Forecast revenue (in MEuro)

FS forecast revenues (MEUR)	2021	2022	2023	2024	2025	2026	2027	SUM
1. INCOME GENERATED BY ROI & EQUITY	0.55	1.7	2.5	2.5	2.5	2.5	2.5	14.75
2. EDUCATION	0.25	0.35	0.425	0.525	0.65	1	1.5	4.7
3. SERVICES & CONSULTING	0.05	0.2	0.7	0.95	1.2	1.5	2	6.6
4. MEMBERSHIP FEES	4	4	4	4	4	4	4	28
5. ALTERNATIVE FUNDING SOURCES FOR KIC LE (PUBLIC AND PRIVATE)	0.5	0.5	1	2.5	2.5	2.5	2.5	12
6. SUM of FS REVENUES	5.35	6.75	8.625	10.475	10.85	11.5	12.5	66.05
7. EIT grant PROJECTION	59.34	58.5	61.5	64	66.5	65	62	431
8. FS COEFFICIENT (%) ([6] / [7])	9.015%	11.5%	14.0%	16.4%	16.3%	17.7%	20.2%	15.3%

5.5 Cross-cutting aspects

Openness and Transparency

An open approach to membership and collaboration is now embedded in EIT Food's drive to create impact in partnership with the most relevant potential partners and stakeholders. At an activity level, open, responsive mode calls to participate are published across our KTI and RIS portfolio. At infrastructure level, delivery of our RIS hub activity has been contracted via open competition.

The extensive regional presence of EIT Food also allows for both planned and organic development of place-based communities of practice and new innovation ecosystems. The post-COVID-19 return to in-person networking and co-creation activities will see a renewed vigour in the outreach and community building activities our CLCs excel at, bringing our existing partnership into contact with new stakeholders to drive potential new collaboration.

Our development of open calls and challenges takes place with the input of subject experts from outside and within the immediate partnership, ensuring relevance and participation across innovation communities in Europe, geographically and thematically. Calls will be open to non-members on non-discriminatory terms on the understanding that becoming a member in line with our published entry criteria may be a condition of grant if successful in applying for funding. EIT Food also encourages creative approaches to engaging innovation participants outside traditional university and industry groups, in particular engaging farmers and producers as collaborators within activities, echoing principles of Agricultural Knowledge & Innovation Systems (AKIS³³) practice.

EIT Food operates in an open manner by regularly sharing information concerning its activities, procedures, governance, strategy, membership and opportunities, through regular partner briefings, partner & open emails and a website open to non-members. Members are consulted and briefed through various channels and methods, from regular "town hall" briefings to CLC partner groupings, through special interest groups on our Food HIVE members portal to all-member emails and meetings. Key information about EIT Food, including relevant documents such as the Strategic Agenda, Business Plan, partner entry/exit rules and information for calls and funding is available at: www.eitfood.eu.

Vacancies are published on a dedicated recruitment page and other leading recruitment sites to ensure recruitment of a wide diversity of high-quality talent. Our key strategy and planning information are made publicly available and crucially, our annual reports are written in non-technical language for the clearest public communication of our progress and achievements.

In developing participation in EIT Food activities, the KIC has a Partnership Management group led by regional Directors (including those with RIS leadership roles) in tandem with Supervisory Board representation, the Innovation Director and COO. This ensures geographic and technical perspectives are included in the partner growth strategy.

This group makes objective recommendations for partner recruitment by maintaining an overview of gaps and demand for new expertise and capabilities, ascertained by external and partner consultation and mapping existing partner capabilities across the food system. Their analysis considers emerging priorities and trends both within our portfolio and externally in the context of Focus Areas and impacts.

EIT Food will publish **open calls** for new partners of all types in strategized target areas, to supplement an active regional scouting operation. All partner applications are assessed objectively for their potential contribution to the

³³ https://ec.europa.eu/eip/agriculture/sites/default/files/eip-agri_brochure_knowledge_systems_2018_en_web.pdf

quality and success of the EIT Food partnership. A fee waiver mechanism is available for to ensure cost should not be a barrier to entry for high potential contributors. Fee Waivers are granted on a fair and non-discriminatory assessment of a common application format demonstrating enhanced in-kind contribution or strategic benefit to the wider EIT Food community, provided also that normal admission criteria are objectively met.

EIT Food's RisingFoodStars association has ensured a low-cost entry route for high potential start-ups to play a significant role in EIT Food activities on a level playing field with other partners. The membership of RisingFoodStars renews by open call as member companies grow towards established SME status, graduating out of RisingFoodStars while new early-stage companies join after a competitive process.

Since its creation, EIT Food has evolved the membership model to include an accessible route to core partnership for SMEs , an affordable Network Member category to encourage open project participation, as well as opportunities to become a valued member of the ecosystem without accessing grant funding. These routes offer maximum flexibility for organisations to become a mutually recognised part of the EIT Food community.

EIT Food Business Plans are built via open calls (i.e. open to non-KIC partners) for participation based on challenges and plans developed in direct consultation with partners and governing bodies and are informed by external perspectives. All partner projects are selected following independent evaluation by expert panels.

Our Stakeholder strategy directly supports this activity, establishing regular dialogue with organisations who share our interest in food systems improvement. A mixed-mode process of online and offline briefings, workshops, consultations and discussions serve to iterate and prioritise challenges which form the basis of published calls for projects and participation. Core propositions for Business Plan scope and priorities underlying partner and expert workshops are formed and tested in these interactions based on analysis of our current portfolio, achievement towards Strategic Objectives and the potential for KTI integration to address priorities.

These core propositions form the basis of consultation across all actors in the EIT Food community to develop actionable challenges and calls to action to address specific, demand-led, priority needs in line with strategic goals. Emerging challenges are published by EIT Food to generate proposals from partners and new entrants. These proposals are then independently evaluated and scored by external experts before inclusion in the Business Plan.

The strategic analysis process may also identify action areas where it is more effective for EIT Food KIC LE itself to lead and coordinate activities. Where this emerges, and programmes of work are designed under KIC LE leadership, open calls invite participation from partners and new entrants with capacity and capability to partner with KIC LE in the regional implementation of KTI activity.

The content of each Business Plan, both partner-led activities and KIC LE led activities, is proposed to a collective approval mechanism at an EIT Food Partner Assembly. A free and independent vote to accept or amend the proposed Business Plan takes place before the final proposed Business Plan submission to EIT.

Synergies and Collaborations

Development of Synergies – EIT Food as a Network of Networks

EIT Food, with its CLCs, innovation hubs and through its RIS programme, is committed to developing long-term partnerships with actors sharing similar strategic and societal objectives.

As Horizon Europe launches, EIT Food is contributing directly to the development of EU Food Systems Partnership, having actively identified synergies and opportunities for joining up different governance levels, institutions and actors in the food system to maximise joint impact.

Direct engagement with DGs AGRI, MARE, SANTE & GROW alongside RTD and EAC through our Policy Advisory Board will directly influence our further collaborations, reaching beyond Farm to Fork to encompass Next Generation EU Partnerships in relation to biodiversity/ circular economy and digital transformation. Engagement in these areas is fully consistent with our intended impact pathways and investment intentions.

This contribution will be echoed by participation in developments around EU Missions - in particular those in the areas of Soil Health & Food; Cancer; Adaptation to Climate Change including societal transformation; and Climate-neutral and smart cities. The first three of those missions map exactly into EIT Food's health, environmental and circular economy transformation impact pathways, while our technology driven responses to health, supply chain, urban farming and changing work/ life patterns in cities fit within smart city actions and regional smart specialisation strategies. The Mission on Healthy Oceans, Seas Coastal and Inland Waters will be examined closely for developing strategic alignment with our aquaculture focus area.

This commitment to large-scale cooperation to generate and sustain the critical mass required for system-level change is further embodied in KTI activities which can be mobilised to support wider agendas. EIT Food's extensive engagement with national innovation agencies, local authorities, farm networks and producers via our regional centres provides a basis to explore engagement in rural development activity strategies informed by partners and stakeholders also engaging with Common Agricultural Policy (CAP) Strategic plans and funds³⁴ and linked to the potential for cluster engagement and place-based innovation actions within regional, urban, peri-urban and rural food systems.

EIT Food is creating and facilitating synergies between problem owners and solution sponsors to collectively address societal challenges alongside other EU initiatives which will implement the EU Farm to Fork Strategy through:

- Exchange of knowledge, research results and ideas, to identify the opportunities to innovate and develop new solutions to transform the food system;
- Identification of policy and regulatory issues which may slow down or promote the development of new innovative solutions, including the data environment and standards required to enable digital transformation of the food system. EIT Food is eager to share learnings and recommendations with the European Commission and other stakeholders to address these issues, without compromising on EU consumer protection, safety and environmental standards;
- Setting future education priorities for the agri-food sector: EIT Food is eager to develop a dialogue with the European Commission and other stakeholders to contribute to the EU Skills Agenda with a view to support the innovation and transformation capacity of the sector. EIT Food has made strong progress in digital skills development, education and digital innovation practice consistent with the priorities of EU Digital Education Action Plan and will continue to explore this area;
- Investments: Investments in agri-food technology and start-ups lag behind those channelled to other sectors. EIT Food is eager to identify synergies with the European Innovation Council, InvestEU and the European Investment Bank to increase funding opportunities for agri-food innovators and make sure the EU can reap the benefit of the best solutions and technologies springing out from its R&I programmes.

As an integral part of Horizon Europe, EIT Food will create synergies and initiate complementary activities with other EU programmes and instruments. In addition, EIT Food will use its convening, facilitating and brokering power to ensure cooperation and collaboration between different actors of the food system throughout the

³⁴ https://ec.europa.eu/info/food-farming-fisheries/key-policies/common-agricultural-policy/financing-cap/cap-funds_en

innovation process, from co-creation to design, business model development to scaling up and commercialisation. EIT Food's silo-breaking, boundary-spanning and inclusive innovation processes are aimed to bring together International, European Union, National, Regional and Local-level actors and activities, aligning innovation and societal agendas and fostering participatory methods of public and stakeholder involvement.

EIT Food deploys its Policy and Consumer Advisory Boards to bring together key European Commission Services as well as National Consumer representative groups for exploring new areas of collaboration to ensure EIT Food delivers impact in the areas which are most critical for the EU and EU Citizens as per Farm to Fork strategy priorities. EIT Food's continuous outreach across the entire EU and collaboration with International, European and National Funders, Innovation Agencies, European Partnership Initiatives, and European Technology Platforms allows the design and publication of dedicated calls and the promotion of solutions and initiatives that could be scaled to maximise impact.

EIT Food supports the creation of innovative companies and works in close synergy and complementarity with the EIC to scale them up for breakthrough societal and economic impact. EIT Food also explores synergies with the European Commission in the context of Horizon Europe Missions, to be able to connect its activities to large scale demonstrators and innovation uptake potential.

Building on our programming role in the 2021 UN Food Systems Summit, EIT Food will strive to build synergies with international organisations, notably the World Health Organisation (WHO), Food and Agriculture Organisation (FAO), Organisation for Economic Cooperation and Development (OECD) to disseminate its innovation results to communities of practices (CoP) across the world for increased uptake of European solutions and to support the competitiveness and attractiveness of EU.

EIT CLC & RIS regions

The CLC & RIS activities of EIT Food complement the smart specialisation strategies of European regions. We aim to build synergies with local agencies, clusters and innovation accelerators to leverage with the funding programmes available, particularly for EIT RIS regions, including EU Structural and Investment Funds. EIT Food will also work to support or partner with consortia or organisations to access funds such as those promoted via the European Executive Agency for SMEs (EASME) where these enable delivery against our strategic priorities and impact plans.

A key purpose of developing these programmes is to address innovation disparity and promote openness of the KIC while contributing to regional development and strengthening innovation capacity in industrial sectors of RIS countries. RIS activities are an integral part of all our KTI activities and fully aligned with all parts of this organisation.

Cross-KIC cooperation and Simplification/Shared Services

EIT Food has a unique place in the EIT Innovation Community, as food and nutrition security (FNS) are interconnected with other KIC's challenge areas impacting upon the well-being of all EU citizens. In order to create meaningful and lasting impact in the context of European Green Deal, EIT Food will utilise cross-KIC as a tool to share experiences and good practices with other KICs and to scope for high-potential joint actions from across KIC portfolios.

EIT Food’s approach to cross-KIC activities is to enhance cooperation and synergies between KICs, leveraging interdisciplinary innovation through co-design, collaboration and co-creation (fig.18). EIT Food also wishes to develop platform capability to allow for future rapid deployment and scale-up of investment to create maximum impact on food, environmental and health systems.

Content priorities for EIT Food include those meeting points between KIC systems which will allow for accelerated progress towards our societal and economic impacts in line with priorities identified in EIT’s overall Strategic Agenda, combining capacity building and RIS inclusion in particular.

Within the thematic crossovers identified in fig. 19, EIT Food anticipates building upon activities encompassing circular economy capacity development in RIS territories; addressing digital production in food systems; trialling testbed development approaches to inform place-based innovation practice; further developing specialist “Food For Health” interventions; addressing water scarcity issues.

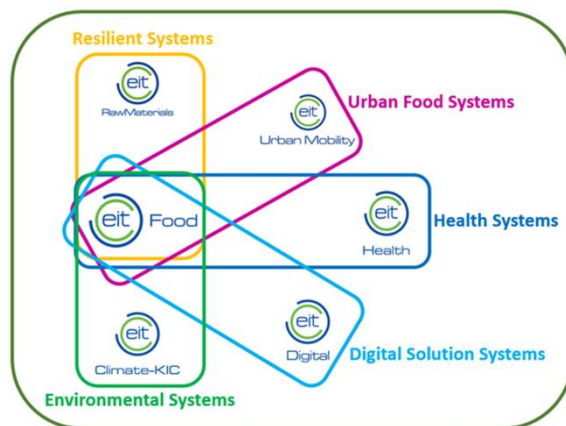


Fig.19: Cross-KIC System Synergies

In relation to specific schemes, EIT Food is committed to furthering the cross-KIC agenda in Human Capital, HEI Innovation Capacity Building and Skills for the Future. We also intend to benefit from participation in infrastructure programmes such as EIT House, CLC Consolidation, Common Outreach and EIT RIS and any future opportunities to create efficiency in the service of impact.

Communication

EIT Food supports Europeans in becoming change agents in the transition towards a smart, inclusive and trusted food system. Through a professional social media and online content management strategy, developed in line with the EIT community brand, EIT Food will reach significant numbers of people through our own channels and the placing of high-quality stories (Table 5):

KPI	2021	2022	2023	2024	2025	2026	2027
# of website visits/ <u>unique</u> website visitors	900,000	959,000	1,022,000	1,088,500	1,160,000	1,236,000	1,317,000
# social media followers (data collected to include Twitter, Facebook, Instagram and LinkedIn followers and engaged users on each channel)	85,000	118,000	133,000	156,000	183,000	217,000	255,000
# social media engagements (data	8,753,000	9,800,000	10,700,000	12,000,000	13,600,000	15,300,000	17,200,000

collected to include Twitter, Facebook, Instagram and LinkedIn followers and engaged users on each channel)							
# media coverage (articles and broadcast in global / European / national / local press, TV, radio, etc.)	675	710	745	780	820	860	900

Table 5: Communication KPIs

Ambitions for Communication:

- EIT Food will become the most trusted interface for R&I stakeholders and consumers on the future of food and healthy and sustainable food in Europe.
- EIT Food will act as a key reference for EU media and relevant policy makers on the future of food, identifying and facilitating the connection with relevant expertise throughout the value chain, being recognized as the trustworthy community of experts, and recommending and inspiring policy.
- The EIT Food brand will be known at EU level by all stakeholders working on agri-food issues, and it will be associated with its transformation mission: EIT Food will be recognized as a leading advocate for innovation and for change to improve the future of food in line with SDGs.
- EIT Food will actively promote and support a shift in engagement from consumers as passive recipients, to citizens as change agents. Our *Public Engagement* will build a new communication culture where consumers are not only informed about science and innovation but are empowered to participate in activities and debate together with industry and academia on how to improve the food system.
 - Promote positive food consumption behaviour with consumers.
 - Grow ‘consumer-readiness level’ for uptake of new food innovation.
 - Enable interested consumers to become active food system contributors.
 - Advocate consumer collaboration throughout innovation process.
 - Encourage the food system to create the conditions for trust –consumer collaboration and transparency.

Key channels and tools

EIT Food follows an integrated communication strategy with its public outreach, corporate communication and public affairs activities. We will use this professional structure to focus on content that drives our brand and community advocacy. In addition, CLCs will deliver regional-specific content to local stakeholders.

Through ensuring consistency with EIT community brand guidelines and strategy, EIT Food will play its role as representative of the EIT family of KICs, and will help raise the EIT brand profile for common benefit with our fellow KICs.

The EIT Food content strategy and annual calendar is devised in such a way that it supports building a strong, trusted brand, supporting regional, functional and all strategic objectives. Through content and social media (fig.20), EIT Food will build a strong brand that relevant change-makers and the public believe in and will

Fig.20: Internal & External Tools
External Tools

TARGET AUDIENCE		STAKEHOLDERS	FoodFIVE®	Events	E-mail	Annual report	EIT Food Plaza	Website	Social Media	Policy Advisory Board	Consumer Advisory Board	FoodUnfolded®	Public Engagement project portfolio	MOOCs	Citizen Participation Forum	Press releases & interviews	RisingFoodStars & Alumni Network	Ambassador network	EIT FoodFight podcast		
INTERNAL	EIT Food Partners	<ul style="list-style-type: none"> Core Partners (incl. SMEs) Network Partners Associates RisingFoodStars 	✓	✓	✓	✓	✓	✓	✓												
	EIT Food employees	<ul style="list-style-type: none"> All KIC LE and CLC employees Contractors working for EIT Food 	✓		✓	✓	✓	✓	✓												
EXTERNAL	Multippliers, policy-makers	<ul style="list-style-type: none"> EIT, authorities on EU, international, national and local level Regulating authorities Policy-makers Producer and consumer organisations (EU/national) 		✓		✓		✓	✓	✓	✓									✓	
	Food consumers/ Citizens	<ul style="list-style-type: none"> Food consumers of all ages (including prosumers – engaged consumers – and mass market consumers) 				✓		✓				✓	✓	✓	✓					✓	
	Peers	<ul style="list-style-type: none"> Other KICs Potential new Partners Scientific institutions and industry players outside the KIC 		✓		✓		✓	✓												
	Media	<ul style="list-style-type: none"> Digital and print EU press, national press and local press B2B media 				✓		✓	✓								✓			✓	
	Change agents	<ul style="list-style-type: none"> Students, young people Entrepreneurs VCS Executives/professionals Scientists Engaged consumers/citizens 		✓		✓		✓	✓									✓			
	Amplifiers	<ul style="list-style-type: none"> Opinion leaders, influencers and bloggers "Celebrity" figures International organisation and bodies 		✓		✓		✓	✓			✓								✓	✓

proactively seek out and engage with.

In this context, although Public Engagement activities can contribute to all Strategic Objectives, they contribute most strongly to our Strategic Objective 1 on consumer trust. In turn, this heightened quality of engagement will lead to better expression of public need and preferences, creating better informed systemic innovation responses and increased take up of innovation.

Dissemination of Results

The dissemination of results and good practices is reflected in all EIT Food activities, particularly with regards to EIT Food Innovation projects. This aim is to maximise the take-up of new knowledge, both for commercial purposes and for policy making, as well as ensuring accountability for expenditure.

KPI	2021	2022	2023	2024	2025	2026	2027
# results, good practice (GP) and lessons learnt (LL) disseminated by the KIC through appropriate means (e.g. publications, online repositories, fact sheets, targeted workshops)	250	300	350	400	400	400	400

It is mandatory for all projects to have a dissemination / communication plan appropriate to their sector norms and commercial plans. The majority of dissemination activities relating to final project outcomes and results will

take place after project completion. As a result of this activity specific nature, targets relating to dissemination are captured within EIT Food’s Business Plans, complementary to this Strategic Agenda.

EIT Food is taking a proactive role in maximising the reach and impact of dissemination activity through dedicated resource for development of a systemic approach which connects project dissemination by individual partners to overarching EIT Food organisational strategy and brand. A successful and effective programme of dissemination is a key component in achieving our Impact Goal to improving conditions enabling better trust in the food system. Transparent, objective and trustworthiness in dissemination practice is an essential starting point in this goal.

Dissemination policy will be supported by deployment of tools and platforms harnessing best digital knowledge management practice in the interests of public and professional impact and reliable monitoring. The aim is to capture data insights from dissemination activity to maximise reach, audience development and value building activity for EIT Food centrally from project output aggregation.

EIT Food uses platforms (Table 6) for disseminating results of its activities. This subsequently supports dissemination at project level.

Platform/format	Purpose	Accessibility
EIT Food website	All projects are showcased on the EIT Food website	Open to all
FoodUnfolded®	Project outcomes and new technologies	Open to all
KIC Intranet	Deliverable database	EIT Food partners & employees
EIT Food project press release format	Press release format - available via Intranet	EIT Food partners & employees
EIT Food Policy Advisory Board	Platform used to disseminate results and foster cooperation with the European Commission	Commission Directors at technical level (policy makers)
EIT Food Consumer Advisory Board (start Q4 2020)	Platform to generate multiplier effect for completed and ongoing projects via dissemination to and participation of consumer organisations	(National) Consumer organisations
CLC outreach activities	Showcase EIT Food activities and results fitting program focus	Open
EIT Food Venture Summit	Showcase Business Creation portfolio and cohort of agri-food start-ups & scaleups	Investors, corporates and EIT Food partners
EIT Food Future of Food event	Showcase EIT Food activities and results fitting the programmed future trends and priorities in food innovation	Policymakers, EIT Food partners and other key stakeholders active in agri-food research, innovation and education
EIT FoodHive – partners section	Discuss projects, lessons learned and good practices	EIT Food partners & employees
EIT Food Hype platform	Platform for Collaboration & ideation, consortium building and creation of new	Open

	project ideas	
EIT Food Innovation marketplace	Share lessons learned and good practices / marketplace for consortia to showcase their running projects results	EIT Food partners & employees
CLC (partner) events	Share lessons learned and good practices	EIT Food partners / open
EIT House	Cross KIC group working group to disseminate results and foster cooperation with the European Commission	EU Commission

Table 6: Dissemination Channels

Stakeholder Engagement

EIT Food will contribute to the shaping of key agri-food policies at European level. It will be considered an essential contributor to the EU policy cycle, by leveraging the expertise available in its ecosystem and its projects to generate policy insights and recommendations, influencing EU policies to transform the food system, creating an environment sympathetic to advanced agri-food innovation.

EIT Food will run 2-3 stakeholder engagement campaigns on priority themes in each year 2021-2027.

Public engagement activities are designed to support EIT Food’s impact pathways through targeted and purpose driven dialogue. The immediate impact factor is achieving KPIs around public engagement and outreach to build towards improved trust in the food system, changed dietary choices and to enable the transition to a circular, sustainable economy in food through promoting inclusive innovation.

For example, **EIT Food’s Trust Report**³⁵ informs our work with the Directors of the DGs relevant to EIT Food in our EIT Food Policy Advisory Board. The exchange of data-driven insights into public attitudes to the food system with policy priorities and direction allows EIT Food to maximise our impact to policy goals through stronger activity targeting and problem diagnostics.

EIT Food will encourage other organizations to adopt its solutions and approaches, facilitating their deployment at a larger scale via platform relationships. In doing so, EIT Food will raise the overall awareness of EIT, the strengths of the KIC model and the achievements of the EIT Community.



Fig.21: Stakeholder Engagement

³⁵ https://www.eitfood.eu/media/news-pdf/EIT_Food_Trust_Report_2020.pdf

EIT Food will function as a powerful bridge builder to other initiatives at European, national, and regional levels in order to enhance the overall impact of the KIC.

EIT Food follows a stakeholder prioritisation in its corporate communication of three groupings (fig. 21).

Though all groups will be targeted by EIT Food Communication activities, the intensity of these activities will differ. The target prioritisation is reviewed annually in line with our strategic Objectives and Focus Area priorities.

The three main pillars of content plans to cover and that serve different audiences are:

- **Innovation & Focus Areas** – this forms the majority of our content focus and serves the Partner, Policy Makers and Business Owner & Entrepreneur audiences. Content is based on key thematic areas and underpinned by a broad brand focus on innovation in the food system.
- **Community & Projects** – this content highlights the breadth and richness of the community activities, highlighting more specific activity stories from across regions in Europe. As such, it allows EIT Food to adapt stories to target (mainly food professional) stakeholder groups as required.
- **Inspire & Educate** – this content is primarily focused on consumers and learner audiences (as consumers are the primary focus of the FoodUnfolded® platform)

Within these multiple stakeholder groups, EIT Food’s focus will be on the Changemaker agents, reaching new audiences through these credible influencers. Through these Changemakers throughout 2021 and beyond, EIT Food’s focus will be to on telling impact-focused content that tells the story of the EIT Food brand in a holistic way, via a theme-based content calendar.

Target	Definition	Engagement Activities
Engaged consumers	Positively Engaged consumers / consumer organisations	<ul style="list-style-type: none"> • FoodUnfolded® • Events • MOOCs • Citizen Participation Forum • Public Engagement activities • Consumer Advisory Board
Media	Relevant media: <ul style="list-style-type: none"> • (Inter)National, regional, local • Trade & general • Online, radio, print • Brussels media 	<ul style="list-style-type: none"> • Press releases • Media campaigns • Events
EU Policy Makers	<ul style="list-style-type: none"> • European Commission • Other key EU institutions 	<ul style="list-style-type: none"> • Policy Advisory Board • Events • Individual meetings
Changemakers	Multi-stakeholder (we will focus on changemakers in each of our priority groups of	<ul style="list-style-type: none"> • Social Media

	Business Owners & Entrepreneurs, Policy Makers, Partners, Learners and Consumers)	<ul style="list-style-type: none"> • Events
Partners	EIT Food consortium partners	<ul style="list-style-type: none"> • FoodHive • Partner mails • Partner events
Employees	EIT Food colleagues	<ul style="list-style-type: none"> • FoodHive • Social Media • All Hands meeting (virtual townhall meeting)

Table 7: Target audience and engagement activities or tools

Global Outreach

The food system is global and tackling its challenges requires access to global knowledge networks to ensure sustainability of solutions. EIT Food works with best-in-class organisations and networks to reinforce its activities in the greater Europe (EU, the UK, Balkans, Accession Countries and EU Neighbourhood Countries) and beyond, with the aim of increasing the competitiveness of European economy, its innovation and entrepreneurial capacity. EIT Food works with the EU Institutions and International Organisations in identifying and developing innovation opportunities in food-critical regions and countries such as Ukraine, Africa, Americas and major Asian markets.

EIT Food has well established collaboration with key international organisations, such as the United Nations (as a partner in the UN Food Systems Summit 2021³⁶) and international donors to draw new business partner organisations, researchers and students from all over the world towards EIT Food, as well as to initiate and develop cooperation with third-country organisations.

EIT Food's choices concerning direct involvement in specific Global Outreach activities will be based upon the potential for those activities and relationships to accelerate our achievement of KPIs, and principles of financial sustainability and cost recovery.

EIT Food is also aligned with the EIT Strategic Framework for Global Outreach Objectives³⁷ 1.ii/ii in our planned activities, particularly in opening growth markets for entrepreneurs and in developing opportunities to gain a return on deploying our own methods of working in other systems.

Engagement with existing EIT outreach actions in San Francisco/ USA, Israel & China will support entrepreneurship through enriching content and diversifying perspectives in leadership development, while also seeding a greater global market awareness in early-stage businesses we support and attracting inward investment. This will help with competitiveness gains and innovation uptake in future innovation. EIT Food will also explore the potential for engagement in these sites as catalysts or hubs for x-KIC activity. Each location also offers potential for technology showcasing and outreach to new export markets to benefit innovation uptake and financial sustainability.

EIT Food will develop international collaborations in new territories which offer significant opportunities to generate return and influence based on our effective KTI model. Engagement in global territories with strongly

³⁶ <https://www.un.org/en/food-systems-summit>

³⁷ https://eit.europa.eu/sites/default/files/20190605-gb57-17-strategic_framework_for_eit_community_global_outreach_activities.pdf

developing agri-food economies, where growth potential is twinned with innovation barriers will be a clear priority, should business investment cases stand up. Franchising, partnership and direct delivery models are possible means of transferring successful support and growth models such as accelerator or entrepreneurship programmes to build capacity beyond Europe, while also creating potential financial sustainability routes and means of influencing global agri-food trade.

As EIT Food has a strong relationship with the United Kingdom, Brexit is on the brink of creating a significant international partnership location for EIT Food by default. The agri-food system of the UK and EU 27 is so intertwined that our strategic objectives will be well served by maintaining new models of engagement with UK agri-food, aiming to leverage national cofunding for joint activities as a non-political innovation bridge. The importance of EIT Food as a neutral actor in this area is particularly significant on the island of Ireland where cross-border agri-food business underpins so much of the economic performance and social stability in both territories.

In the context of participating in cross-KIC Global Outreach, EIT Food welcomes the support of EIT for establishing new innovation hubs in order to facilitate outreach to important regions and countries, and to have permanent hubs serving to interact with local innovation ecosystems.

EIT Food also recognises that the trade in innovation is not a one-way exercise. “Spinning-In” of innovation from outside Europe is an underexplored business model, and EIT Food’s ability to provide a European market perspective to start-up and innovation programmes approaching European markets from outside the territory is a clear strength.

6 RISKS

Table 8: Risk assessment

Key risk (title and description, including cause and potential consequence)	Risk type ²¹	Objective/thematic area affected by the risk	Impact (Low 1-2 Medium 3 High 4-5)	Likelihood (Low 1-2 Medium 3 High 4-5)	Action plan Summary		
					Description (mitigating measures)	Owner	Deadline
Membership Profile – misalignment of partnership with areas of need/ impact caused by lack of openness and leading to sub-optimal performance against objectives.	1 External Environment – External Partners	All	4	3	Active review and forecasting of membership needs to inform open and active partner recruitment.	Partnership Task Force/ MB/ SB	Ongoing
Partner Engagement – diminishing or superficial partner engagement - many causes – can lead to misaligned expectations regarding funding and activity expectations regarding new impact focus.	5. Communication & Information	All	4	3	Involvement of Partners to redefine the KIC strategy, strong links between Partners and CLCs, and improved Partner communication and support with additional staff.	MB	Ongoing
Food System Crises – system upheaval caused by COVID-19 may continue to disrupt food system causing rapidly changing business approach to innovation. Possibility of future pandemics.	1. External Environment – Macro Environment	All	4	4	Continued dialogue with food system leaders and consumers to maintain accurate picture of system effects due to pandemic.	MB	Ongoing

Political – changes in priorities at European and national level – caused by many factors – positive and negative impacts may be possible	1. External Environment – Political Decisions and Priorities outside the KIC	All	4	3	Public Affairs team in place to closely monitor policy development and engage, inform stakeholders at different levels. Engagement with local governments to identify priorities.	MB	Ongoing
Financial Sustainability – external factors or market conditions impact the rate of return on investments – targets not reached	1. External Environment – Macro-environment	All	4	3	Active review and forecasting of financial returns; funding redirected to revenue generating activities when needed	MB	Ongoing
Delays in association to HE in key EIT Food countries may lead to Disruption to EIT Food portfolio delivery	1 - External Environment – Political Decisions and Priorities outside the KIC	All	4	4	Close monitoring of developments both locally and at EU level. Open dialogue with EIT and Partners to form a contingency plan.	MB	Ongoing

ANNEX 1 KIC IMPACT

Table 9: KIC Impact

KIC Strategic Objective	Problem/ issue related to the societal challenge	Societal and economic impact to be created by 2027	Impact KPIs	Targets to be achieved by 2024	Targets to be achieved by the FPA end year - 2024	Targets to be achieved by 2027	Relevant UN SDG Targets	Source of verification (to be completed only for the societal impacts)
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)
1 Address low consumer trust in food	Low consumer trust in food creates conditions where innovation which may benefit the consumer is more slowly adopted	Improvement in conditions for enhanced public trust arising from participation in the food system - Increased public engagement in food system	# people taking part in EIT Food co-creation activities	12000	12000	20,000	2, 3, 4, 12, 13	Benchmarking of outcomes for target populations vs findings of EIT Food Trust Tracker® surveys and reporting ³⁸ ; Activity Reporting & market data
3 Build a consumer-centric connected food system	Low consumer trust in food creates conditions where innovation which may benefit the consumer is more slowly adopted	Improvement in conditions for enhanced public trust arising from participation in the food system - Increased adoption & uptake of innovation in the food system; Improved Food Safety & Security ³⁹	# new digital solutions in use to improve supply chain efficiency, integrity and/or transparency.	10	10	20	2, 3, 12, 13, 14, 15	Benchmarking of outcomes for target sectors/ actors vs findings of EIT Food Trust Tracker® surveys and reporting; Activity Reporting & market data
2 Enabling healthier and more sustainable	A combination of the product options encountered by the	Reduction in relative risk (R) of obesity & Non-Communicable	# consumers using technology, products or guidance developed	2000	2000	4000	2, 3, 12, 13	Reduction in relative risk calculated by reference to Food-

³⁸ <https://www.eitfood.eu/projects/eit-food-trusttracker>

³⁹ FAO definition of Food Security & Insecurity; <http://www.fao.org/economic/ess/ess-fs/en/>

individual consumer choice.	consumer, and the basis of their decision making in relation to those products can have a serious negative effect on both the healthiness and sustainability of dietary choices.	Disease (NCD) prevalence in target populations due to known contributory dietary factors - Increased intake of foods with healthier nutritional profile.	with the support of EIT Food to personalise or change diet in line with relevant Food-Based Dietary Guidelines for Europe ⁴⁰					Based Dietary Guidelines for Europe in relation to a reference 2021 product set (aka “EIT Food Basket”), and attributed values of known contributory dietary factors within this set. Activity Reporting
	A combination of the product options encountered by the consumer, and the basis of their decision making in relation to those products can have a serious negative effect on both the healthiness and sustainability of dietary choices.	Reduction in relative risk (R) of obesity & Non-Communicable Disease (NCD) prevalence in target populations due to known dietary factors	# EIT Food supported products on the market with levels of salt &/ or free sugars &/or trans & saturated fats reduced to, or below, recommended Food-Based Dietary Guidelines for Europe (targeting food groups known to be major sources of these dietary factors); or products on the market with an improved nutritional profile	12	12	20	2, 3, 12	Reduction in relative risk calculated by reference to Food-Based Dietary Guidelines for Europe in relation to a reference 2021 product set (aka “EIT Food Basket”), and attributed values of known contributory dietary factors within this set. Activity Reporting
3 Build a consumer-centric connected food system	A combination of the product options encountered by the consumer, and the basis of their decision making in relation to	Reduction in relative risk (R) of obesity & Non-Communicable Disease (NCD) prevalence in target populations due to	# new digital solutions in use to improve supply chain efficiency, integrity and/or transparency.	10	10	20	2, 3, 12, 13, 14, 15	Reduction in estimated burden ⁴¹ of preventable foodborne disease and target contributory food

⁴⁰ <https://ec.europa.eu/jrc/en/health-knowledge-gateway/promotion-prevention/nutrition/food-based-dietary-guidelines>

⁴¹ <https://www.euro.who.int/en/health-topics/disease-prevention/food-safety/publications/2017/the-burden-of-foodborne-diseases-in-the-who-european-region-2017>

	those products can have a serious negative effect on both the healthiness and sustainability of dietary choices.	known dietary factors - Improved Food Safety & Security						safety factors ⁴² Activity Reporting
4 Enhance Sustainability through resource stewardship	There is an urgent need to transform the agri-food system into a circular economy to improve environmental outcomes and to capture potentially wasted resources and value.	Improved Environmental Impact of Agri-Food systems	Volume reduction in CO2 equivalent tonnes from Agri-Food system	8m tCO2eq reduction in CO2 equivalent tonnes within key stages identified in food product/ category Life Cycle Analysis	8m tCO2eq reduction in CO2 equivalent tonnes within key stages identified in food product/ category Life Cycle Analysis	18m tCO2eq reduction in CO2 equivalent tonnes within key stages identified in food product/ category Life Cycle Analysis	12, 13	Improvement in relevant indicators at priority system phases identified by reliable Life Cycle Analysis modelling ⁴³ for products or categories (including, inter alia: Food waste; Food loss; Fresh Water Use; GHG emissions, etc.)
	There is an urgent need to transform the agri-food system into a circular economy to improve environmental outcomes and to capture potentially wasted resources and value.	Improved Environmental Impact of Agri-Food systems - Improvement in impact on ecosystems due to factors identified as EU Green Deal and/ or CAP targets (inter alia water quality and use; use of chemical pesticides; antimicrobial use; nutrient loss; biodiversity protection)	# EIT Food supported products on the market derived from alternative sources (e.g. alternative proteins; new plant varieties; alternative production techniques, etc.)	15	15	40	2, 3, 6, 7, 11, 12, 13, 14, 15	Activity reporting
	There is an urgent	Improved	# new products or	15	15	40	2,6,7,11,12,13,15	Activity reporting

⁴² e.g. those priorities identified by WHO <https://www.who.int/news-room/fact-sheets/detail/food-safety> or European Commission https://ec.europa.eu/food/overview_en

⁴³To avoid prohibitive cost, reference to reliable published 3rd party LCAs and scenario analysis may be used to determine baselines & intervention points (e.g.: “Consumer Footprint – Basket of Products Indicator on Food”, JRC Technical Report, 2017 https://eplca.jrc.ec.europa.eu/uploads/ConsumerFootprint_BoP_Food.pdf ; or the EIT Food sponsored “EnviroScore” project: <https://osf.io/t2hz4/download/?format=pdf>)

	need to transform the agri-food system into a circular economy to improve environmental outcomes and to capture potentially wasted resources and value.	Environmental Impact of Agri-Food systems - Improvement in impact on ecosystems due to factors identified as EU Green Deal and/ or CAP targets (inter alia water quality and use; use of chemical pesticides; antimicrobial use; nutrient loss; biodiversity protection) Reduction in Food Waste & Food Loss	processes launched with EIT Food support using revalorised &/ or reintegrated food system side-streams and waste streams.					
5 Educate to engage, innovate and advance and attract new talent to the food sector	A shortage of scientific, entrepreneurial and managerial skills needed to solve complex challenges in a changing agri-food system is a major barrier to innovation.	Enabling Transition to a Circular & Sustainable Economy	% of alumni of KIC Education activities retained in the food system.	85%	85%	90%	5, 8, 9, 10	Activity reporting
	A shortage of scientific, entrepreneurial and managerial skills needed to solve complex challenges in a changing agri-food system is a major barrier to innovation.	Enabling Transition to a Circular & Sustainable Economy	# new skills and professions developed.	8	8	12	5, 8, 9, 10	(EIT economic impact KPI – EIT evidence gathering) Activity reporting
6 Catalyse food sector entrepreneurship and innovation	Investment in food sector R&D, innovation and start-ups lags behind other sectors in Europe,	Improvement in food system contribution to outcomes under EU Circular Economy Monitoring Framework	# new entrepreneurs supported by EIT Food and starting a new business within 3 years	60	60	180	5, 8, 9, 10	Activity reporting

	with the majority of businesses operating at micro-company level with little innovation-led growth.	(including inter alia waste management, recycling, competitiveness & innovation)						
	Investment in food sector R&D, innovation and start-ups lags behind other sectors in Europe, with the majority of businesses operating at micro-company level with little innovation-led growth.	Enabling Transition to a Circular & Sustainable Economy - Improvement in food system contribution to outcomes under EU Circular Economy Monitoring Framework (including inter alia waste management, recycling, competitiveness & innovation)	# start-ups and scale ups supported by EIT Food trading and reporting 1.5X increased revenue 3 years after support ceased	30	30	100	8, 9	(EIT economic impact KPI – EIT evidence gathering)
	Investment in food sector R&D, innovation and start-ups lags behind other sectors in Europe, with the majority of businesses operating at micro-company level with little innovation-led growth.	Enabling Transition to a Circular & Sustainable Economy - Food Innovation ecosystems are created, and they evolve into business ecosystems (economic)	Visible innovation ecosystems not previously in existence developed with the support of EIT Food.	5	5	7	9	(EIT economic impact KPI – EIT evidence gathering)
	Investment in food sector R&D, innovation and start-ups lags behind other sectors in Europe,	Enabling Transition to a Circular & Sustainable Economy - Improvement in food system contribution to	# new jobs created in start-up/ scale-ups.	149	149	339	8, 9	(EIT Economic Impact KPI – definitions yet to come from Horizon Europe)

	with the majority of businesses operating at micro-company level with little innovation-led growth.	outcomes under EU Circular Economy Monitoring Framework (including inter alia waste management, recycling, competitiveness & innovation)						
4. Enhance Sustainability through resource stewardship	Investment in food sector R&D, innovation and start-ups lags behind other sectors in Europe, with the majority of businesses operating at micro-company level with little innovation-led growth.	Enabling Transition to a Circular & Sustainable Economy - Improvement in food system contribution to outcomes under EU Circular Economy Monitoring Framework (including inter alia waste management, recycling, competitiveness & innovation)	# new products or processes launched with EIT Food support using revalorised &/ or reintegrated food systems side-streams and waste streams.	15	15	40	2,6,7,11,12,13,15	Activity reporting
1,2,3,4,5,6	The wider value of investment in the transition to a circular, sustainable agri-food economy is not well understood nor translated into ambitious programmes of impact investment within Europe by non-EU sources.	Enabling Transition to a Circular & Sustainable Economy	€ Social, Environmental & Economic Return on Investment per 1€ invested in EIT Food portfolio of activities ("Portfolio ROI")	Portfolio ROI>/=1	Portfolio ROI>/=1	Portfolio ROI>2	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	Evidenced by independent evaluation of EIT portfolio using an appropriate recognised methodology such as Societal Cost Benefit Analysis (SCBA) and referencing published data sources such as Eurostat Circular Economy Monitoring Framework and other sector specific sources.

