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Request for Contributors

Education activities to supplement Seedbed Incubator
Programme

EIT Food – Making Food Innovation Happen

Knowledge & Innovation Community on Food,
part of the European Institute of Innovation and Technology (EIT)

<http://www.eitfood.eu>

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1. Overview of EIT Food

1.1 About EIT Food

EIT Food is a Knowledge and Innovation Community supported by the European Institute of Innovation and Technology (EIT), an EU body created to find solutions to pressing global challenges. EIT is an integral part of the European Union's Framework Programme for Research and Innovation under H2020 and Horizon Europe.

EIT Food is Europe's leading food innovation initiative, working to create a world where everybody can access and enjoy sustainable, safe and healthy food, with trust and fairness from farm to fork. Our mission is to transform how food is produced and valued by European society, solving the biggest innovation challenges through trusted industry, education and research partners working with informed and engaged citizens.

This is achieved through our 6 strategic objectives:

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

To accelerate the transition to a healthier, more sustainable food system EIT Food is a membership-based organisation to create an ecosystem of industrial, academic and SME partners, including startups, working across the entire food system, to provide funding in support of the development and operation of dedicated programmes. These programmes are organised in support of the Knowledge Triangle, implemented at EIT Food across its Education, Innovation, Business Creation and Public Engagement Functional Areas.

EIT Food is an international not-for-profit organisation under Belgian law operating in the abovementioned fields.

For more information about our organisation please visit the following website: www.eitfood.eu.

1.2 About EIT Food Education

EIT Food's Education activities are state-of-the-art, premium educational interventions aimed at students and professionals working in the food system. We are attracting, developing and empowering talent to lead the transformation of the food system into an innovative sector that produces healthy and sustainable food, and is trusted by society.

The unique value proposition of EIT Food courses comprises thought leadership (including food systems approaches), experiential learning, employability, alignment with the EIT Food Competency Framework, digital learning and working, and access to a European-wide network of innovators working across the food system. All EIT Food courses put creating positive societal impact (social and/or environmental) at their core, with practical applicability the hallmark of EIT Food alumni.

We want as many people as possible to care about our food system and help transform it. This means equipping them with knowledge. We educate people at different points across the knowledge journey – helping them develop their understanding of food challenges and learn new skills. From short-term interventions such as summer schools, to longer term interventions like dedicated Masters and PhD programmes, our education work develops the talented leaders we need to make radical changes

We work with leading higher education institutions and food companies to develop and offer exciting programmes to help individuals with their career in the food system.

1.3 About Seedbed Incubator Programme

The EIT Food Seedbed Incubator is a 6-month programme that aims to transform research discoveries into market-validated business propositions. The goal of the Seedbed Incubator programme is to increase the number of impactful agri-food tech ventures launched in Europe and that proceed to raise investment to grow and scale the new venture.

Each year, Seedbed supports 40 teams of science entrepreneurs who are developing innovative solutions that have the potential to solve food system challenges in these particular areas:

- Sustainable Agriculture
- Sustainable Aquaculture
- Alternative Proteins
- Digital Traceability
- Circular Food Systems
- Targeted Nutrition

Over 6-months, the programme provides participants with business skills training, personalised coaching, €6.000 funding and most importantly, access to the EIT Food network to test ideas directly with 100+ potential customers and end-users. High-potential projects will be considered for follow-on support to access pre-seed investment to launch a new venture and de-risk the technology.

This main goal is supported by the following key programme outputs:

- Engaging scouting activities and events to increase the number of high quality and relevant applications coming from diverse teams from all regions of Europe;
- Increase the number of women who (co)-found and launch new ventures;
- Decrease no. non-commercial ideas forming new ventures (killed/pivot);
- Increase return on investment for EIT Food, through corporate engagement and investing in high-quality ventures.

More information about the Seedbed programme can be found on following webpage: [Seedbed Incubator Programme](#).

2. Scope of work – Seedbed Education

2.1 General Objectives

The purpose of this Call is to select the Contributors, who will provide a high-quality hands-on training programme to supplement the Seedbed programme.

We are looking for individuals or teams who are backed by a legal entity that will underwrite the proposal. Furthermore, we are calling for three different types of contributions:

1. A consortium to deliver Modules 1-3 as an integrated curriculum
2. Individual institutions or small consortia to deliver one or more of Modules 5-12
3. Activity Leader

The trainings should cover the key elements of entrepreneurship and building an impactful agrifood tech business. Therefore, the training modules must incorporate specific aspects relevant to the agrifood tech sector. Furthermore, these trainings need to be of the highest standard, be based on the latest insights in entrepreneurial learning, apply appropriate andragogy, and fitting within EIT Food's framework for quality assurance in teaching and learning.

By coupling together EIT Food Education and Business Creation Functional Areas¹, we will enhance the Knowledge Triangle Integration by accelerating the ties and leveraging the synergies. The integration of Education activities into Seedbed programme offers an exciting opportunity to jointly nurture entrepreneurs from across Europe and ensure that the entrepreneurial education is translated effectively to the launch of impactful new ventures within the agrifood tech space.

2.2 Overarching philosophy

What will set this new Seedbed Education programme apart from other comparable programmes will be its strong and strict adherence to the principles of andragogy. These have to be consistently applied and made explicit to the participants. They are no longer novice learners.

Seedbed Education key expectations:

1. Participants will be expert independent learners. They will not need close support from the facilitators/tutors. They are autonomous learners with maturity. They as individuals take the initiative, with or without the help of others, in diagnosing their learning needs, formulating learning goals, identifying human and material resources for learning, choosing and implementing appropriate learning strategies, and evaluating learning outcomes.
2. Participants come to the programme with appropriate levels of experience and expertise. It is this relevant expertise and experience that will enable the teams to succeed on this programme and beyond.
3. The participants have achieved the motivation and drive to learn. Lifelong learning and evidence of this will sustain the teams. The acceptance of the need to engage with new skills or knowledge sets adults apart from less mature learners.
4. Participants realise that they have to act now, no longer are these activities practice for the real world. This is the real world with real world implications. There are genuine risks involved that will have significant consequences if things go wrong. It is not for the Seedbed team or EIT food programme to decide the level of risk that the teams are embarking upon. It is their approach to these risks that will determine how well and how far they progress.

¹ EIT Food operates across four Functional Areas: Education, Business Creation, Innovation, and Public Engagement.

5. The motivation and desire to develop is the final feature of andragogy. Sarasvathy and Bandura have shown in their research that internal belief systems play a central part in an individual's development. These modules and activities need to be so designed and aligned as to build progressively. To take the teams on sufficiently small, yet achievable, steps to build their levels of self-efficacy sufficient to sustain them on the next stages of the programme and even into venture creation itself.

These 5 key features need to be embedded in any module that is proposed and adopted.

2.3 The academic framework

The Framework's theoretical base is drawn from literature on: Entrepreneurial Competencies, Effectuation, Constructivism, Experiential Learning, Transfer and 'Situated' Learning, Skilled Behaviour and Reflective Practice.

The essential features of each proposed module will explicitly include:

1. Self-evaluation at the start of each module and at the end to establish levels of entrepreneurial competencies and personal development.
2. Explicit skills development (commercial as well as entrepreneurial) linked to the EntreComp framework (Learning Outcomes can be taken from the EntreComp framework as guides)
3. Critical analysis of feedback and learning.
4. Reflection on the application of knowledge and skills (to encourage transfer from earlier modules) to justify decisions on how to best progress the opportunity.
5. Action Planning
6. The encouragement of personal and professional development
7. Encouragement to engage with diverse external commercial organisations to explore a breadth of opportunity.
8. Preparation for venture creation that is not only sustainable but scalable.

Pathways to impact background information

This Module is a preparatory Module that will be taken by PhD students to bring them on par with the typical Seedbed programme participant. The aim is to develop an understanding of possible innovation pathways for specific research outcomes. Participants will explore for their research what are possible routes to impact, and what would be viable strategies to reach this. To achieve this, the programme therefore includes the following elements:

- Exploring innovation trajectories: there are different ways to achieve impact, ranging from policy drivers to commercialisation, and from industry collaboration to spin-out/startup. For each of these, what are the specific aspects that need to be considered for a piece of research?
- Engaging with innovation ecosystems: solutions need to be co-created with a range of actors in a relevant innovation ecosystem. Who are these actors, and what are useful strategies to engage with them?
- Understanding the regulatory context for specific solution: how do regulations for food and medicine shape commercialisation trajectories, and what is involved in gaining approvals?
- Enhancing an entrepreneurial mindset and developing entrepreneurial skills: Entrepreneurship is a way of solving practical problems, which is particularly suited to translate research into societal impact; it is not about venture creation but about shaping and testing ideas, articulating their value, mobilising resources and networks, and taking practical action to ensure impact is achieved.

Modules 1-4 background information

Modules 1-4 will be used to not only ensure the participants have the required levels of entrepreneurial competency to complete the programme but to also enable them to demonstrate that their ideas can deliver

an innovative solution to a genuine problem. The purpose is for individuals to develop their entrepreneurial mindset, and for teams to validate the problems they are keen to solve in a food system innovation context, to articulate the key assumptions they are using to support the venture that will emerge, and to use design thinking to articulate a value proposition.

To that end it is proposed that the tool adopted across the initial phases of the programme should be a “Lean Canvas”. This is proposed because at this stage the business model that may emerge has yet to be decided upon. It is the problem(s) that need to be confirmed as well as the role of the IP and the potential solution(s) that need to be considered. It is the clarification provided by answers to the “Lean Canvas” that will allow the PhDs and teams to propose the optimum “Business Model” that is expanded upon later in the programme. (The filter that reduces the numbers from 60-40)

By using the “Lean Canvas” in the initial modules (1-4) the teams can present their ideas at the start and then at the end to show progression and reflection upon the learning. They can then use this to justify their progression onto the next phase of their development, Modules 5-12.

It will be the continued evolution of the opportunity plus honest reflection and evidence for personal as well as professional development that will be used to establish suitability for progression. Those who do not show sufficient levels of development or engagement will be advised to withdraw and reflect on the formative feedback given and to take time to address these issues. It will be up to the individuals to decide whether to reapply or take their careers in a different direction.

Furthermore, successful entrepreneurs need to be flexible and receptive to feedback. To not be resistant to advice and to welcome insights from others. The ability to demonstrate this is a constant aspect of the assessment (formative) of the programme.

A key feature of Modules 1-4 is to build a ‘giving’ culture to entrepreneurial ecosystems in which individuals and teams contribute to relevant ecosystems rather than only take, or approach networks in instrumental ways only. Furthermore, the content seeks to build a realistic view of entrepreneurship in terms of success and failure.

Modules 5-12 background information

These Modules provide a continued evolution of the opportunity plus honest reflection and evidence for personal as well as professional development. In part, they provide key technical skills to support venture formation and management, and underpinning transversal skills to enhance efficacy of individual and team performance.

Some of these Modules will be mandatory for all teams. Other Modules may be offered to those teams that cannot demonstrate sufficient competence in that field, in agreement with the mentoring team supporting the Seedbed programme. The Modules will be structured as a progression pathway for each team, and therefore may not be taken in the same sequence by all teams.

Modules should therefore aim to address the following:

1. A compelling Lean Canvas from modules 1-4 does not predict the appropriate business model for market validation. Therefore, early on the teams need to explore the variety and suitability of various “Business Models” and incorporate business model innovations across the entire investment spectrum. Completion of this “module” will be a critically argued case for a specific “Business Model” for each team. Continued reflection and development is expected as feedback is received and teams consider whether or not to “pivot”.
2. Linked to the “Business Model” is a deeper understanding of the legal implications of the chosen “Business Model”. Included in this module is a rigorous understanding of the significance of the IP that will be leveraged to create the venture and secure future investment. Each team will need to present a robust argument for their IP and how they plan to protect/leverage this.

3. Having developed an optimum “Business Model” and secured the IP, the teams need to learn about how to identify then secure appropriate levels of investment and how to manage their finances. Financial planning as well as pathways to secure suitable levels of funding will be the basis of this module. The teams will present a coherent plan to secure suitable funding at the end of this module.
4. By this stage the “business“ will be taking shape. It is now vital that modules provide tools, as well as learning, on how to “make the business come alive“. How this will be achieved could be an assessment point for this module. Included here might be plans or at least a consideration for an exit strategy in the future.
5. Module(s) on team building need to be included. How to identify key roles to be filled as well as those that will need to be filled at later stages. Who to get onto the “bus” and what changes need to be planned for as the journey progresses? Teams will need to consider their team membership, and this could be a concluding assessment for this module.
6. Presenting a compelling argument for the opportunity is a key skill that the team needs to develop. Storytelling in various formats and media is essential. People will need to believe in the founders, to buy into their vision. This is a critical component of the journey. Creating such a compelling narrative could be the assessment for this module.
7. Securing investment. Pitching skills go beyond the storytelling. Pitching skills and the creation of the support materials will be critical for the teams going forward. This can be assessed by the submission of such a slide deck or pitch (video).
8. Anticipating then Managing risks. Early stage ventures experience high levels of “failure“. This programme needs to aim to minimise the impacts of “non-progression as planned“. Not every decision to change direction is “failure“. How teams can prepare for and then cope with commercial reality needs to be included.
9. Network building and partnership formation links of course to the business model that is progressed. This is vital for early stage ventures to achieve to survive and then thrive.

2.4 Detailed Scope of Work

The selected Contributors will design and deliver twelve modules in total. Modules 1-4 will be open to all 120 participants recruited for the Seedbed programme and thus mandatory to participate in. Within this, Module 4 entails a Bootcamp where 40 teams will be selected for the continuation of Seedbed programme and offered a unique opportunity to take part in further entrepreneurship trainings.² The 40 teams then will proceed to training modules 5-12 to enhance their skills accordingly to their startup needs. Once the 40 teams will be known, they will need to register for the modules 5-12 (individual registration for each module), so that the Seedbed education training team will have available the number of attendees per module.

Indicative workload and learning format

Seedbed participants generally have full-time commitments in their institutions or organisations, and therefore programme content needs to be delivered in a streamlined fashion. Indicative workload for Modules 1-3 is approx. 25-35 hours collectively, and for Modules 5-12 approx. 25-30 hours collectively. To support this workload, Modules must be based on a suitable balance between synchronous and asynchronous delivery appropriate to effective andragogy for that content.

Indicative module content

The Pathways to Impact module offers a focussed intervention to bring PhD students up to par with Seedbed entrants in understanding innovation, pathways to impact and technology commercialisation.

Modules 1-4 are to be designed as a integrated curriculum, including

² Please note that Module 4 will be delivered by Helix.

- Module 1: Food System Impact – building a business that solves the environmental and social challenges posed by the current food system, and which take a system innovation approach to create economic, social and environmental value. The approach emphasises problem validation;
- Module 2: Setting the entrepreneurial mind-set – identifying the why, vision and mission and building entrepreneurial confidence. This includes self-efficacy assessments and development strategies, understanding entrepreneurial competencies using the Entrecomp framework, and an emphasis on building resilience to cope with uncertainty and ambiguity;
- Module 3: Design Thinking Fundamentals: From Technology to Product – using a design thinking approach to swiftly progress ideas through the understanding of emerging user needs, challenging assumptions and redefining problems to identify alternative strategies and solutions;
- Module 4: Bootcamp ‘Lean Startup Fundamentals: From Product to Business’ – accelerating the solution to a value proposition, including the Elevator Pitch (Verbal Business Card), Market Segmentation, Customer Value Proposition and Competitive Advantage

Please note: Module 4 will be delivered by Helix due to their experience running this bootcamp as a filter for the teams to proceed to the second stage of the Seedbed programme.

Modules 5-12 offer focussed interventions to accelerate the idea and the team efficacy, including:

- Module 5: Business models and business model innovation: working towards a full business model using the Business Model Canvas and related canvases, and pivoting when conditions change;
- Module 6: Corporate Venturing: market validation with industry, and understanding market spaces;
- Module 7: Legal and IP: articulating the IP position, and securing the freedom to operate;
- Module 8: Financials and key value drivers: building the financial picture of the venture;
- Module 9: Communication and storytelling: effective communications using different media;
- Module 10: Negotiations: achieving win-win outcomes;
- Module 11: Building a diverse and inclusive team, including team dynamics;
- Module 12: Leadership in an entrepreneurial context.

Design and implementation process

The selected contributors will have an opportunity to design and deliver the above trainings, as well as a possibility to propose additional modules or improvements on how to upscale and strengthen the Seedbed education offering to Seedbed participants. Given the online nature of these trainings, we welcome the use of interactive online tools to make the trainings come to life and promote participant engagement. The contributors will be designing the trainings in close collaboration with the EIT Food Education team in line with EIT Food’s framework for quality assurance in teaching and learning, as well as EIT Food Programme Manager of Seedbed BC. We expect proposals to consider principles of diversity and inclusion in all modules.

Seedbed participants are usually entering to the Seedbed programme with different levels of entrepreneurial knowledge, skills, and experience. Therefore, it will be crucial to offer different levels of entry points of the above listed modules. With our education trainings, we want to achieve that Seedbed participants will recognise the added value of building their competences, thus, having the interest and willingness to follow non-mandatory parts as well. To achieve such snowball effect, we must ensure that the trainings will be suitable for those just starting as well as for those already more advanced.

Another point to consider is, the Seedbed Education trainings should provide top-notch and valuable entrepreneurship trainings. Yet at the same time, we do not want to overburden the Seedbed startups with too many hours of capacity building, as they will be very busy with other parts of Seedbed programme and with their startup advancement. For this reason, asynchronous and synchronous type of activities within each module should be considered.

All trainings will be provided through EIT Food’s Canvas Learning Management System. No other platforms will be acceptable, unless there is specific functionality required for the learning experience that cannot be

delivered through Canvas. Any use of third party platforms will be subject to review by the EIT Food Education team.

2.5 Other elements of Seedbed programme

The content in this section is provided for general information purposes only and is not relevant for Seedbed education consortium formation nor delivery of its activities.

The following hands-on tailored support will be delivered by the Seedbed BC programme. This is not a training programme but tailored business development support provided by each Seedbed Hub.

- Customer Discovery and Assumption Validations: Supported by experts in residence and €6k funding
- IP and Technology Roadmap 1:1 assessment (for those with no TTO support)
- Regional networking events in collaboration with CLCs
- Present Your Business Plan – preparation for the Options Roundabout
- Options Roundabout – Hub based feedback sessions provided to Hub cohort where teams clearly indicate next steps for their innovation.

2.6 Timeline of Seedbed delivery

Following modules will be designed and delivered by Seedbed education contributors:

Seedbed education modules 1-4	End of April 2022 – early June
Seedbed education modules 5-11	June – end of November 2022

The content in this section is provided for general information purposes only and is not relevant for Seedbed education consortium formation nor delivery of its activities.

Applications open	Dec 2021
Applications close	25th Feb 2022 (extended to 1st of March if needed)
Evaluations	7-27th March 2022
Programme allocation/SB pre-selection	28th March-8th April 2022
Seedbed education modules 1-4	End of April 2022
CLC Networking events (TBC) and partner evaluations	May 2022
SB Final Selection (from 60 to 40)	end of May 2022
Seedbed education modules 5-11	June – end of November 2022
SB Part 2B	June – end of November 2022
SB Alumni Launch support	Dec 2022- April 2023

3. Budget, roles and responsibilities

3.1 Budget

The indicative budget to deliver the Seedbed Education programme as outlined in this Call is approx. 200-250 KEUR.

3.2 Contributors

This Call is open to EIT Food partners and external contributors. External contributors will need to become partner in EIT Food to comply with EIT Food Statutory obligations. Please note that due to approval and onboarding processes, external contributors will only be able to propose content for Modules 5-12.

For Modules 1-3, interested Consortia will need to submit a joint application, which will contain all relevant information regarding the proposed content and the strength of the Consortium. For the Pathways to Impact Module and Modules 5-12, individual organisations or mini-consortia of 2-3 partners may submit individual or joint applications, which will contain all relevant information regarding the proposed content and the strength of the individual partner or mini-consortium.

Relevant information:

- Module(s) the applicant is interested in;
- Clearly outlined workplan including andragogical approach, learning outcomes and assessment strategies;
- Team members proposed, their expertise & role in Seedbed education design and delivery; and supplementary information regarding leveraged expertise (e.g. TTO or business school)
- Track record of the organisation and the team members to support innovative entrepreneurship programmes based on the latest insights in entrepreneurial learning, with a strong preference for andragogical approaches; evidence of thought leadership in this domain.
- Track record of the organisation and the team members in collaborative curriculum design and delivery within partnerships
- Added value of having your organisation as a contributor for the design and delivery of Seedbed education activities;
- Budget plan with FTEs included; the budget plan should be drawn up on realistic budget needs per module and with a clear justification provided.

3.3 Activity Leader

As part of the Seedbed Education Call, we are also opening a position of the Activity Leader position. In close cooperation with the EIT Food Seedbed Education Programme Manager and the Seedbed Programme team (Activity Leader and Programme Manager), the Activity Lead (AL) will be leading and managing the Seedbed Education efforts. The AL will be responsible for successfully managing and coordinating Seedbed Education teams, making sure there will be strong synergies and programme ownership across all teams, coherent and on-time planning and delivery. With this in mind, the selected AL will need to demonstrate strong experiences in entrepreneurship as well as management and administrative project/programme skills.

Furthermore, the AL will be responsible for tracking all milestones, outputs, deliverables, and KPIs achieved across the Seedbed Education consortium. In addition, the AL will be responsible for overall budget

monitoring, modifications during the EIT Amendment phase, and budget reporting. She/he will also be responsible for guiding and providing excellent support to partners regarding reporting and amendment processes as well as EIT Grant Cycle in general. She/he will be in charge of collecting reporting inputs from individual Seedbed Education consortium members and preparing an overarching report for the EIT.

EIT Food Education will provide assistance with DreamApply and Canvas tools, however, the core support on this aspect will be provided to Seedbed Education consortium by the selected Seedbed Education Activity Lead.

This position is open to EIT Food partners only.

The Activity Leader is expected to be involved with at least 60% of his/her time if supported by a team. If not supported by a team, the role is expected to cover a full FTE.

To apply for the Seedbed Education Activity Leader position, please use the attached application form.

Recommendation to non-Partners is to be in contact with EIT Food Education team before the submission to ensure full understanding of the requirements.

3.2 KPIs to be achieved

EIT KPIs	KPIs 2022	KPI NOTES
EITHE08.1 Participants in (non-degree) education and training	120	"# Successful participants in EIT professional development courses, online training courses and other education/training activity delivered or in a process of delivery (by country and type of programme), including data on country of citizenship and gender. Only participant who successfully finished the programme can be counted. For this KPI, only those education and training activities which have clearly defined learning outcomes and which carries out competency assessment method are applicable."
EITHE14.1 Disseminated Results/GP/LL	1	# results, good practice (GP) and lessons learnt (LL) disseminated by the KIC through appropriate means (e.g. publications, online repositories, fact sheets, targeted workshops).

4. Proposal Process and Timeline

Application as a Contributor

Launch of the Call 'Education activities to supplement Seedbed Incubator Programme'	17 Dec 2021
Info Session with interested Contributors	16 Dec 2021, 10.30-11.30 CET
Proposal submission	27 Jan 2022, 23:59 CET
Evaluation period of proposals & selection of winning proposal	Week of 31 Jan
Q&A meeting with the winning proposals	8 Feb, 13h-14h CET
Final improvements of the winning proposal & resubmission to the Education team	14 Feb 2022
Intended start of programme implementation	Week of 21 Feb 2022
First meeting with EIT Food Education & selected Contributors	15 Feb 2022, 14h-15h CET

Applications for the Activity Leader

Launch of the Call 'Education activities to supplement Seedbed Incubator Programme'	17 Dec 2021
Info Session with interested Contributors	16 Dec 2021, 10.30-11.30 CET
Application submission	27 Jan 2022, 23:59 CET
Interviews with the Activity Leader	2 Feb 2022, 10h-13h CET
Intendent notification to selected Activity Leader	Week of 7 Feb 2022
First meeting with EIT Food Education & Activity Leader	9 Feb 2022, 11h-12h CET

To apply for the Seedbed Education Activity Leader position, please use the attached application form.

All applications must be emailed **in English** to the following address within the deadline mentioned above:

Contact name: for the attention of Dr Maarten van der Kamp

E-mail: education@eitfood.eu

Subject line: Application – Seedbed Education Contributor

Subject line: Application – Seedbed Education Activity Lead position

4.1 Request for additional information and clarification

In case the applicants require additional information or clarifications, these should be addressed to the person indicated below. **All communication between EIT Food and applicants is only possible in writing, all requests will be done and answered by e-mail only. All questions should be sent prior to application deadline.**

Contact name: Mina Mansoor Rankel, EIT Food Programme Manager responsible for Seedbed Education

E-mail: mina.mansoorrankel@eitfood.eu

EIT Food has no obligation to provide clarification.

4.2 Costs for preparing proposals

No costs incurred by the applicant in preparing and submitting the proposal are reimbursable. All such costs must be borne by the applicant.

4.3 Evaluation of proposals

The quality of each proposal will be evaluated in accordance with the below mentioned award criteria. The award criteria will be examined in accordance with the requested service indicated in Section 2 of the document.

The results of the award procedure will be communicated in writing (via e-mail).

Applications will be evaluated using the following evaluation categories:

- Competences and thought leadership in teaching and learning;
- Competences and experience in project management;
- Competences in and vision for business development and financial sustainability;
- Experiences with supporting early-stage startups;
- Long term vision of the programme.