



Co-funded by
the European Union

Request for Food Solutions Implementing Consortia Guidelines 2025

IMP-ED-21330-01

EIT FOOD

Leuven, Belgium

October 2024

Eitfood.eu

Table of Contents

1. Introduction	2
2. Purpose of the Call	2
3. Key Information	3
3.1. Description of the activities	3
3.2 Key Performance Indicators (KPIs)	4
3.3 Deliverables & Milestones	5
4. Funding	5
4.1 Financial Sustainability	5
5. Eligibility, Evaluation and Selection Process	6
5.1 Eligibility	6
5.2 Evaluation and Selection Procedure	6
5.3 Appeal on Evaluation Results	7
6. Administrative Items	7
6.1 Legal Documents to be signed	7
6.2 Payment Schedule	8
6.3 Monitoring	8
6.4 Support	8
7. Annexes	9
Annex 1 Key Performance Indicators	9
Annex 2 Eligibility criteria	10
Annex 3 Food Solutions challenges: Description and Timeline	11
Annex 4 Accreditation and certification of non-degree education and training	16
Annex 5 Roles description	16

1. Introduction

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

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

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

2. Purpose of the Call

EIT Food is seeking **implementing participants (organisations)** that apply as a **Consortium** (strongly recommend including a task leader) to recruit and mentor prospective learners equipping them with problem solving skills, critical thinking, knowledge on design thinking, capabilities for business idea and prototype development, leadership skills, communication skills, market research, risk analysis, negotiation and pitching skills.

The consortium will work with [EIT Food Education](#) Team in the implementation of the Food Solutions Programme, which takes real-world sustainability challenges faced by the **food industry** and supports multi-disciplinary teams to find innovative solutions. **Food Solutions' courses** are structured around collaborative and hands-on learning, designed for bachelor's or master's students enrolled at European public or private higher education institutions. The programme runs for one year and includes webinars, mentoring sessions, and pitch sessions provided by the selected Consortium, enabling learners to develop and refine their ideas. Teams are guided through a structured process facilitated by the Consortium that encompasses problem definition, ideation, prototyping, and final presentations to industry experts and stakeholders. Additionally, EIT Food will offer support to facilitate pitch sessions and final presentations, ensuring that learners are well-prepared to showcase their solutions. An entrepreneurial and innovation course, also provided by EIT Food, equips learners with essential skills to drive their business cases forward. This course is aligned with the EIT Food Competency Framework, focusing on a combination of technical and underpinning capabilities. **Furthermore, the courses must be accredited through EIT accreditation process (EIT Label).**

The consortia will work in the implementation of **Food Solutions Challenges** (see annex 3), aligned with the [EIT Food Missions](#), guiding learner groups from concept to prototype. The implementing participants must have relevant expertise and networks in the following 3 mission areas:

1. **HEALTHIER LIVES THROUGH FOOD** – enabling more consumers to make better choices through access to healthier products and actionable information, for example by focusing on food side streams, by-product re-valorization for products or ingredient development, etc.
2. **MANAGING RISK FOR A FAIR AND RESILIENT FOOD SYSTEM** – bringing protein diversification to the mainstream and greater food security and safety through widespread digitally enabled food supply chains, for example by focusing on data evidence tech or nature-based solutions, etc.

3. A NET ZERO FOOD SYSTEMS – empowering people in their food choices through next generation packaging, for example by focusing on right-size packaging solutions or refill, reuse solutions, biotechnology solutions or monomers, etc.

Examples of previous Food Solutions challenges editions can be found [here](#).

3. Key Information

This open call invites organisations to present challenges with potential industrial applications and to support learners in developing solutions for those challenges.

Food Solutions aims to support up to **five consortia**, each delivering one challenge, with activities running from January to December 2025. Challenges carrying the EIT Label for non-degree education and training (valid for 3 years) may reapply with the same challenge in 2025. Funding for this call is available to all organisations, both EIT Food partners and non-partners, from Horizon Europe eligible countries.

Food Solutions Call Timeline	<p>Call open: 15.10.2024 - 09.12.2024, 12:00 CET</p> <p>Evaluation: 09.12.2024 - 12.12.2024</p> <p>Communication to selected participants: 13.12.2024</p> <p>Indicative start of project implementation: 01.01.2025</p>
How to apply?	Applications via Salesforce .
Maximum EIT Food funding per consortia	200.000,00 € total funding per consortia (including indirect costs)
Co-funding	Each consortium is strongly encouraged to propose a specific percentage (ranging between 5 to 20%) of co-funding and/or other potential income revenues in their workplans. The co-funding must come from sources other than EU funding.

3.1. Description of the activities

The call is open to all entities that wish to implement courses and challenges for [Food Solutions programme](#) in 2025. The implementing participants will be responsible for:

- Providing learners adequate teaching capacity and pastoral support.
- Actively cooperating with the Task Lead on the development, delivery and reporting of the programme, including the recruitment of learners, from the application to enrolment. For the programme timeline please see Annex 3. **Note:** Consortia are free to subcontract an external agency to evaluate applications using the budget assigned.
- Attend regular meetings with Task leaders or Activity Leader.
- Build and nurturing a community of learners, participants and stakeholders around the training activities, ensuring that they remain engaged and motivated throughout the programme and beyond.
- Promote the activities and programme to potential learners, participants and stakeholders through marketing and communications efforts, including social media, email marketing, and other channels.
- Collect data/evidence for programme and be accountable for deliverables.
- Have a risk management procedure in place to ensure learner support for such eventualities as catastrophic technical or venue failure.
- Evaluate and monitor the effectiveness of the training activities (entrepreneurship course, mentoring, prototype development, and pitching sessions), collecting data and feedback from participants and learners to inform future improvements as per Task Lead coordination.

- Organize and monitor progress of the mentoring sessions (industry and prototype development), pitch sessions and Final Pitch Event.
- Provide additional resources to meet financial sustainability requirements. Contribute to the definition & execution of Financial Sustainability plan for their own program.
- Notify the Task lead early termination by learners or by the Consortium in writing immediately.
- It is mandatory to use standardised templates provided for Food Solutions.

The application form provides a structure to describe each of these elements in detail.

Each Food Solutions challenge is designed and delivered by a consortium of participants led by a Task Leader. The whole Food Solutions Programme is led by an Activity Leadership Team (Activity Lead and Programme Manager). While the Implementing participants may apply for a Task Leader role, please note that, due to the foreseen workload, individuals will not be allowed to act as Task Leader for more than a single Activity. In addition, we recommend that each task lead designate a backup. For more detailed information about each role, please see annex.

Note: it is mandatory that all learners selected by the consortia sign the EIT Food Students Agreement. If the learners disagree, they must cover the programme participations fees. All students that sign the agreement will be entitled to a waiver. Alternative funding models such as sponsorship could offset the fee waiver; securing this sponsorship is the responsibility of the Task Leader and the consortium for a particular Challenge.

3.2 Key Performance Indicators (KPIs)

All **EIT Food funded** projects should achieve relevant Core Key Performance Indicators (KPIs). For the Food Solutions Programme, the main KPIs are *Graduates from EIT labelled programmes* and *Innovations Introduced on the market during the KAVA duration or within 3 years after completion*.

Code	KPI	KPI Definition	Target
EITHE07.1	Graduates from EIT labelled programmes*	Sum of graduates from EIT labelled master's, PhD programmes and other education activities awarded EIT Label (in year N).	[TARGET] 300/year [TARGET per-Consortium] 60/year
EITHE02.1	Innovations introduced on the market during the KAVA duration or within 3 years after completion.	Innovations introduced on the market during the KAVA duration or within 3 years after completion. Innovations include new or significantly improved products (goods or services) sold.	[TARGET] 15 /year [TARGET per-Consortium] 3 / year

* All courses must be accredited through EIT's process (EIT label) to meet this requirement. This step is not required at the application stage.

Please note: EIT Food requires specific structured data and documentation at the end of the funding period to confirm the achievement of KPIs. Grantees (selected Consortium) will need to report the achievement of KPIs in the grant management tool and ensure that the structure data and the document are complete (See Annex 1).

3.3 Deliverables & Milestones

Each Consortia needs to submit a final deliverable at the end of the implementation period. The deliverable should include:

- DEL01. Communication and Dissemination report
- DEL02. Business cases and prototypes report
- DEL03. Activity line management report
- List of participants in the activities

Grant recipients have obligations on communication, dissemination and visibility rules. Please see Article 17 of the [Model Grant Agreement](#) and EIT Food's [Brand Guidelines](#).

Grant recipients must adhere to [EIT Food Intellectual Property's \(IP\) Policy](#) which complies with the IP provisions outlined in Article 16 of the Horizon Europe [Model Grant Agreement](#).

4. Funding

The total budget for this call is **€1.000.000**. Implementing participant recipients will receive a subgrant to fund their costs.

- The project can start from January 2025 and last up to a maximum of 12 months of funding from the start date.
- Estimated EIT funding per Consortium (covering expenses for up to 60 successful students) is a maximum of **200.000,00** € in total including indirect costs.

If the above EITHE07.1 KPI target is not met, budget will be reduced accordingly and re-allocated to the next cohort.

There is a 6 million EUR limit per participants from Member States of the European Union (EU) and from [Horizon Europe Associate Countries](#) for the whole 3-year Grant Agreement. Legal entities from non- Horizon Europe Associate countries can participate in consortia but are limited to funding of 60 000 over 3 years for a Grant Agreement. This funding is implemented under GA 01101912. In those limits are included all the EIT Funding awarded to an organization across all the activities and prizes for the 3-year grant agreement.

The Subgrant is based on actual costs and value for money. All costs, including co-funding, need to comply with Horizon Europe regulations regarding the eligibility of expenses. Please refer to Article 6 of the [Model Grant Agreement](#) and the [Annotated Model Grant Agreement](#).

4.1 Financial Sustainability

EIT Food is committed to developing a level of financial autonomy 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 Activities and initiatives with potential to provide both a financial return and a diverse mix of revenue streams and mechanisms.

Each consortium is **strongly encouraged to propose a specific percentage of co-funding** (ranging between 5 to 20%) and/or other potential income revenues in their workplans. The co-funding must come from resources other than EIT funding. For the workplans which will include the co-funding it is essential to demonstrate committed funding from resources other than European Union funding.

5. Eligibility, Evaluation and Selection Process

5.1 Eligibility

This call is open for legal entities that apply as a **consortium**. Please read Annex 2 carefully, in addition to the following eligibility criteria:

Organisation Eligibility	Each implementing participant must:
	<ul style="list-style-type: none"> • Be a legally incorporated entity in one of the EU or Horizon Europe eligible country listed above for a minimum of 1 year. • Provide PIC numbers per each consortium member: https://www.eitfood.eu/files/PIC-Guidance.pdf • Comply with requests for documents during due diligence or validation.
Consortium Eligibility	The consortia must be composed of:
	<ul style="list-style-type: none"> • Consortium size: each consortium must include at least two members from the academia and at least two industrial participants and/or research institutes. We encourage the number of academic participants to be the same as the industry participants in a consortium. • Geographic coverage: The consortium should have an EU dimension (involving at independent entities from two different Horizon Europe eligible countries and two EIT regions. For regions, please see EIT Food North & East - EIT Food; EIT Food South - EIT Food; EIT Food West - EIT Food) committed to collaboration. • Participant roles: each participant involved should have a clear role in the consortium towards achieving the defined objectives. • Strongly suggest Task Leaders (TL): Task Leader person must be an employee at that the lead consortium organisation.
Proposal Eligibility	To eligible proposals must:
	<ul style="list-style-type: none"> • Demonstrate expertise and/or network in education sector. • Demonstrate expertise and/or network within the EIT Food Missions. • Be complete, with all mandatory application documents uploaded. • Be submitted on time via our submission template. • Be fully written in English.

5.2 Evaluation and Selection Procedure

All submitted applications will undergo an eligibility check and evaluation to determine their feasibility and suitability for funding. The evaluation will be conducted by a minimum of 2 external evaluators and 1 internal evaluator, based on the criteria below.

Applications will be evaluated based on:

- Excellence: Unique and innovative challenges
- Impact: Potential, Impact tracking approach
- Quality and efficiency of implementation

Applications are evaluated and scored by internal and external EIT Food evaluators, using the following criteria:

Excellence (30%)	<ul style="list-style-type: none"> • Outline of the problem and solution (35%) • Innovativeness of the proposed solution (30%) • Soundness/credibility of the concept (25%) • Value for money of the proposed challenge (10%) 	0-5
Impact (20%)	<ul style="list-style-type: none"> • Contribution to EIT Foods' mission (55%) • Demonstration of distinctive EIT/EU added value (25%) • Potential contribution to Industrial impact (20%) 	0-5
Quality and efficiency (50%)	<ul style="list-style-type: none"> • Level of prototype and Innovativeness (30%) • Competence and experience of the consortia (30%) • Multidisciplinary team (40%) 	0-5

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

The top five highest-scoring applications will be selected.

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

5.3 Appeal on Evaluation Results

All lead applicants will be alerted in writing to the outcome of their proposal.

They can submit an appeal within 5 days of receiving their result, if:

- The evaluation of their proposal has not been carried out in accordance with the procedures set out in this document.

For more details, please refer to [EIT Food Redress guidance](#).

6. Administrative Items

6.1 Legal Documents to be signed

Selected applicants will sign the following contracts and agree to our conflict-of-interest policy. To be signed between the consortium members and EIT Food:

- A. Kava Contract**
- B. Framework Agreement**

To be signed by the learners recruited for the challenge:

- C. Student Agreement**

It is highly recommended that this document be signed by all members of the consortium:

- D. Consortium Agreement.** It is suggested to consider using the [DESCA](#) model as a framework for the consortium agreement.

And any other legal documents that might be considered necessary to make the grant eligible.

6.2 Payment Schedule

EIT Food will transfer funding in instalments. A proportion of the Activity budget will be prefinanced, with subsequent payments being linked to the completion of deliverables, EIT label award, and accountable KPIs. The majority of the grant will be transferred at the end of the Activity, once eligible costs have been determined and following the completion of final Activity reporting and the fulfilment of all obligations specified in the Project Agreement.

Please note: the amount and timing of funding is dependent on the dispersal of funds to EIT Food from the EIT.

6.3 Monitoring

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

EIT Food may request regular reporting of actual costs incurred with the subgrant, as well as regular reporting of KPIs and deliverables, together with the supporting documentation. The monitoring process may result in an amendment to the Activity workplan and/or budget, however the Financial Return Mechanism Agreement cannot be re-negotiated following the approval of the Activity.

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

6.4 Support

For any other questions about this call that has not been addressed in this guidelines or annexes, please contact:

- Claudio Forte, University of Turin – Activity Lead (food.solutions@eitfood.eu)
- Cornelia Schwenk, EIT Food Education- Food Solutions Programmes Manager (cornelia.schwenk@eitfood.eu)

All communication between EIT Food and applicants is only possible by e-mail. All questions should be sent prior to application deadline.

7. Annexes

Annex 1 Key Performance Indicators

For each EIT Core annual KPI, the KIC shall present the target value for years 2023-2025. Each KAVA included in the KIC portfolio 2023-2025 should contribute to at least one EIT core KPI.

In several cases, the KPI definition/scope or the structured data needed for reporting/statistics will be further clarified. The revision will be affected by the Horizon Europe impact pathway adopted and the methodology for data collection to be developed under the EIT Impact framework. More clarity will be provided in the reporting guidelines.

Where supporting evidence is not applicable, this means no supporting documents are required at the time of reporting. However, the KIC shall keep records and relevant proofs. The EIT may carry out checks on sample basis.

When reporting, please keep in mind:

- GDPR: Instead of names and contact details per individual persons (e.g. students), the KIC LE shall provide a unique personal identifier. Under this unique identifier (1 per person), the KIC LE must keep all the names and contact details for the future audits, reviews, evaluations etc...
- Please make sure that the structured data provided through import excels in Duna are identical with information in the supporting evidence (e.g. country of registration, gender of CEO/Owner).
- Horizon Europe impact pathways: similar to the H2020 indicators, we expect to monitor TRL, societal challenges related aspects, gender and geographical dimension and RIO-markers.

Area	KPI	Definition/Details	Supporting documents
Innovation <i>to be reported annually</i>	Innovations launched on the market [EITHE02]	<ul style="list-style-type: none"> - [EITHE02.1] Number of all innovations introduced on the market during the KAVA duration or within 3 years after completion. Innovations include new or significantly improved products (goods or services) sold. [TARGET] - [EITHE02.4] Number of innovations introduced on the market during the KAVA duration or within 3 years after completion <u>with a sales revenue of at least 10 000 EUR documented.</u> [TARGET] <p>Innovations introduced on the market must be directly linked with the KAVA and reported in the year when they reached the first revenue</p>	<p>Structured data:</p> <ul style="list-style-type: none"> - Year of reporting - Name of the innovation - Type of innovation (e.g. new product, new service) - Market (country) - Country of origin of the company commercializing the innovation - <u>Was the innovation developed and launched on the market as a result of the capacity building activities delivered as part of the HEI CBI?</u> - Total revenue from the innovations launched on the market for the reported year in EUR. For open access innovations only: number of confirmed users. - Was the innovation launched by learners/graduates from labelled programmes (or with

		<p>(but not later than three years after completion of the KAVA).</p> <p>Markets to be defined per country (incl. RIS countries)</p> <p>EIT RIS KPI:</p> <ul style="list-style-type: none"> - [EITHE02.2-EITRIS] – EIT RIS # products or processes (as per EITHE02.1 definition) launched on the market by organisations from the EIT RIS countries [TARGET] - [EITHE02.3-EITRIS] - EIT RIS countries – # of EIT RIS countries related to the products introduced on the market (as per EITHE02.1 definition) [no target, reported only] 	<p>direct link to participating in the labelled activity)?</p> <p>Supporting evidence (required only for the sub-KPI with the threshold of 10,000 EUR):</p> <ul style="list-style-type: none"> - Description of product or process with specified performance characteristics/ physical parameters/ functionalities demonstrating novelty (new or significant improvement) of the product/process - Declaration demonstrating link with a specific KIC KAVA (indication of the specific output of KIC KAVA(s)) and financial proof of the KAVA investment in the innovation development - Documented proof such as an invoice or an online sales record demonstrating that the purchases totalling to at least 10 000 EUR has been made by a customer
<p>Education</p> <p><i>to be reported annually</i></p>	<p>Graduates from EIT labelled programme [EITHE07]</p>	<p>[EITHE07.1] Sum of graduates from EIT labelled master's, PhD programmes and other education activities awarded EIT Label (in year N). [TARGET]</p> <p>EIT RIS KPI:</p> <ul style="list-style-type: none"> - [EITHE07.2-EITRIS] EIT RIS Graduates from EIT labelled MSc/PhD programmes and other education activities awarded EIT Label: Number of graduates from EIT labelled Master and PhD programmes in year N with citizenship in EIT RIS countries [TARGET] 	<p>Structured data:</p> <ul style="list-style-type: none"> • Year of reporting • Name • Contact detail/email address • Gender • Country of origin • Country of residence • Education programme/activity • Education programme type • Name of the HEI / education provider • Year of starting the studies under the EIT label • Year of completing the studies under the EIT label <p>Supporting evidence: n/a</p>

Annex 2 Eligibility criteria

Please Note:

1. Failing any of the above call specific criteria will make your application ineligible. If an applicant is ineligible, the participant will be informed.

2. [According to EU policies and measures](#), Russian entities will not be authorised to participate in any new grant under the EU Research and Innovation programmes. This ban applies not only to their potential participation as beneficiaries, but to their potential participation in any kind of role: beneficiaries, linked third parties/affiliated entities, subcontractors, in-kind contributors, international partners/associated partners, and third parties receiving financial support. Find the full statement from the European Commission [here](#).

3. Pursuant to Article 2 (2) of the [Decision 2022/2506](#) of 15 December 2022 on measures for the protection of the Union budget against breaches of the principles of the rule of law in Hungary *where the Commission implements the Union budget in direct or indirect management pursuant to of Article 62(1) points (a) and (c), of Regulation (EU, Euratom) 2018/1046, **no legal commitments shall be entered into with any public interest trust established on the basis of the Hungarian Act IX of 2021 or any entity maintained by such a public interest trust.*** This prohibition applies to financial support to third parties (sub-grants and prizes), hence the proposal of any entity or group of entities where a Participant is included in the list of public interest trusts shall be considered as not eligible.

4. Applicants will be deemed ineligible if:

a. bankrupt, subject to insolvency or winding-up procedures, where its assets are being administered by a liquidator or by a court, where it is in an arrangement with creditors, where its business Activities are suspended, or where it is in any analogous situation arising from a similar procedure provided for under national laws or regulations;

b. it has been established by a final judgment or a final administrative decision that the organisation is in breach of its obligations relating to the payment of taxes or social security contributions in accordance with the applicable law;

c. it has been established by a final judgment or a final administrative decision that the organisation is guilty of grave professional misconduct by having violated applicable laws or regulations or ethical standards of the profession to which the organisation belongs, or by having engaged in any wrongful conduct which has an impact on its professional credibility where such conduct denotes a wrongful intent or gross negligence;

d. is found to be attempting to influence the decision-making process of the call during the process;

e. attempting to obtain confidential information that may confer upon its undue advantages in the call process;

f. it has been established by a final judgment that the organisation is guilty of fraud, corruption or money laundering.

[Annex 3 Food Solutions challenges: Description and Timeline](#)

The **Food Solutions Programmes** raise awareness on global food challenges and promotes entrepreneurship as a possible career path. The challenges foster the entrepreneurial capacity of participants and their intention to develop and establish own products or entrepreneurial projects. The overall approach is experiential and hands-on, giving participants a basic toolkit to develop products from challenges, and possibly turn them into viable businesses. They will also learn how to be effective innovators in the food system. The programmes provide training in food systems and

equip with knowledge on design thinking, business idea development, entrepreneurial self-efficacy, team building, market research, risk analysis, pitching etc. The Food Solutions Activity Line is designed to practically demonstrate the benefits of EIT Food Knowledge Triangle integration through collaboration between bright minds from higher education, entrepreneurs, professionals, and industrial companies and startups. The challenges, therefore, envision to equip individuals with the ability to recognise, develop and act on entrepreneurial opportunities in a range of organisational settings. This novel approach taps into investment in education and skills, thereby generating individuals who dare to think outside of the box and empowers them in the job market. Investing in education and growing bright minds is essential to boost economic growth and to intensify Europe's knowledge-based economy.

Food Solutions' vision and mission is to nurture the entrepreneurial capacity of students, with the view to lead the transformation of our food system. The challenges are tightly interlaced with an overarching Entrepreneurship Spine and interwoven with close cocreation and cooperation processes between the challenge givers.

Starting with 2023, the challenges will be driven by the three missions of EIT Food. The programmes will supplement each other by taking into consideration the market needs in its corresponding regions. Deep Tech fields (such as artificial intelligence, biotechnology, blockchain, robotics, sustainable energy, geo sensing) will be featured in the Food Solutions programmes whilst still covering the EIT Food missions. The Entrepreneurship Spine is infused at the core of all Food Solutions Programmes. It is an overarching activity, thus, playing an essential role in educating in entrepreneurship and business creation and upscale competences such as leadership, communication skills, problem solving, creativity and critical thinking. The Entrepreneurship skills developed will be primarily those that underpin entrepreneurship competences:

- Valuing ideas (determine multiple forms of value created)
- Assessing consequences of ideas (social, environmental, and economic impact)
- Identifying individual and group strengths and weaknesses
- Mobilising resources/making the most of limited resources
- Planning and management
- Basic financial literacy
- Taking decisions when the result is uncertain
- Handling fast-moving situations
- Working remotely using contemporary digital tools
- Pitching and effective communications (written and verbal).

Learning Objectives

1. Analyse the food system and identify a problem that can be addressed by a sustainable solution
2. Collaborate with a multi-disciplinary team and mobilise resources to develop a solution to a food system problem
3. Evaluate a target market and competitors in order to assess the commercial potential for a product innovation
4. Critically assess alternative product concepts to craft and communicate a sustainable value proposition
5. Iteratively design a prototype using MVP (minimum viable product) principles
6. Adopt technologies and techniques to deliver an innovative product and viable business case

Activities Proposed Timeline

The proposed activity timeline of Food Solutions includes the following activities, which will be organized by each selected consortium:

Time	Learners	Consortia	
		Administrative	Participants
Jan - March	Register on DreamApply EIT Food, Food Solutions Students' agreement*	<p>Programme formation</p> <p>Reviewing the application process on DreamApply.</p> <p>Reviewing the creation of the course on Canvas</p> <p>M1. Recruitment on DreamApply</p> <p>Evaluation, Selection and Admission (DreamApply)</p> <p>Reviewing the marketing material (flyers, social assets)</p> <p>M2. Enrolment to Canvas</p> <p>TL's meeting – DreamApply, Canvas, Mentoring sessions, Kick-off events, Course syllabus, and Engagement Plans</p>	Live Online kick-off event (by March 31 st)
April	One-minute pitch	<p>***Team formation</p> <p>Upload feedback forms, agenda, PPT on SharePoint</p> <p>TLs meeting – Final Event*** (Coordinate team members, venue, book a date (Beginning of November), agenda, gala dinner, engagement plan)</p>	<p>Academic mentor - Ad hoc, face-to-face meetings at least 2 times per week</p> <p>Brain-storming workshop (insights from the Industry mentors)</p> <p>Remind session on Canvas</p> <p>Industry mentoring (one-o-one online meeting)</p>
May	Concept definition Three-minutes pitch	<p>Ideally two industry mentors will assess the progress of FS students</p> <p>Upload feedback forms, agenda and PPT on SharePoint</p> <p>TL's meeting –Mid-term monitoring</p>	<p>Academic mentor - Ad hoc, face-to-face meetings at least 2 times per week</p> <p>Value proposition workshop</p> <p>Online 1st pitch session & feedback</p> <p>Industry mentoring</p>
June	Five-minutes pitch	<p>Upload feedback forms, agenda, PPT on SharePoint</p> <p>M3. Mid-term monitoring</p> <p>Lesson learned analysis all FS consortia</p>	<p>Academic mentor</p> <p>Online 2nd pitch session & feedback</p> <p>Industry mentoring (one-o-one online meeting)</p>
July	Concept development	TLs meeting – Update Drop out	Academic mentor - Ad hoc, face-to-face meetings at least 2 times per week
August	Prototype development		Academic mentor - Ad hoc, face-to-face meetings at least 2 times per week
September	7-minutes pitch Prototype testing	<p>Ideally two industry mentors will assess the progress of FS students</p> <p>Upload recording, agenda, PPT on Canvas</p>	<p>Academic mentor - Ad hoc, face-to-face meetings at least 2 times per week</p> <p>Online 3rd pitch session & feedback</p> <p>Industry mentoring (one-o-one online meeting)</p>
October	Prepare final assignments	TL's meeting – Budget Amendment	<p>Academic mentor - Ad hoc, face-to-face meetings at least 2 times per week</p> <p>Remind final assignment submission on Canvas</p>
November	Final Pitch Events 7-minutes pitch	<p>M4. Number of graduates</p> <p>M5. EIT label</p> <p>M6. Budget Amendment</p>	Final event. 7-minutes pitch**

December		Lessons learned analysis all FS consortia	
		M7. Final reporting	

* Please see note in 3.1. Description of Activities.

**We request consortia for sustainability reasons to align on location/time for the Final Events and set a cap on the number of students travelling.

***Strongly recommend splitting the class into groups with no more than 7 students in each group.

Recruitment and Selection process of learners

DreamApply is a professional, flexible, and user-friendly system designed to efficiently manage even the most complex application and admission processes. Each Consortium sets a recruitment strategy, and co-creates, evaluates and accepts the applications on DreamApply. The assessment grid and rubrics of the evaluators is provided by Food Solutions. Guidelines of how to use DreamApply will be provided to implementing Consortium.

Canvas

Canvas is a web-based learning management system. It is used by learning institutions, educators, and students to access and manage online course learning materials and communicate about skill development and learning achievement. Canvas provides opportunities to network with other participants and connect with mentors. Guidelines of how to use Canvas will be provided to implementing Consortium.

Team formation

A Student Team is made up of at least 2 (two) and no more than 7 (seven) students from degrees relevant to the food industry, and this challenge (food scientists, economists, marketing, etc.). Each student must be registered at a European public or private higher education institution or science or business school. PhD students or students with significative professional experience (including but not limited to lifelong learning, career transition or people returning to university after a long period of work) may be considered by the admission committee on a case-by-case basis with a maximum of 2 PhDs per team. Accepted students cannot benefit from any other European scholarship or be enrolled in another EIT Food programme at the same time.

Mentoring activities

The prime goal of the **academic mentoring** is to support students with the design, develop, refine and validate of a prototype. Allow students to evaluate the feasibility, functionality, and usability of a product or service before investing significant resources into this development. Academic participants facilitate all the equipment, materials and ingredients needs to develop the prototype. It's typically done in an office/laboratory setting where the participants and teams meet face-to-face at least 2 times *per* week. Every month academic participants assess the progress of the teams using the templates provided by Food Solutions.

The prime goal of the **industry mentoring** is to provides students insights about the challenge posed, the opportunity to develop and become more competent in their ventures as well as prepare for growth opportunities in the future and reach their full potential. Mentors further help with building a sustainable business case and adjust the mentoring plan when tracking the progress. It's typically done in an online setting where the participants and teams meet one-o-one at least 2 times (at least 45 min each) through the program. After the session industrial participants assess the progress of the teams

using the templates provided by Food Solutions. Guidelines of how to set the mentoring sessions will be provided to implementing Consortium.

Pitch sessions

The goal of the pitch sessions is that students will gain the experience of presenting their ideas to judges, gain public speaking and communication skills, and receive feedback to help students steer and improve their solutions. It's typically done in an online setting where the participants and teams meet at least 3 times through the program. Ideally, 2 industry mentors assess the progress of the teams using the templates provided by Food Solutions. Guidelines of how to set the pitch sessions will be provided to implementing Consortium.

Final pitch event

The prime goal of this activity is to award the most innovative and sustainable innovations and network to lead to more job and business opportunities, broader and deeper knowledge, and improved capacity to innovate. It allows participants to collect data/evidence for your challenge and be accountable for deliverables (communication and Dissemination Plan, Prototypes and business model of new products), KPIs (number of graduates, and innovations introduced in the market) and budget contributing to the analysis of the data collected from the training activities and preparing reports to share with stakeholders, highlighting key insights and recommendations for improvement. It's typically done in a face-to-face or hybrid setting where the participants and teams meet once. At least 3 industry mentors assess the progress of the teams using the templates provided by Food Solutions. Guidelines of how to set the final pitch event will be provided to implementing Consortium.

Scouting, Outreach, Marketing & Impact

The Activity Leader and Programme Manager will drive the overall Food Solutions Strategy for Scouting and Marketing supporting each challenge in developing and delivering their own Scouting & Marketing plan. However, Task Lead are responsible for the content development.

EIT Food Education will also provide support, including:

- Social Media banners
- PowerPoint template
- Certificate of completion
- Flyer
- Email marketing campaigns
- Webpage for the different programmes on our Learning.eu website
- Application page
- Workbook for the students
- Evaluation Form
- Prize Winner Voucher
- Paid Advertising Campaign through our Advertising Agency – that requires separate budget
- In case of new topics, that didn't exist yet: we propose the 'core imagery' in line with Edu Branding Guidelines and discuss and adjust if needed with the Activity Lead

Annex 4 Accreditation and certification of non-degree education and training

This is a core part of EIT Food Learning Services' vision to professionalise the agrifood system and provide a robust, relevant and recognised programme of lifelong learning for learners and employers.

Our dual accreditation and certification approach ensures that training complies with a standard which guarantees that every course carrying the EIT Label for non-degree Education meets a genuine sector-evidenced need for competencies development.

Through the award of the [EIT Label](#) and underpinned by the EIT Food Competency Framework the independence and quality management of our accreditation and assessment processes and identification of sector requirement meets a genuine market need for enhanced food system specific competencies, leadership, communication and entrepreneurship aimed specifically at individuals aspiring to the most senior roles and has adequate systems to ensure the quality and continuous improvement of its education and training

Annex 5 Roles description

Activity Lead (AL)

- Programme design and strategy in coordination with EIT Food Education Director and PMs (Programme Manager)
- Actively cooperate with the Task Lead on the development and delivery of the programme
- Ensure TLs establish programme ownership by having all participants involved
- Actively communicate with TLs
- Define timelines, materials and templates to be used
- Quality assurance and evaluation of programmes
- Closely monitoring the Activity Line progress to ensure smooth implementation
- Ensure DreamApply is prepared on-time by individual programmes
- Ensure all participants have effective marketing and promotional activities in place (Communications and Dissemination)
- Coordinate communication and dissemination activities (planogram), gather testimonials and share with marketing team, etc.
- Coordinate with PMs and ensure in time communication to participants when relevant
- Ensure there is an ongoing and open communication channel between all participants
- Communicate actively with EIT Food
- Ensure quarterly project updates, annual amendments and reporting completed with input from TLs, using standardised templates provided.
- Demonstrate a long-term vision for the programme
- Coordination of the Leadership Team
- Co-design of challenges with the Programme Manager and interested parties (yearly)
- Co-design & execution of a scouting/engagement strategy and a marketing plan that are complementary with SMART objectives
- Programme coordination and management, leading operational processes i.e EIT Food reporting, legal agreements and support for the task leads and their Consortia
- Overall budget tracking - Mid Term Reporting - Amendment - Deliverables – KPIs
- Online platforms upkeep (Canvas, DreamApply, Sharepoint, Plaza)
- Data management and upkeep (Cohort Data surveys findings evaluation - feed the programme with new needs)
- Provide the EIT Food Education Marketing Team with quotes and success stories from the cohort
- Onboarding cohort and point of contact for admin and programme activities
- Consortium meetings as needed ((bi-)weekly) & Food Solutions Events
- Co-design & execution of a financial plan that leads to financial sustainability by being break-even by 2025

- Coordination with Programme Manager to offer cohorts future next steps for further engagement with EIT Food, including access to the Alumni network, HIVE, etc (for the purposes of internal scouting for applicants in other programs and further develop the network)
- Point of contact, and tracking/engagement of Alumni from the programme, especially those that continue developing their products

Entrepreneurship and Innovation Education Lead

- Oversee entrepreneurship education led by the Entrepreneurship Spine team
- Ensure coordination and alignment between Entrepreneurship content and Food Systems
- Ensure Canvas is prepared on-time by individual programmes
- Actively communicate with Task Leads and the Spine Team ensuring regular updates are scheduled
- Use standardised templates provided for Food Solutions
- Actively report to AL on the development of the programmes
- Evaluate and monitor the effectiveness of the training activities, collecting data and feedback from participants to inform future improvements
- Collect data/evidence for programme and be accountable for deliverables, KPIs and budget contributing to the analysis of the data collected from the training activities and preparing reports to share with stakeholders, highlighting key insights and recommendations for improvement.
- Promote the activities and programme to potential participants and stakeholders through marketing and communications efforts, including social media, email marketing, and other channels
- Attend mandatory fortnightly TL updates with the AL
- Monitoring compliance by the Consortium Participants in particular: coordinating the delivery of the Programme by Consortium Participants; monitoring Programme performance by Consortium Participants; and monitoring compliance of Consortium Participants with the guidelines issued by EIT Food's
- Collecting from the Consortium Participants as required information on technical progress; individual financial statements of the period to be reported on, in accordance with any reporting requirements set out in the GA; and an explanation of the use of recourses and the use of subcontracting services and in-kind contributions by third parties and from each linked third party, as required by the GA.
- Clearly allocates roles in meeting discussed/follow-ups per email from participants' side
- Proving participants adequate teaching capacity and pastoral support

Suggested Role: Task Leaders (TLs)

- Manage and coordinate design and delivery of specific programme
- Expertise and/or network in education sector
- Expertise in Food systems approach teaching and learning
- Expertise and/or network in the EIT Food Mission areas
- Co-creative programme design, including quality assurance of teaching and learning, delivery across multiple sites including harmonisation of programmes in intercultural contexts, and scaling of programmes
- Clearly allocates roles in meeting discussed/follow-ups per email from participants' side
- Coordination, promotion and recruitment for the Programme
- Collect data/evidence for programme and be accountable for deliverables, KPIs and budget contributing to the analysis of the data collected from the training activities and preparing reports to share with stakeholders, highlighting key insights and recommendations for improvement.
- Collecting from the Consortium Participants as required information on technical progress; individual financial statements of the period to be reported on, in accordance with any reporting requirements set out in the GA; and an explanation of the use of recourses and the use of subcontracting services and in-kind contributions by third parties and from each linked third party, as required by the GA.
- Promote the activities and programme to potential participants, learners and stakeholders through marketing and communications efforts, including social media, email marketing, and other channels
- Attend mandatory fortnightly TL updates with the AL
- Actively report to AL on the development of the programmes
- Contribute to the definition & execution of Financial Sustainability plan for their own program

- Evaluate and monitor the effectiveness of the training activities, collecting data and feedback from participants to inform future improvements as per Task Lead coordination.
- Track good news stories as they arise throughout the year, and ensure dissemination with AL
- Building and nurturing a community of participants, learners and stakeholders around the training activities, ensuring that they remain engaged and motivated throughout the programme and beyond.
- Use standardised templates provided for the different reporting requirements
- Demonstrate a long-term vision for their respective Activity
- Developing collaborations with other organizations or individuals in the agrifood sector to enhance the capacity building activities and provide additional resources, financial sustainability and expertise.
- Notify the Activity lead early termination by students or by the Consortium in writing immediately
- Present a marketing and promotional plan for their organisations, relevant ecosystems, and networks to reach the KPIs assigned to each, as planned in the proposal. It will be mandatory for the participants to follow and respect the EIT Food Education branding guidelines, thus, making sure all the material designed and used for marketing and promotional activities as well as communication and dissemination purposes will be compliant as required by the EIT Food Education team.

Consortium Participants

- Promote the Food Solutions programme the participants will deliver
- Actively cooperate with the Task Lead on the recruitment and selection process (application, screening and pre-selection, interviews, assessments, admission and enrolment).
- Collect data/evidence for programme and be accountable for deliverables and KPIs
- Actively cooperate with the TL on the development and delivery of the programmes
- Use standardised templates provided for Food Solutions
- Contribute to the definition of Financial Sustainability plan for their own programme
- Notify the Task lead early termination by students in writing immediately
- Have a risk management procedure in place to ensure learner support for such eventualities as catastrophic technical or venue failure.
- Proving learners adequate teaching capacity and pastoral support
- Expertise and/or network in education sector (desirable)
- Expertise and/or network in the EIT Food Mission areas
- Building and nurturing a community of participants and stakeholders around the training activities, ensuring that they remain engaged and motivated throughout the programme and beyond.

EIT Food Programme Managers

- Drive strategy development of Food Solutions in close cooperation with EIT Food EDU Director & AL Team
- Monitor design & implementation of the Activity Line
- Resolve bottlenecks in cooperation with the ALs
- Guidance and support during the EIT Food Annual Grant Cycle
- Marketing support to participants during recruitment periods
- Oversight of the Financial Sustainability strategy and plan
- Act as link between ALs and TLs when relevant to ensure proper approach/outreach at local level
- Aid with DreamApply & Canvas in close cooperation with EIT Food Head of Education Services
- Conduct quarterly project updates/reviews (annual mid-term reviews) & progress of the Activity Line
- Review quarterly project updates, annual amendments and annual reporting