



EIT Health is supported by the EIT,
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2022 Business Plan Call

Call for Proposals for activities
to run in 2022 and beyond

Amended 14 December 2020

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1. Introduction

1.1 Introduction

EIT Health is calling for activities for our portfolio in 2022 and beyond! The publication of this call is the beginning of a journey connecting those who understand and can identify the needs with those who have the solution to ultimately deliver value to patients and citizens, as well as to our healthcare systems by and large. It is as simple – and as challenging – as that. We invite you to work together, and to work with us at EIT Health in co-creation, guided by our overall goals to support better health, more sustainable healthcare systems and a competitive health economy. These three interconnected objectives have gained even greater importance in Europe and the world, as we face the COVID-19 pandemic. Our EIT Health objectives are at the front and centre of policymaking, science and business. We have the responsibility and the mandate to deliver.

Every document needs structure and so does this document, which is why we have separate sections on our Innovation, Education and Business Creation areas of activity. Yet, it would be a missed opportunity to consider them in isolation. All the activities we are expecting as an outcome of this call for proposal process will form a coherent portfolio. Our framework of key performance indicators (see [Annex 2](#)) gives you an idea of what metrics will drive us and how we understand success across all areas of activity.

Our EIT Health teams are ready to support you with developing ideas and turning them into impactful activities. We are also preparing a number of events for you to support your efforts to engage with people you know, or you want to get to know better, to break new ground. We will do our very best to make that networking function also digitally.

If you are not an EIT Health Partner yet, I would like you to know that our doors are open. In [Section 1.3](#) you find some information on how to join the EIT Health. Next to full community membership, we also offer fast and low barrier access for all.

It was important for us to launch this call today, because we know that building great projects takes time. The projects starting under this call are intended to be financed under the new Horizon Europe budget for the EIT. As the legislative process is not completed yet, this call may be subject to amendment. Also, the available budget is not fully clarified, which is why we have not indicated the exact number of activities we will fund. This will become clearer over the following months and we will keep you updated.

I would like to thank you already for getting involved, for investing time and energy into developing the projects of tomorrow that will help us to transform healthcare in Europe and enable us all to live longer and healthier lives.

Jan-Philipp Beck

CEO of EIT Health

10 November 2020



1.2 Our Strategic goals and Focus Areas

Strategic goals

EIT Health's strategic [goals](#) are:

1. Promoting better health of citizens.
2. Strengthening healthcare systems in Europe.
3. Contributing to a sustainable health economy in Europe.

Focus Areas

EIT Health bundles efforts and concentrates investment in six thematic [Focus Areas](#). These are areas where innovation is needed, either because current outcomes do not fully meet the needs/expectations or because existing solutions address the problem in expensive manner:

1. Towards Health Continuum Care Pathways
2. Bringing Care Home
3. Creating the Enabling Environment for Healthcare Transformation
4. From the Workplace to the Health Place
5. Harnessing the Power of Real-World Data
6. Fostering Healthy Lives by Introducing Behavioral Change

1.2.1 Impact

1. With respect to our first strategic goal, "promoting better health of citizens", we want citizens and patients (i.e. people with a pre-existing health condition) to benefit e.g. by experiencing an improvement in quality of life and/or life years gained.
2. For the second strategic goal, "strengthening healthcare systems in Europe", projects demonstrating efficiency gains are of relevance. Inputs, including resources like number of hours worked by healthcare staff, are used to produce outputs, such as health outcomes that matter to patients and patient survival. Efficiency measurement identifies "best practice" and makes it possible to free up resources to be used elsewhere, to the benefit of patients. Such gains may be the result of new collaborations, new players, new payment models, etc.
3. With respect to our third strategic goal, "contributing to a sustainable health economy in Europe", we will look into job-creation, in start-ups, scale-ups or existing businesses, as well as new products / services / solutions that are being tested or marketed. In view of the important role our partnership wants to play in "defragmenting" the European Health Market, particular attention is given to products that achieve multi-country implementation. With respect to start-ups, along with the number created and supported, the investment attracted to them is an important factor. Furthermore, the number of graduates that complete training or education programmes (both EIT-labelled and non-degree programmes) are a vital constituent.

These parameters are attributable to one or more strategic goals e.g. education does not only sustain future economic growth, it also contributes to providing better health care.



How Impact will be Measured

- **Key Performance Indicators (KPIs):** These are to be selected by individual activities in their proposal and reported upon yearly at project level. These include the involvement of citizens and patients and outreach to citizens and patients. Please see specific KPI requirements for your proposal in the respective project type chapters. For a full list of KPIs and guidance see [Annex 2](#).
- **Impact Indicators:** Data will be aggregated at a portfolio level by EIT Health, with the support of project-level data collected at the reporting phase. This will feed into two impact studies to be conducted in 2024 and 2027. For this purpose, activities that have been concluded will be analysed as well. Further information on this will be published before the launch of 2022 activities.

While performance and impact indicators are valid across all EIT Health activities, each activity will highlight obligatory and optional KPIs (in the respective sections).



1.3 How to Participate

We welcome new Partners

EIT Health is a world-leading consortium of approximately 150 best-in-class [Partners](#) from academia, research, and the healthcare and pharma industries, as well as healthcare providers and payors. This network was created with the understanding that bringing together such diverse perspectives and abilities can drive the kind of healthcare innovations that improve people's lives.

We are eager to welcome new Partners who can help us strengthen and extend our powerful network. Core and Associate Partners of EIT Health are eligible to propose activities for the Business Plan 2022 Call, and they also realise extensive benefits from belonging to a close-knit community of cutting-edge innovators. If you would like to find out how your organisation can benefit from EIT Health Partnership, and how to join, please [read more about becoming a Partner](#).

Ways in which non-Partners can work with EIT Health

Organisations that are not members of EIT Health can participate in proposals for this Call as External Project Partners, in project consortia that are led by Core or Associate Partners. It is also possible for non-members to be the main driver of a proposal through the application to the EIT Health [Start-up - Amplifier instrument](#). Start-ups that are accepted under that scheme can be lead partners in Start-up-driven Innovation projects and receive up to €500,000 of support from EIT Health in exchange for an option to assume shares in the start-up.

Additional possibilities for start-ups

Outside of the Business Plan 2022 Calls, innovative start-ups can become part of our new Start-Up Journey programme, which offers a wide range of support for every stage of a start-up's growth, from concept through international scale-out. Start-ups should refer to our separate Start-up Journey programme calls, which will be published early in the year in both 2021 and 2022.

Where to Get Help

EIT Health has a pan-EU representation via six regional Innovation Hubs, formerly known as Co-Location Centres (CLCs), and InnoStars, which operate as strong clusters of relevant actors collaborating as a thriving ecosystem. For support in the preparation and submission of proposals, or to find out more about how to participate, please contact your regional Innovation Hub / InnoStars.

- Belgium-Netherlands: info@eithealth.nl
- France: contactfrance@eithealth.eu
- Germany (including Austria and Switzerland): clc.germany@eithealth.eu
- Scandinavia (Sweden, Denmark, Finland and Estonia): scandinavia@eithealth.eu
- Spain: clc.spain@eithealth.eu
- UK-Ireland: clc.uk-ireland@eithealth.eu
- InnoStars (Hungary, Italy, Poland and Portugal and the [Regional Innovation Scheme](#) countries): innostars@eithealth.eu



1.4 What's different from past EIT Health Calls

Ongoing transition from Horizon 2020 to Horizon Europe

The EIT Health Call for Business Plan 2022 is launched in November 2020, however we expect that due to the transition to [Horizon Europe](#), EIT will incur some delays in formally communicating all conditions for the Call for BP 2022. This means that new mandatory EIT requirements may be formulated before or after EIT Health's BP 2022 Call submission deadline in 2021. EIT Health will inform all proposal activity leaders without undue delay of such requirements and will grant adequate timing for any further adaptations to the proposals submitted. In the event that Partners would come to the conclusion that they cannot further uphold their proposals on the basis of the new EIT requirements, Partners will have the right to withdraw their proposals within the given deadline of EIT Health, without liability from their side or from the side of EIT Health. Partners are invited to adapt their activity proposals and/or to find replacement Partners in the case any Partners of the consortium would like to exit.

Please be also aware that, as in previous years, the changes in the framework and requirements of EIT can necessitate adjustments of multiannual activities beyond 2022 – potentially including a change in funding and/or specific rules. EIT Health commits to the multiannual character of these projects as initially foreseen, and will try to keep interventions in subsequent years to an absolute minimum.

Overview of changes in key requirements for Business Plan 2022

Societal impact: Activities are expected to contribute to the achievement of widespread, demonstrable socio-economic improvements to society. For this reason, special consideration should be given to:

- [Involvement](#) of citizens and patients in the co-creation of activities, and outreach to citizens and patients with information and knowledge generated by or about activities.
- Outcomes that matter most to citizens and patients, aiming beyond the clinical end points, to account for [patients' symptom burden, the functional impact of a treatment and health-related quality of life](#).
- Compliance with [ethical](#), legal and social principles, such as the diversity of participants, consideration of gender differences in research & innovation and the need for accessibility of digital and physical spaces for people with disabilities.

See [Annex 1](#) for further definitions.

Financial sustainability and evaluation procedures: Most projects financed under this Call will need to support the financial sustainability of the EIT Health ecosystem. This means developing activities that can support themselves beyond the period of EIT Health funding. It also means developing models for sharing revenue with EIT Health. See [Annex 1](#) and individual Calls for further information.

As agreed in the revised Strategic Agenda, two key elements are defined: societal impact and financial contribution (to EIT Health). A novelty in Business Plan 2022 Call is that financial sustainability mechanisms are now also considered when selecting activities:

- for co-funding, minimal levels have been agreed upon by the partnership (per partner category. (See [Annex 1](#) for further information).



- for financial contribution to EIT Health, different models can be applied depending on the activity (See chapters on activities for further information).

Please also refer to the eligibility requirements and evaluation checklists provided for Innovation, Education and Business Creation.

Intellectual Property Rights (IPR): As in previous years, EIT Health will not seek any ownership on IPR of the results of the co-funded activity. Due to the transition to Horizon Europe, EIT Health will need to monitor the way IPR aspects are dealt with between the consortium partners. As laid out in current drafts of the new regulations and partnership agreement, EIT Health will need to work with the IPR Board and take care that IPR are contracted within the consortium partners. EIT Health is not going to be part of that contract.

Communication, Dissemination and Exploitation: All activities that are selected for support must have a Communication, Dissemination and Exploitation Plan, with a dedicated budget allocation (See the [Guidance document on Connections](#) for more information).

KPI definitions: As with every year, the Key Performance Indicators (KPIs) by which activities will be judged have been refined and revised. Proposals must show an ability to achieve these KPIs. (See [Annex 2](#) for further information.)

Project types: From the types of activities being funded to the rules for application, there are some changes in the specifics of the Call. Please see the next chapter and individual chapters on [Innovation](#), [Education](#) and [Business Creation](#) for details.

Data interoperability: Although EIT Health does not request compliance to a specific set of data standards, we strongly advise the creation of a Data Management Plan to facilitate future requests for matchmaking to data sets, projects or specialists. Following practices and standards laid out by the [Open Geospatial Consortium](#), data should be easy to find, catalogue and access. We also request that activities are tagged according to our EIT Health ontology. See [Annex 1](#) for details.

Preliminary information on Brexit and rules for countries not associated with Horizon Europe

As this call was prepared, it was not clear whether the UK would remain part of Horizon Europe as an associated country. Final determination of the UK's relationship with Horizon Europe is still under negotiation, and practical considerations of what this means for EIT funding will be based on guidance from the European Commission. At this point we are able to provide the following preliminary information:

If the UK is not an associated country, it will be in the same category as other non-associated countries, whose entities are usually ineligible for Horizon Europe funding. It is therefore possible, for example, that costs of EIT Labelled Education programmes in UK universities would not be supported. There is one possible exception to this rule. For non-associated countries, Article 19 of the [regulations for Horizon Europe](#) allows funding for entities in non-associated countries if "participation is essential for implementing the action". EIT is currently seeking guidance from the Commission on what this exception means, but it is expected to be narrowly interpreted.

For now, any proposals for activities with participation of UK entities should provide justification as to



why the specific project is important, why the UK partner's participation is essential, and why the UK partner cannot be replaced by another KIC partner established in an eligible country. The EIT will make a case-by-case assessment. Details on the process and timing of this assessment will be available in Q1 of 2021.



2. Process Summary

2.1 Proposal preparation

All activity proposals must be completed and submitted via [Plaza](#), the EIT Health submission system, which can be also be reached via [BP 2022 Call page on Connections](#), the EIT Health Community platform. Proposals follow a two-step process: an Expression Of Interest must first be submitted before a complete activity proposal can be submitted (see [Section 2.2](#)). The Plaza submission system will be available as of 16 November 2020.

All proposals must be formally submitted prior to the submission deadline. Applicants will need to register in Plaza well in time before the submission date. Please allow for two working days for the processing of your Plaza registration. Registration to EIT Health Plaza is done [by following this link](#).

The Project Management Office will be offering two webinar sessions with useful information for applicants:

- 25 January 2021, 11am CET (Munich time.) [Click here to join!](#)
- 1 March 2021, 11am CET (Munich time.) [Click here to join!](#)

No prior registration is required for participating in the webinars. The recordings and slides of the webinars will be made available on the [BP 2022 Call page on Connections](#). The activity leader of a proposal is responsible to obtain commitment from the consortium participating in the proposal before submission. The activity leader remains the single point of contact for official communication throughout the submission and review process and is responsible for the subsequent tasks that may ensue.

Note on access to the EIT Health Connections Community Platform

Supporting guidance and information documents regarding this call, including Expression Of Interest guidance, proposal guidance, Annexes and other materials, are available through the EIT Health Community platform, [Connections](#). To obtain access to Connections, you must first apply to join the Plaza system [via this link](#).

2.2 Proposal submission and selection process

EIT Health currently works with annual business cycles in calendar years; 2021 is the preparation year for Business Plan 2022. Activities selected for this Call will be part of Business Plan 2022.

There are five main steps in the process of getting your activity included in Business Plan 2022:

Step 1. Submission:

The submission of each proposal will follow a two-step-approach:

- Submission of an Expression of Interest (EOI): activity leaders must submit an EOI on the Plaza submission system by 13 January 2021, 16:00 CET. EOIs are reviewed by the respective regional



Innovation Hub office on the basis of a proposal's strategic fit, as outlined in the chapters below about specific activity types. Regional Innovation Hub offices communicate to activity Leaders, no later than 22 January 2021 to recommend whether a complete proposal should be submitted or in some cases to group EOI's addressing similar topics to create a complete proposal.

- **Submission of Complete Proposal:** activity leaders submit a complete proposal on the Plaza submission system using the same ID number from their EOI by 24 March 2021, 16:00 CET. The complete proposal form in Plaza will open on 25 January 2021 and is an extension of the EOI, information from your EOI remains available and editable in the complete proposal form. Eligibility results will be communicated to activity Leaders around 9 April 2021 no later than 2 weeks after submission.

EOI's, proposals and all supporting documents (except the incorporation documentation of start-ups) must be submitted in English language. Step by step Plaza guidance on the submission of EOIs and complete proposals will be available on the [BP 2022 Call page](#) on the Connections platform. If you need support, please contact your regional Innovation Hub / InnoStars.

Step 2: Evaluation

All eligible proposals will be evaluated according to the selection criteria described in the relevant sections – [Innovation](#), [Education](#) or [Business Creation](#).

The evaluation process involves the following stages:

Remote Evaluations

Each eligible proposal is evaluated by external evaluators based on the criteria described in the relevant sections – [Innovation](#), [Education](#) or [Business Creation](#), between 1-20 April 2021. Evaluators are instructed to check for conflict of interest and to inform the EIT Health Headquarters, if necessary, before evaluation of the proposal proceeds.

A maximum of 100 points will be awarded by each evaluator during the remote evaluation. The final remote evaluation score will be the average of all remote evaluators' scores.

For Innovation projects, evaluators will provide a dedicated evaluation of expected financial contribution to EIT Health and Health Impact, to verify these plans for the selection process. Co-funding planned by partners will also feed into selection. In addition, an extra stage of due diligence is in place for Start-up Amplifier instrument applicants. (See [Section 3.4.5](#) for more details.)

The results of the remote evaluations and invitations for hearings will be issued to the activity leaders on 3 May 2021.

Hearings

The hearings are conducted by an Evaluation Panel for each pillar. Please see indicative timings in the table below. The Evaluation Panel for the hearings will consist of at least four external experts and will be chaired by a member of the EIT Health headquarters management team members. The chair facilitates and does not evaluate. The composition of the Evaluation Panels will be communicated to the Management Board prior to the hearings. Hearings may be face-to-face or be conducted fully online,



depending on circumstances.

The team for the hearings should consist of the activity leader and a maximum of three other members, preferably representing other consortium partners. A maximum of 100 points will be awarded from the hearings by each evaluator. The final hearing score will be the average of all hearing evaluator scores.

Step 3: Selection

The EIT Health Supervisory Board confirms proposals selected by the Management Board based on the following criteria:

- The score obtained by each proposal in the remote evaluations and in the hearings. The final score will be calculated based on 25% of the remote evaluation score + 75% of the hearing score.
- Overall alignment with EIT Health Strategic Agenda, and as described per project type in the following sections.
- Overall portfolio balance.
- The overall budget available, and the approved distribution of the anticipated EIT budget across the portfolio as approved by the EIT Health Supervisory Board.
- The maximum total EIT contribution for an EIT Health Associate Partner is €350,000 per year; for an External Project Partner this is €50,000 per year. These limits will be enforced at the selection stage.
- Additional final selection criteria that apply to project type (described below in respective sections).

Step 4: Communication to applicants

The activity leaders of all proposals will be informed about the result of their proposal, in writing, by 19 July 2021. This communication will include proposal scores and detailed evaluation feedback.

Step 5: Proposals updates

Activity leaders will need to implement the required modifications in their proposals according to the feedback provided. This may include adjustments to the content of the proposal (KPI's, descriptions, etc.) as well as budget details. Activity leaders will need to liaise with their teams to update their proposals and budgets by mid-August 2021. The exact timeline will be communicated with the feedback.



Timing on Steps 1-5:

1) Submission	2) Evaluation	3) Selection	4) Communication to applicants	5) Proposal updates
<p>Expressions of Interest: from 16 November 2020 to 13 January 2021, 16h CET</p> <p>Complete Proposals: 25 January – 24 March 2021, 16h CET</p>	<p>Remote Evaluation: 1-20 April 2021</p> <p>Remote evaluation results / invitations to hearings: 3 May 2021</p> <p>HEARINGS:</p> <p>Business Creation: 7-11 June 2021</p> <p>Innovation: 7-11 June 2021</p> <p>Education: 14-18 June 2021</p>	June 2021	19 July 2021	July – mid August 2021

Steps 6-10: Business Plan drafting, review and approval

After the Supervisory Board review, the EIT Health Business Plan 2022 preparation begins. Below are the main steps that lead to approval of BP 2022 by the EIT, and the beginning of activities.

- **Step 6:** EIT Health prepares the draft BP 2022 with the selected proposals and the draft goes through internal approvals by the EIT Health governance bodies – August/early September 2021.
- **Step 7:** EIT Health submits the BP 2022 to EIT – mid-September 2021.
- **Step 8:** EIT Health receives feedback from EIT. BP 2022 is updated via an iterative process – October-November 2021.
- **Step 9:** Final Approval from EIT: Only after the final approval from EIT will the grant be awarded formally – December 2021.
- **Step 10:** Activities are expected to start in January 2022.

Timing on Steps 6-10:

6) Draft BP 2022, internal approvals	7) BP 2022 submission to EIT	8) Feedback from EIT / iterative phase	9) Final approval from EIT	10) Activities start
August/early September 2021	Mid-September 2021	October-November 2021	December 2021	January 2022



2.3 Eligibility criteria

All proposals must fulfil the following criteria in order to be moved from Step 1, the submission phase onto Steps 2-5.

- EOIs must be submitted by 13 January 2021, 16:00 CET.
- Proposals must be submitted by 24 March 2021, 16:00 CET.
- Submitted proposals must be complete.
- Proposals must include only Core and/or Associate Partners who have paid their membership fees for the year 2021.
- Proposals must involve partners from a minimum of two regional Innovation Hubs (formerly known as Co-Location Centres) /InnoStars, reflecting a pan-European character (involving at least two independent entities from two different eligible countries).
- Proposals must be led by either an EIT Health Core Partner, Associate Partner, or a Linked Third Party. Exceptions apply only for Start-up-driven Innovation projects.

Important considerations:

Co-Funding: All projects are encouraged to contribute as much co-funding as is feasible. In the Business Plan 2022, EIT Health will have to reach a minimum co-funding rate of 20%, corresponding to a maximum reimbursement rate of 80%. – This requirement means that 20% of costs must be covered by the Partnership and the EIT Health organisation (HQ and regional Innovation Hubs/InnoStars) and 80% of costs will be covered by EIT. For the Innovation portfolio (meaning all innovation activities together) the co-funding rate is set to 30% (= 70% reimbursement rate). More information about co-funding can be found in [Annex 1](#), Section 1.

Associate Partner Cap: The funding for Associate Partners is capped at €350,000 per year. Should the total grant allocation after the hearings exceed the cap, the Associate Partner must decrease or redistribute the excess funds to other project partners. This must be done during the “fine tuning” stage and prior to submission to EIT. Please note that budgets allocated to a Linked Third Party (LTP) are part of the Associate Partner cap (for example, if the Associate Partner is allocated grant funding of €200,000, the sum of grant funding allocated to all of its LTPs cannot exceed €150,000).

Linked Third Parties/Affiliate Parties (LTPs): Please note that Linked Third Parties that intend to participate in the Call and are not yet registered to the Partnership Agreement must initially be included in the Call under the EIT Health Partner. If the proposal is selected for the BP 2022 portfolio, the Linked Third Party will be requested to enter into the legal framework of EIT Health and EIT. The new framework under Horizon Europe is currently under construction. In order for the costs of the LTP to be eligible, the EIT Health Partner must be active in the Business Plan – this means that the EIT Health Partner must have an allocated budget and dedicated tasks in the Business Plan. Please note: budgets allocated to Linked Third Parties of Associate Partners are included in the Associate Partner cap.

Linked Third Party Allowance: EIT Health Partners are allocated an “LTP allowance”. This refers to the maximum number of LTPs that can be active in the annual Business Plan. For more information, please review the partner [guidance available here, on Connections](#).



External Project Partners (EPPs): The funding for EPP's is capped at €50,000 per year. EPPs will be requested to enter into the new legal framework (see above) if selected. For EPPs applying to the Start-Up Amplifier Instrument, please see the relevant section in the Innovation Calls Section.

2.4 Confidentiality and conflict of interest

All proposals submitted through EIT Health Plaza are accessible only to EIT Health staff members, for the processing of the application, and the Main Contact of each partner as well as the persons designated during the proposal phase. During the selection process, proposals are shared with the assigned external evaluators, who are bound to confidentiality by contract. Furthermore, EIT Health may give access to the submitted data to sub-contractors who are tasked with maintaining the Plaza system. These third parties are also bound by confidentiality provisions.

The EIT Health staff is bound by the policy on conflicts of interest.

Staff of partners of EIT Health are not involved in the evaluation process. Furthermore, members of the EIT Health Strategic Boards (Strategic Innovation Board, Strategic Education Board, Strategic Accelerator Advisory Board) cannot be involved in projects.

2.5 Grounds for appeal and appeal procedure

Applicants may appeal the process for the selection of their own proposal(s).

The only grounds for appeal are:

- Process errors.
- Technical problems beyond the control of applicants (e.g. the technical failure of the electronic submission system).
- Human/technical errors made by EIT Health staff.

What does not constitute grounds for appeal:

- Scores awarded in the course of the evaluation process.

Appeal process:

- Partners should send their appeals in writing to the EIT Health Management Board at appeals@eithealth.eu (addressing the CEO) as soon as they identify an error, but no later than 21 days after the error occurred.
- EIT Health staff at the HQ assess the claim and deliver a first response with the regional Innovation Hub/InnoStars in copy.
- If there are grounds for appeal, the staff will attempt to remedy the consequences (e.g. if a technical error of EIT Health prevented the submission of a proposal, a late submission may still be accepted as eligible).
- The EIT Health Supervisory Board is notified about the matter if:
 - the partner does not accept that the Management Board rejects the appeal, or;
 - there are grounds for appeal, but the problem cannot be remedied any more without disrupting the process.



3. Innovation

3.1 Overview and expected impact

EIT Health aims to expand and consolidate its portfolio of high-quality, strong and balanced Innovation activities. In line with the new Strategic Agenda the following changes will be implemented:

- Definition of three types of Innovation activities with clear targets and inputs.
- Each consortium will have the possibility to choose a model to support the financial sustainability of EIT Health according to their project's particular features.
- Competition of all innovation activities being judged on the level of Health impact, co-funding and financial contribution to EIT Health.

The goal is to build a strategic portfolio of Innovation activities that are aligned with EIT Health objectives to improve patient and/or system outcomes, and deliver a commercial return and health-system savings. To achieve this, starting in 2022, EIT Health seeks to support the following three types of Innovation projects, which we expect to be balanced within the selected activities:

- **Partner-driven projects** develop products and/or services that will generate revenues and costs savings when introduced in the market.
- **Start-up-driven projects** develop products and/or services that will generate revenues and costs savings when introduced in the market and offer a model where partners and start-up companies can collaborate to accelerate innovation uptake through the implementation of the Start-up Amplifier instrument, (see [Annex 3](#), Section 1 for more details).
- **High Value Care projects** (HVC projects) focus on transformations in healthcare systems and organisations, seeking to improve health outcomes with no technology development. The emphasis is on both value (improving health outcomes that matter most to patients) and reimbursement (paying for the outcomes that we aim to have) (see [Annex 3](#), Section 2 for more details). HVC projects should reflect principles defined through the notion of Value Based Health Care (VBHC) (see [Annex 3](#), Section 2). Therefore, a set of supporting activities – such as workshops, an international conference with VBHC leaders and development of a repository of referent cases – will be developed in the framework of the [EIT Health High Value Care Forum](#). A pilot project will be selected and implemented in 2021 to test the new processes used by the Forum to foster emergence of the best HVC projects. Indeed, from the group of HVC projects, a subset of projects (those with higher levels of maturity as defined by the scorecard) will be offered the possibility to join the HVC pilot process. Partners will be the ones making the final decision whether they want to join the HVC pilot, which will involve additional feedback opportunities, as well as the possibility to start the project in Q3 2021 instead of Q1 2022 like the regular call projects.



3.2 Sustainability

Proposed activities should result in an innovation that has been validated and tested in a relevant environment, so that the project ends at a point where it can attract early adopters and/or additional external financing.

Partner-driven and Start-up-driven activity proposals will have to use the CIMIT Healthcare Innovation Cycle to demonstrate their Maturity start level (see [Annex 3](#), Section 3 for further details). Market launch/deployment/regulatory approval for the innovation should be targeted within a maximum of three years after the completion of the project. A clear pathway to reach market is expected to be presented at the proposal stage.

High Value Care project proposals will have to use the High Value Care Implementation Framework as a foundation to demonstrate the soundness of the concept (see [Annex 3](#), Section 5 for further details). In addition, HVC proposals must have health economics studies in place already, to show the current state of the art and to foresee the potential socioeconomic benefits that would derive from the results of the project. By the end of the activity, HVC projects must have their innovation approach fully implemented in at least two settings located in regions belonging to different regional Innovation Hubs.

All Innovation activities financed under this Call will need to support the financial sustainability of the EIT Health organisation and its ecosystem. In the case of Partner-driven and High value Care projects, the model for financial contribution to EIT Health must be proposed by the consortia. Pre-defined models are presented in a guidance document available for [download on Connections here](#). In the case of Start-up-driven projects, the financial contribution is linked to the option agreement signed between the start-up and EIT Health, in the framework of the Start-up Amplifier instrument. From Business Plan 2022 onwards, financial contribution will be part of the evaluation process (see [Section 3.4.3](#))

3.3 Innovation Guidelines

	Partner-driven projects	Start-up-driven projects	High Value Care projects
Definition	Partner-driven projects develop products and/or services that will generate revenues and cost savings when introduced in the market.	Start-up-driven projects develop products and/or services that will generate revenues and cost savings when introduced in the market and offer a model where partners and start-up companies can collaboratively accelerate innovation uptake through the implementation of the Start-up Amplifier instrument.	High Value Care projects focus on both value (improving health outcomes that matter most to patients) and reimbursement (paying for the outcomes that we aim to have) using existing technology that requires appropriate efforts on Information Systems (data integration, software integration, etc.) but no technology development.
Goal	Transform the way healthcare is delivered (introduction of new standards of care or gold standards), speeding up the connection between science/technology and patient care.		Transform healthcare systems
Duration	Up to a maximum of three years.		

	Partner-driven projects	Start-up-driven projects	High Value Care projects
Indicative grant amount per project	Maximum €2.5 million for project duration, with maximum of €850,000 in years one and two, and €800,000 in year three. For Start-up-driven projects, the grant allocated for the start-up applying to the Start-up Amplifier instrument must be in the range of €300,000-€500,000 for the overall project.		
Co-funding request specific to Innovation projects	Co-funding minimum per project: 20%		
Rules of participation specific for Innovation projects. (Please see Section 2.3 for overall rules)		Start-up applicant to the Start-up Amplifier Instrument: <ul style="list-style-type: none"> • can lead an Innovation project. • will be counted as representative of one regional Innovation Hub /InnoStars. • will be counted as representative of one country. 	
Partnership specificities	NA	Start-up applicant to the Start-up Amplifier Instrument should be at the core of the start-up -driven project. Start-up applicant to the Start-up Amplifier Instrument should be incorporated in the last seven years.	The consortium must gather at least one payor, one technology provider and one health care provider, EIT Health Core or Associate Partners, or External Project Partners. Payor and healthcare provider must come from the same country, to demonstrate that they are targeting the same population to secure system transformation.
Supporting Framework	CIMIT Innovation maturity Levels (IMLs) Milestones Framework		HVC Implementation Framework
Project maturity	Starting point at least IML 3 (Proof of concept) as defined by the CIMIT Healthcare Innovation Cycle for Healthcare and Life Sciences (see Annex 3 , Section 3). The project should achieve market readiness a maximum three years after EIT Health funding finishes.		Starting point is defined through five blocks included in the HVC Implementation Framework. The project should achieve implementation in two different countries when EIT Health funding finishes and aim to replicate the process in other regions and/or in different use cases.
Impact	Critical milestones for each year (see the Milestones Framework Annex 3 , Section 3). Year three focus on large scale implementation, moving beyond the year one and two pilots (a different region/country from where the test/pilot took place).		Year three focus on further replication (a different country from where the two tests/pilots took place and/or a different use case).
Grant spent on technology development	Yes		No

	Partner-driven projects	Start-up-driven projects	High Value Care projects
Commercialising entity	Must be part of the consortium. Technology provider, Core or Associate EIT Health Partner or External Project Partner under licencing agreement (excluding the case of External Project Partner, which fits the Start-up Amplifier instrument).	Start-up applicant to Start-up Amplifier	Must be part of the consortium. Technology provider, Core or Associate EIT Health Partner or External Project Partner under licencing agreement (excluding the case of external project partner, which fits the Start-up Amplifier instrument).
Financial contribution to EIT Health	Should be proposed by the consortium.	Will be supported by the start-up applicant to the Start-up Amplifier instrument in the form of an option to assume shares in the start-up in case of certain “financial events”.	Should be proposed by the consortium.
KPIs (Mandatory)	<ul style="list-style-type: none"> Marketed Innovations- EITHE02.1 (Partner-driven and Start-up-driven projects only) Number of countries where technology, product or service is commercialized or implemented – KPI06 (HVC projects only) At least one customised KPI linked to Patient Reported Outcome Measure (PROM) Number of citizens/patients that benefitted from solutions developed or implemented in EIT Health activity – KPI 13 		
Evaluation criteria and weights	Common scorecard for Partner-driven and Start-up -driven projects. Overall criteria identical for all innovation activity types: <ul style="list-style-type: none"> Project Excellence and Strategic Fit (20%) Implementation (40%) Impact and Sustainability (40%) 		Specific scorecard for HVC project. Overall criteria identical for all Innovation activity types: <ul style="list-style-type: none"> Project Excellence and Strategic Fit (20%) Implementation (40%) Impact and Sustainability (40%)
Scoring weights	Remote evaluations (25%), Hearings (75%)		

3.4 Selection criteria

3.4.1 Additional eligibility criteria

Maximum number of innovation proposals that can be submitted by partner

To ensure a better distribution of proposals per regional Innovation Hubs/InnoStars, and to increase the quality of these applications, EIT Health sets the maximum number of proposals that can be submitted by each partner as follows:

- EIT Health Core Partners can be part of seven proposals maximum.
- EIT Health Associate Partners can be part of four proposals maximum.
- External Project Partners that apply to the Start-up Amplifier instrument can be part of one unique proposal.

Linked Third Parties/affiliates will count under their Core or Associate Partner cap.



In order to avoid last minute drop-out due to problems with consortium composition, each regional Innovation Hub Manager will work with their Partners to stabilise the core partnership of the innovation proposals.

If the final number of proposals submitted on 24 March 2021 is above the cap, the regional Innovation Hub/InnoStars will reach out to the Partner (Master contacts) so that their Partner organisation will make (or take?) the necessary decisions to be compliant. The final number should be decided no later than 29 March 2021 (4pm, Munich time). The regional Innovation Hub/InnoStars will continue to support the Partners with those proposals that are not prioritised by the Partners.

Specifics for Start-up-driven projects

In addition to the rules of participation listed above, and the eligibility Criteria outlined in [Section 2.3](#) of the Overview, Start-up-driven activity proposals must also fulfil the following criteria:

- An External Project Partner applying to the Start-up Amplifier instrument can apply to only one Innovation project.
- A start-up granted through the Start-up Amplifier instrument cannot receive funding in more than one Innovation activity at the same time.
- The application of an External Project Partner in the Start-up Amplifier instrument prevents that External Project partner from applying to any other projects or programmes from EIT Health where it could receive a second, simultaneous grant.
- If an External Project Partner is granted through the Start-up Amplifier instrument, that partner cannot apply to any other EIT Health project or programme that provides funding for the duration of the project.

3.4.2 Evaluation criteria for Innovation activities, in remote evaluations and hearings

Evaluation criteria for remote evaluation and hearings, and relative value of these criteria

I. Project Excellence and Strategic Fit (20%)

- Project uses innovative and unique approaches wherever possible. For example, applying existing knowledge in a new way or in a different context, or applying "new" knowledge to solve challenges with a different approach.
- Project states uniqueness of the proposal compared to the state of the art. In the case of clinical products/services, this refers to the standard of care or "gold standard". In the case of processes or management innovation, this means standard practices, current guidelines, etc.
- Added value of the proposal should be demonstrated.
- Project addresses the relevance and fit with EIT Health objectives and Focus Areas, as described in the Call. Project addresses in detail why this Innovation activity could not be developed/built up without EIT Health support and demonstrates the critical role that EIT Health's support will play in the proposed activity.
- Project addresses the concept of Knowledge Triangle Integration, linking its components of education, innovation and business creation across Europe and into the wider world.



II. Implementation (40%)

- Consortia must demonstrate that the proposed solution (product/service /process) has reached the minimum expected maturity level and can be appropriately configured for the relevant domain.
- Project plans are feasible in terms of the timeline, resources allocated and deliverables. Budget distribution between partners and between work packages should be relevant to the tasks to be carried out. Budgets are the combination of EIT contribution and partners' co-funding.
- Project activities are well spread between partners' organisations and geographical areas (i.e. different countries or regions).
- Project work plan should be logical, with clear and well-defined work packages.
- The milestones that have been chosen are relevant and realistic for the project's objectives.
- Project describes a clear implementation strategy ("go to market"/"go to adoption") for the innovation, identifying the necessary resources, and describing how these will be secured.
- Project presents a competitive approach with a clearly defined innovation (product, service, process, organisation, management, etc.). In addition, project teams should demonstrate a clear awareness of the competitive landscape.
- Known hurdles (i.e. barriers along the project's path that are simple to foresee) and potential risks to successful implementation/market launch are identified, and mitigation plans are clearly defined.
- Project demonstrates excellence of involved partners' institutions. If partners have worked together before in similar settings, this is a plus.
- Project shows experience of the activity leader and involved team members.
- Project demonstrates synergies and complementarity of the team.
- Project demonstrates that the team, coupled with the proposed resources, is sufficient for its development and/or implementation.
- Project demonstrates the clear role and dedication of involved personnel in the activities. Each organisation fulfils a meaningful role in the project, and this is reflected in the project's description. Key personnel whose roles are critical to the success of the project are clearly identified.
- Partners' own resources (co-funding, FTEs, infrastructure, etc.) are committed to the activity.
- Project demonstrates the commitment of partners to develop the outcomes into a self-sustaining activity. For example, the project will result in creation of a new start-up, one of the partners in the consortium will bring the project results to the market or support implementation, the project results will be licensed to a third party, etc.
- If there are previous Intellectual Property Rights (IPR) involved, project demonstrates that the team has secured support from the institution (company, university, hospital, etc.) that controls the IP to participate in the initiative.

III. Impact and Sustainability (40%)

- Sound KPIs are defined. Projects need to ensure that the chosen KPIs, deliverables and outputs fit with the activities' objectives and timely implementation.
- Project identifies measurement of societal impact and contribution to the healthcare system. Projects need to explain and specify the metrics used to measure the impact, in order to provide evidence of the expected impact, or impact already created by the activity.
- Project addresses sustainability. Projects need to explain and specify the future of the activity and prove how it will become self-sustainable beyond EIT Health funding, as well as how the project will contribute to the sustainability of EIT Health
- Project ensures knowledge transfer. Projects need to explain plans to scale and disseminate within the partnership and beyond, and explain how they will share learnings.
- Project must demonstrate a potential pathway (regulatory, reimbursement, etc.) to reach patient care within desired time frame.

3.4.3 Further steps into the evaluation

Impact and Financial Sustainability Check

The Impact and Financial Sustainability Check takes place after the remote evaluation, and it will be applied before invitation to hearings. This check has been developed to evaluate three dimensions of impact that are important to EIT Health, as defined in our new Strategic Agenda.



The three dimensions and its respective weights are:

- Health impact (55%)
- Financial contribution to EIT Health (35%)
- Co-funding (10%)

The three metrics that will be used to measure them are:

- **Number of patients or citizens directly and positively impacted by the solution** developed and implemented by the project. This dimension should be expressed as KPI13 (Number of citizens/patients that benefitted from solutions developed or implemented in EIT Health activity).
- **NPV (Net Present Value) of projected monetary contribution to EIT Health** – such as cash back for non-Start-up-driven projects or the option grant for Start-up-driven projects, etc. – from project consortia, starting from the first year after EIT Health funding period up until the fifth year after the funding period ends. A discount rate of 4% will be applied to all projects.
- **Co-funding:** Percentage of co-funding from all consortia members out of total requested funding, based on an annual average from start to end of the EIT Health funding period.

All three types of projects (Partner-driven, Start-up-driven and High Value Care) will be compared, using these three dimensions and defined metrics.

To assess the quality of the data inputs that consortia give for these three dimensions, quality and feasibility checks will be reviewed during the remote evaluation (Stage 1) by the independent remote evaluators.

The Impact and Financial Sustainability Check will serve as a go/no-go review, to filter out those innovation projects that contribute less to health and financial impact.

Scores linked to the Impact and Financial Sustainability Check will only serve to identify those projects with top scores in terms of co-funding, financial contributions to EIT Health and health impact. For the final ranking, only the remote evaluation score (25%) and hearings score (75%) will be considered.

For a detailed example of how it works, please refer to [Annex 3](#), Section 6.

3.4.4 Due diligence and valuation analysis in the frame of Start-up Amplifier instrument

Should a Start-up-driven proposal, with a start-up incorporated before the 24 March 2021 call deadline, be invited to the hearings, the start-up at the core of the project will go through due diligence and valuation analysis. Individual valuation will be communicated to the start-up for approval before the hearings. Should the valuation not be accepted by the start-up, the Innovation project proposal will not be reviewed in the hearings and will not be considered for funding. The individual valuation of the Start-up will be part of the specific agreements with a start-up. Results of the due diligence assessment will be considered in the final funding decision (Portfolio analysis, cf below). If the start-up passes the due diligence (no, or minor issues identified during due diligence) it will be considered for EIT funding as a part of an Innovation proposal. If the start-up does not pass the due diligence (major issues identified during due diligence), the Innovation proposal will not be considered for EIT funding.

If the start-up will be not incorporated before the 24 March 2021 call deadline, the start-up should be incorporated by 1 October 2021, and will go through valuation analysis and due diligence right after the incorporation. Should the start-up not accept the valuation and/or not pass due diligence, the Innovation proposal will not be included in Business Plan 2022.

3.4.5 Portfolio development

EIT Health aims to build a strong and balanced Innovation portfolio, with solutions that have the greatest potential for societal and economic impact in Europe. The portfolio development process refines the selection of EIT Health activities at the final stage, to ensure that the selected activities complement the existing innovation portfolio according to our strategic goals.

To achieve strong reinforcement of the portfolio through Business Plan 2022, the Management Board will analyse and discuss the entire portfolio, including continuation projects and new projects, before making a final decision on the selection of new activities for 2022. To be clear, the goals of the evaluation process will not change: project excellence and thus results of the remote evaluation and hearings remain the pre-condition in building our portfolio. The portfolio development process takes place in three steps, outlined below.

STEP 1

Portfolio development begins with the result of evaluators' rankings – based on scoring of 25% for remote evaluation and 75% for hearings. For projects applying with the Start-up Amplifier instrument, due diligence results are also considered in this step, and only projects with start-ups that passed due diligence will be moved forward to further steps of portfolio development and be considered for funding. The following four dimensions will be analyzed to facilitate discussions during Portfolio Development:

- Strategic fit (Focus Area & project type)
- Risk and return (Innovation risk and potential revenue)
- Solution maturity and market readiness
- Health impact (number and geographic distribution of patients / users impacted by proposed solution)

STEP 2

The EIT Health Management Board (MB) will discuss different dimensions of the portfolio and the specific activity proposals. During the discussion, all MB members can contribute their opinion, focusing on how to build a strong and balanced portfolio.

STEP 3

Communication of results to partners. Please see more information on about the portfolio development process and the relevant criteria [here](#).

Innovation Annex

An annex with further details on all aspects of the Innovation projects can be [downloaded here](#).

4. Education

4.1 Overview and expected impact

EIT Health Education works with EIT Health Partners to provide pan-European best-in-class education programmes that empower life-long learners to promote better health of citizens and contribute to a sustainable health economy in Europe. EIT Health acts as a European incubator for innovative health education for students, entrepreneurs, professionals, citizens and patients. Thus far, EIT Health Education has trained more than 36,500 graduates and professionals, empowered more than 129.000 citizens, and supported EIT Health Degree Programmes with more than 100 graduates.

The ambition of the Education Call for Business Plan 2022 is to create a concise, coherent, and impactful Education portfolio to continue building a brand for excellence in Education. EIT Health Education calls for Education programmes that support the transformation of healthcare systems through high-value solutions and provide the economy with knowledgeable, capable professionals, citizens, and patients to tackle public health challenges. All EIT Health Education programmes should aim to make knowledge available for all European learners at all times and strive to create a lasting impact. To support this goal, EIT Health Education will increase its focus on the development of digital education programmes and materials. Thus from 2022 onwards, it is mandatory for all EIT Health Education programmes to produce digital learning materials. The EIT Health Academy Platform (E-Learning Platform) will be available from 2022 onwards, making created online courses, webinars, and other learning resources related to the domain of health available for learners and organisations across Europe. The EIT Health platform will also support partners in scaling their educational programmes to reach their target audience and open up their content to the entire spectrum of European learners. All participants in EIT Health Education programmes are entitled to become part of the EIT Health Alumni Network, which connects enthusiastic Alumni to networking and community initiatives of EIT Health, thereby nurturing lifelong learning.

In line with the EIT Health Strategic Agenda 2021-2027, the Education Business model was adjusted, resulting in the invitation to submit proposals for two types of Education activities: Co-Creation! Programmes and Degree Programmes. These are described in detail below:

Co-Creation! programmes:

The goal of these programmes is to design, create, and deliver innovative, impactful, and high-quality education interventions that educate and equip the healthcare workforce, entrepreneurs, citizens, patients, and talents across Europe to tackle public health challenges. To achieve this aim, co-creation between different stakeholder groups, such as patient organisations, industry, and academic partners is essential.



In addition to addressing one of the six [EIT Health Focus Areas](#), Co-create! programmes must address one of the following three themes:

Theme 1: Sustainable health workforce

A sustainable and resilient health workforce – equipped with the knowledge, skills, values, ethics and behaviours to address existing and future health challenges – is a key driver for effective health and care in Europe and beyond. Examples of main health workforce challenges include an ageing workforce, inadequate working environments, emigration of highly trained professionals, and the lack of consistent and complete data to analyse staffing needs and enable well-informed and efficient planning and utilisation of resources. A well-performing, well-trained, and motivated health workforce is a key enabler for strengthening health systems in Europe.

Theme 2: Global pandemic – innovation and technology

Global pandemics push innovation and technology forward in unexpected ways. Technology and innovative solutions play a key role in analysing, tracking, predicting, and combating a threat. They are also key enablers to support and provide high-quality care for vulnerable people/patients and to relieve the pressure on overwhelmed medical professionals during pandemics. Besides offering great potential, the use of technology also brings challenges that need to be analysed and addressed. Examples of some technology shortcomings that emerged during the COVID-19 outbreak include delays in reporting and testing, lack of complete longitudinal data, and the spread of health misinformation online. Educating citizens, patients, health professionals and entrepreneurs to develop and benefit from innovative and technological solutions for pandemics can be a crucial factor in sustaining health systems and protecting the health and wellbeing of individuals.

Theme 3: Impact of climate change on human health

Climate change can influence human health and disease in numerous ways. Disruptions of physical, biological, and ecological systems due to climate change that can cause adverse health outcomes include rising temperatures, more extreme weather, rising sea levels and increased carbon dioxide levels. Some examples of health outcomes that can result from the effects of climate change are increases in respiratory disease, injuries and premature death; changes in prevalence and geographical distribution of infectious diseases; food- and water-borne illnesses; and mental health and stress-related disorders. To turn climate and environmental challenges into opportunities and build resilience against climate impacts, it is essential to educate and empower health professionals, Industry, and communities to innovate and tackle the risks of climate change.

Degree programmes:

These programmes seek to develop and support pan-European master's and doctoral programmes that deliver innovation and entrepreneurship skills to students. The ultimate aim is to nurture the talents of tomorrow (entrepreneurs, change agents, professionals) to boost innovation in the healthcare ecosystem.

New EIT Health Degree programmes need to address at least one of the following four themes:

Theme 1: Innovation and Entrepreneurship in healthy living and active ageing

Theme 2: Technological Innovation for Health

Theme 3: Healthcare Innovation and Entrepreneurship

Theme 4: Health and Medical Data analytics

For more information on these four themes, visit [Degree Programmes on the EIT Health website](#).

4.2 Sustainability

Sustainability of the programme

All Education proposals are required to demonstrate Partners' commitment to the sustainability of their programme beyond the financial support of EIT Health ecosystem. Proposals have to include a rigorous multi-annual sustainability strategy and demonstrate that the consortia have the expertise required to implement it.

All Partners involved in EIT Health programmes will need to support the financial sustainability of EIT Health and its ecosystem by providing co-funding. For more information on the co-funding request, please refer to [Annex 1](#), Section 1. In addition, it is mandatory for EIT Health Education programmes running under the Co-Create! Call to generate revenue while being included in the EIT Health Education portfolio. As outlined in the Guidelines section 4.3, Co-Create! programmes have two options to generate and share revenue with EIT Health to be reinvested in the ecosystem. For Degree programmes, proposals should explore opportunities of generating revenue through alternative approaches, such as the distribution of online modules through the EIT Health Academy platform.

Mandatory requirements of national law

It is acknowledged that partners involved in EIT Health programmes may be subject to mandatory requirements of national law that are relevant to specific aspects of the Guidelines, in particular the marketing of programmes and the generation of revenue. Nothing in the Guidelines shall be deemed to require a partner involved in an EIT Health programme to breach any mandatory requirement of national law under which the partner is operating.

In the case of conflict between the Guidelines and mandatory requirements of national law, EIT Health aims at finding a coherent solution and to gain knowledge for the set-up of future calls. The affected partner(s) are invited to:

- Identify in their Expression Of Interest (EOI) proposal any potential significant conflicts between the Guidelines and mandatory requirements of national law under which the partner is operating.
- Commit to working collaboratively with EIT Health and other partners to co-create a compliant legal environment for the programme that respects mandatory requirements of national law while ensuring (a) achievement of the overall aims of the relevant programme; and (b) equitable treatment of partners.

Coherence of activity set-up with overall aims of the programme, especially financial sustainability contribution to the EIT Health ecosystem, shall be explored in due time after expression of interest, to avoid submission of non-compliant proposals.



4.3 Education Guidelines

	Co-CreatE! Programmes	Degree Programmes
Definition	Co-creatE! programmes are open for new innovative education programmes and re-applications of programmes in the 2021 portfolio that are brought forward by consortia or pre-existing networks (e.g. Innovation Fellowships).	Degree Programmes are open for re-applications of three Degree Programmes (Health and Medical Data Analytics (HMDA), BeHealsy, and Aging@EITHealth PhD School) and new applications for PhD and Master programmes.
Goal	The goal of the Co-creatE! Call is to design, create, and deliver innovative, impactful, and high-quality education programmes to educate and equip the healthcare workforce, entrepreneurs, citizens, patients and talents across Europe to tackle public health challenges.	The goal of the EIT Health Degree Programmes Call is to develop and support pan-European Master and Doctoral programmes that deliver innovation and entrepreneurship skills to students. The ultimate aim is to nurture the talents of tomorrow (entrepreneurs, change agents, professionals) to boost innovation in the healthcare ecosystem.
Duration of EIT Health grants	Maximum four years (may be shorter)	One year of development (development year) and maximum four years for Labelled Degree Programmes (1+4)
Multi-annual Business Plans	<p>Existing Education programmes that are running in 2021 and re-apply in 2022 can submit a proposal for one or more years of funding in the 2022 Call (complying with the duration of EIT Health grants).</p> <p>For all new applications, partners have to submit a multi-annual Business Plan (of 2-4 years) for an Education programme.</p> <p>Multi-annual programmes do not have to complete the evaluation process (remote and hearings) every year. Once included in the Education portfolio, multi-annual programmes will be monitored on a yearly basis. The outcome of the monitoring will determine the continuation and amount of EIT Health funding in the following year.</p>	<p>Re-applying labelled Degree Programmes can submit a proposal for one or more years of funding in the 2022 Call (complying with the duration of EIT Health grants for labelled degree programmes).</p> <p>All new Degree Programmes have to submit a multi-annual Business Plan of five years (1+4) to EIT Health Education. Multi-annual programmes do not have to complete the evaluation process (remote and hearings) every year. Multi-annual programmes will be monitored on a yearly basis. The outcome of the monitoring will determine the continuation and amount of EIT Health funding in the following year.</p>

	Co-Create! Programmes	Degree Programmes
Indicative grant amount per programme	<p>Overall 8-10 Co-Create! programmes (with multi-annual business plans) will be selected for the Education Portfolio 2022:</p> <ul style="list-style-type: none"> • 2 Programmes maximum €1.5 million • 3-4 Programmes between €300,000-€500,000 • 3-4 Programmes between €100,000-€300,000 <p>Yearly monitoring of the scale-up (increase outreach, number of participants, involving additional countries) and progress of the programme will determine the grant amount per programme for the following year. If programmes do not progress and nor wish to scale-up, the decreasing funding model will apply.</p> <p>Decreasing Funding Model</p> <p>New Education programmes will receive up to 100% EIT funding (in year one) and receive a maximum of four years of funding, which will decrease in the following years if programmes do not scale-up. Programmes that do not scale-up will receive up to 75% of the initial funding for their second year, up to 50% of the first-year funding for the third year, and finally, up to 25% of the first-year funding for the fourth year. The fourth year is the last year of implementation funded by EIT Health. It is expected that additional costs will be covered by the contributing partner institutions.</p> <p>Existing Education programmes running in 2021 are not required to decrease their funding request, if the programme is planned to scale-up in 2022 (and beyond). The fourth year of a programme is the last year of implementation funded by EIT Health.</p>	<p>In total (including new applications and re-applications), five Degree Programmes will be selected for the Education Portfolio 2022.</p> <p>The Decreasing Funding Model does not apply to Degree Programmes. The funding model for Degree Programmes is as follows:</p> <p>Development year:</p> <ul style="list-style-type: none"> • Innovation & Entrepreneurship (I&E) module development: Maximum €60,000 • Management costs: Maximum €70,000 <p>Maximum EIT Health funding per development year for master's and PhD programmes: €130,000</p> <p>Labelled Degree Programmes (1-4 years):</p> <ul style="list-style-type: none"> • Management costs: Maximum €70,000 • Start-up creation support/Prize: Maximum €60,000 • Student mobility grants per student per month: <ul style="list-style-type: none"> ○ Master's programmes: Maximum €1,600 ○ PhD Programmes: Maximum €1,800 <p>Maximum EIT Health funding per year for Labelled Degree Programmes:</p> <ul style="list-style-type: none"> • Master's programmes: Maximum €500,000 • PhD Programmes: Maximum €500,000 <p>Yearly monitoring outcomes will determine the grant amount per programme for the following year.</p>
Co-funding request	For more information on the co-funding request, please refer to Annex 1 on Financial Aspects.	

	Co-Create! Programmes	Degree Programmes
Rules for Consortia	<p>Only Core or Associate Partner of EIT Health, including linked Third Parties, can lead a Co-create! Programme.</p> <p>EIT Health Core or Associate Partners from at least two regional Innovation Hubs/InnoStars must be involved. External project partners don't count as representative of a regional Innovation hub /InnoStars.</p>	<p>Only a Core or Associate Partner of EIT Health, including linked Third Parties can lead a Degree Programme.</p> <p>EIT Health Core or Associate Partners from at least two regional Innovation Hubs/InnoStars must be involved. External project partners don't count as representative of a regional Innovation Hub / InnoStars.</p> <p>Additional rule for new applications: include</p> <ul style="list-style-type: none"> • at least one InnoStars Associate Partner; • OR at least one EIT Health RIS Hub as External Project Partner; • OR at least one university/organisation from the RIS regions as External Project Partner.
Mandatory evaluation of EIT Health funded education programmes	<p>It is mandatory for all EIT Health funded Education programmes to conduct a learning and impact evaluation. The evaluation should include at least the learning experience of participants, e.g. their level of satisfaction, and the variation in performance, skills, knowledge and/or behaviour further to having attended an EIT Health Education programme. At a minimum, a pre- and post-test is expected to demonstrate the variation in performance, skills, knowledge and/or behaviour after completing an EIT Health Education programme. From 2022 onwards, all Expression of Interests and Proposals have to include a rigorous evaluation framework based on backward design. Examples of recommended evaluation frameworks are: are:</p> <ul style="list-style-type: none"> • Kirckpatrick Model (1996) • Moore et al. (2009) - Achieving Desired Results and Improved Outcomes: Integrating Planning and Assessment Throughout Learning Activities 	
Project maturity	<p>It is expected that programmes enrol learners from the first year.</p>	<p>Re-applying Degree Programmes must enrol students every year.</p> <p>New Degree Programmes are expected to enrol learners from the second funding year, i.e. once the development year is completed.</p>
Reach/Impact and sustainability	<p>A clear plan for the duration of the education programme has to be provided. It should outline a well-defined sustainability strategy to continue the education programme beyond EIT Health funding. It is recommended that proposals include measures for scaling up the education programme (i.e. maximising the number of learners). The EIT Health Academy platform is recommended as a potential option for a scaling-up mechanism.</p>	<p>For master's programmes:</p> <ul style="list-style-type: none"> • Minimum number of students enrolled per year: 30 • Minimum number of EIT Health graduates after four years: 80 <p>For PhD programmes:</p> <ul style="list-style-type: none"> • Minimum number of students enrolled per year: five • Minimum number of EIT Health graduates after four years: four <p>A clear plan for the duration of the education programme has to be provided. It should outline a well-defined sustainability strategy to continue the education programme beyond EIT Health funding. It is recommended that proposals include measures for scaling up the education programme (i.e. maximising the number of learners). The EIT Health Academy platform is recommended as a potential option for a scaling-up mechanism.</p>

	Co-CreatE! Programmes	Degree Programmes
Financial return to the EIT Health ecosystem	<p>All Co-creatE! programmes must generate revenue that EIT Health will reinvest into the ecosystem. This shall happen on two levels:</p> <p>Level 1: Partners are responsible to manage marketing, and the distribution and commercialisation of programmes themselves.</p> <p>Revenue split: 70% stays with Partner / 30% reinvested in the ecosystem by EIT Health.</p> <p>Level 2: Partners should share content with EIT Health to further distribute and scale programmes. EIT Health provides further support with marketing, distribution and commercialisation of programmes. EIT Health hosts the education material on the EIT Health Academy platform and is fully responsible for maintenance of the platform and data management.</p> <p>Revenue split: Partners will receive 30% of revenue generated from this mechanism either directly or through reduced co-funding in the next business plan cycle.</p> <p>EIT Health will reinvest its 70% revenue split in the ecosystem.</p> <p>EIT Health will not strive for IP. An appropriate arrangement will be made (license agreement).</p>	<p>For Degree programmes the generation of revenues is optional.</p> <p>Partners have the opportunity to generate revenue from modules by hosting them on the EIT Health Academy platform. EIT Health will reinvest the generated revenue in the ecosystem.</p> <p>Revenue split: 70% to EIT Health / 30% to Partners.</p> <p>Partners will receive the proportion of the generated revenue either directly or through reduced co-funding in the next business plan cycle.</p>
EIT Health Academy platform	Content hosted on the EIT Health Academy platform will be curated and vetted on a yearly basis to ensure currency and relevance by the Editorial Board of the EIT Health Academy platform.	
Standardised Data	<p>All education programmes, including degree programmes, must share data on learners with EIT Health. The data to be shared, and the process, will be specified in 2021.</p> <p>Privacy and data protection is important to us. The EIT Health privacy policy statement explains the data EIT Health processes, how EIT Health processes it, and for what purposes.</p>	
EIT Labelling and Certification	<p>EIT is evolving the EIT Labelling system for non-degree programmes for 2022. More information will be shared with the partnership once the process is finalised by EIT.</p> <p>All certificates issued to participants have to have the EIT Health logo. Certificate templates must be validated by EIT Health Education prior implementation.</p>	<p>All degree programmes must apply for the EIT Label within the first year of funding. The EIT Label is a quality seal for programmes combining strong scientific education, entrepreneurship training, learning-by-doing pedagogy and mobility schemes. EIT is currently evolving the EIT Labelling system. More information will be shared with the partnership once the process is finalised by EIT.</p> <p>All Certificates issued to participants have to have the EIT Health logo. Certificate templates must be validated by EIT Health Education prior implementation.</p>

	Co-Create! Programmes	Degree Programmes
Topics and focus areas	<p>In addition to addressing one of the six EIT Health Focus Areas, Co-create! programmes must address one of the following three themes:</p> <p>Theme 1: Sustainable health workforce</p> <p>Theme 2: Global Pandemic – Innovation and Technology</p> <p>Theme 3: Impact of Climate change on human health</p> <p>For more information on the themes, please refer to Section 4.1.</p>	<p>New EIT Health Master programmes need to address at least one of the following four themes:</p> <p>Theme 1: Innovation and Entrepreneurship in healthy living and active aging</p> <p>Theme 2: Technological Innovation for Health</p> <p>Theme 3: Healthcare Innovation and Entrepreneurship</p> <p>Theme 4: Health and Medical Data analytics</p> <p>The new master’s programme must have a strong emphasis on innovation and start-up creation.</p>
Target Audience	Health professionals, executives, students, citizens and patients, and entrepreneurs.	Master’s and PhD students enrolled in a university.
Citizen and Patient Engagement, High-Value Care, Ethical, Legal and Social Principles	<p>All EIT Health education programmes are expected to contribute to the achievement of societal impact by:</p> <ul style="list-style-type: none"> • Reaching out to citizens and patients • Involving individual citizens and patients or civil society organisations • Designing projects that deliver those outcomes that matter most to citizens and patients • Complying with ethical, legal and social principles <p>For more information, please refer to Section 1.2.</p>	
Learning formats	<p>Learning formats must be the most relevant and best suited for the intended learning outcomes. Examples of potential formats for Education programmes are:</p> <ul style="list-style-type: none"> • A short education programme lasting 2-3 days • An extended education programme lasting between 2 and 12 weeks • An extended education programme ranging across multiple years <p>If suitable, EIT Health Education programmes can offer ECTS and/or certificates to participants. Learning formats can be blended (a combination of online education and location-based classroom methods) or fully online. Thus, it is mandatory for all EIT Health Education programmes to produce E-learning materials, such as virtual classrooms, workshops, webinars, MOOCs, or online modules. Participants of all EIT Health Education programmes are invited to join the EIT Health Alumni Network.</p> <p>EIT Health Education recommends using methods such as backward design to ensure the education programme will lead to the expected outcomes.</p>	

	Co-Create! Programmes	Degree Programmes
KPIs	<p>Mandatory KPIs:</p> <ul style="list-style-type: none"> • Number of participants in (non-degree) education and training • Number of EIT RIS participants with (non-degree) education and training • Programme attractiveness and demand <p>Optional KPIs:</p> <p><i>It is mandatory to select at least one optional KPI from the following list</i></p> <ul style="list-style-type: none"> • Number of students trained by EIT Health (non-degree) education programmes • Number of professionals trained (Number of healthcare professionals trained by EIT Health non-degree education programmes or Number of executives trained by EIT Health non-degree education programmes) • Number of citizens / patients trained • Number of Start-ups created by participants in (non-degree) Education programmes • Employment success • Number of citizens/patients involved • Number of citizens/patients reached <p>Please refer to the KPI Guidance for the definition of the KPIs.</p>	<p>Mandatory KPIs for Labelled MSc/PhD programmes:</p> <ul style="list-style-type: none"> • Number of start-ups created through EIT labelled MSc/PhD programmes • Number of EIT RIS start-ups created through EIT labelled MSc/PhD programmes • Number of EIT RIS countries' start-ups created through EIT labelled MSc/PhD programmes • Number of graduates from EIT labelled MSc/PhD programmes • Number of EIT RIS graduates from EIT labelled MSc/PhD programmes • Number of EIT labelled MSc/PhD students and graduates who joined Start-ups • Number of EIT RIS EIT labelled MSc/PhD students and graduates who joined start-ups • Programme attractiveness and demand <p>Optional KPIs:</p> <p><i>It is mandatory to select at least one optional KPI from the following list</i></p> <ul style="list-style-type: none"> • Number of jobs created in new business organisations as a direct result of your programme • Number and type of jobs and/or employment in existing businesses • Marketed innovations • Investment attracted by KIC supported start-ups/scale-ups <p>Please refer to the KPI Guidance for the definition of the KPIs.</p>
Evaluation criteria and weights	<p>All education Programmes have to complete the whole evaluation and yearly monitoring process.</p> <p>For the full evaluation criteria, please refer to the Table in Section 4.4.2.</p> <p>The criteria and weights for new and re-applying programmes respectively are listed below.</p> <p>Evaluation criteria and weights for new applications:</p> <ul style="list-style-type: none"> • Programme Excellence and Strategic Fit – 20% • Implementation and Feasibility – 40% • Impact and Sustainability – 40% <p>Evaluation criteria and weights for re-applications:</p> <ul style="list-style-type: none"> • Programme Excellence and Strategic Fit 2022 – 20% • Implementation and Feasibility 2021 – 20% • Implementation and Feasibility 2022 – 20% • Impact and Sustainability 2022 – 40% 	

	Co-Create! Programmes	Degree Programmes
Monitoring	<p>All education activities will be monitored to ensure that programmes are progressing with respect to the Business Plan and thus contribute to the overall EIT Health Strategy. Monitoring provides insights on programmes that are progressing well and those that need more support. It also allows EIT Health to have an overview of the portfolio impact and potentially use data collected for communication purposes (e.g. success stories).</p> <p>EIT Health Education Monitoring consists of the following mandatory meetings per year:</p> <ul style="list-style-type: none"> • First update (online): in March-April during the first year. • Mid-term review (face-to-face or online): in June 	
Scoring weights for final ranking	Remote evaluations (25%), Hearings (75%)	

4.4 Selection criteria

4.4.1 Eligibility criteria, evaluation and submission process for Education proposals

Existing education programmes that are running in 2021 and are eligible to re-apply in 2022 are invited to do so. Those programmes can submit a proposal for one or more years of funding in the BP 2022 Call.

For all new applications for an Education programme, partners must submit a proposal that includes a multi-annual business plan (2-4 years). The progress of each Education programme will be monitored on a yearly basis. The outcome of the monitoring will determine the continuation and amount of EIT funding. EIT Health funding can be received for a maximum of four calendar years per Education programme/Labelled Degree Programme. Multi-annual programmes do not need to re-apply for the project duration outlined in the initial proposal.

The complete eligibility criteria, evaluation, and feedback process is outlined in [Section 2](#).

4.4.2 Evaluation criteria

New applications: Remote and hearings evaluation criteria, and relative value of the criteria

I. Project Excellence and Strategic Fit (20%):

- Provides evidence of a clearly outlined educational unmet need supported by evidence/literature.
- Provides a solution to the unmet educational need in terms of skill needs, learning methodology and health outcomes, as described in the Call document.
- Demonstrates an innovative education offering with a specific added value within and outside EIT Health's network.
- Demonstrates the fit with EIT Health objectives, focus areas and strategy, as described in the Call document.
- Provides evidence for Knowledge Triangle Integration and fostering knowledge between education, innovation and business creation.

II. Implementation and Feasibility (40%):

- Demonstrates the roles and added value of each partner in the consortium.
- Clearly describes the operational capacity and expertise of each academic and non-academic partner to meet the specific needs of developing, delivering, scaling, and sustaining the educational programme on a European level.
- Presents a clear education programme design and overview of the content, linked to the delivery of the learning outcomes.
- Demonstrates the feasibility of the programme and provides a detailed workplan to specify how the programme will be implemented to reach intended impact, including relevant KPIs, deliverables and outputs.
- Details the budget and resources, including a financial plan, to explain and specify that all costs are accounted for.
- Presents a clear marketing strategy and identifies how the right learners will be recruited in a timely manner. Ensures that the programme is easily accessible to the entire partnership.

III. Impact and Sustainability (40%):

- Demonstrates learning evaluation based on the framework and requirements as described in the Call document.
- Demonstrates impact evaluation based on the framework and requirements as described in the Call document.
- Provides evidence of contributing to the achievement of societal impact as described in the Call document.
- Provides evidence of a plan to achieve sustainability according to the sustainability guidelines in the Call document. The proposal needs to explain and specify how the programme will continue to be delivered and generate impact in the future, beyond EIT Health funding.
- Provides evidence of plans to generate and share revenues with EIT Health, as described in the Call document.
- Explains specific plans to scale the programme, knowledge-sharing and dissemination on the European level.

Re-applications: Remote and Hearings evaluation criteria, and relative value of the criteria

I. Project Excellence and Strategic Fit in 2022 (20%):

- Provides evidence of a clearly outlined educational unmet need supported by evidence/literature.
- Provides a solution to the unmet educational need in terms of skill needs, learning methodology and health outcomes, as described in the Call document.
- Demonstrates an innovative education offering with a specific added value within and outside EIT Health network.
- Demonstrates the fit with EIT Health objectives, focus areas and strategy, as described in the Call document.
- Provides evidence for Knowledge Triangle Integration and fostering knowledge between education, innovation and business creation.

II. Implementation and Feasibility in 2021 (20%):

- Highlights the work completed so far, and the expected timeline and work for the remainder of the programme. Gives clear justification for any delays must be provided.
- Demonstrates the feasibility of the programme and provides a detailed workplan, including relevant KPIs, deliverables and outputs for 2021.
- Provides an update on progress for 2021 and specifies the metrics used to measure achieved and yet-expected impact.

III. Implementation and Feasibility in 2022 (20%):

- Demonstrates the roles and added value of each partner in the consortium.
- Clearly describes the operational capacity and expertise of each academic and non-academic partner to meet the specific needs of developing, delivering, scaling, and sustaining the educational programme on a European level.
- Presents a clear education programme design and overview of the content, linked to the delivery of the learning outcomes.
- Demonstrates the feasibility of the programme and provides a detailed workplan to specify how the programme will be implemented to reach intended impact, including relevant KPIs, deliverables and outputs.
- Details the budget and resources, including a financial plan, to explain and specify that all costs are accounted for.
- Presents a clear marketing strategy and identifies how the right learners will be recruited in a timely manner. Ensures that the programme is easily accessible to the entire partnership.

IV. Impact and Sustainability (40%):

- Demonstrates learning evaluation based on the framework and requirements as described in the Call document.
- Demonstrates impact evaluation based on the framework and requirements as described in the Call document.
- Provides evidence of contributing to the achievement of societal impact, as described in the Call document.
- Provides evidence of a plan to achieve sustainability according to the sustainability guidelines in the Call document. The proposal needs to explain and specify how the programme will continue to be delivered and generate impact in the future, beyond EIT Health funding.
- Provides evidence of plans to generate and share revenues with EIT Health, as described in the Call document.
- Explains specific plans to scale the programme, knowledge-sharing and dissemination on the European level.

5. Business Creation

5.1. Overview and expected impact

EIT Health Business Creation invites Partners to submit innovative, value-creating proposals targeting the [EIT Health Focus Areas](#) in 2022, in order to build on and strengthen our Business Creation portfolio while synergising with the other EIT Health activity types and the Alumni network. EIT Health's Business Creation activities seek to support the best and brightest health industry entrepreneurs and provide them with the skills and services they need to get their ideas off the ground and into the market. Most of the continuation activity portfolio forms part of an exclusive start-up track that provides individualised and continuous support from regional key account managers. We encourage partners to apply for the Bootcamp Call or a continuation activity:

- **Continuation Call:** Any Business Creation activity that is willing to continue its work in 2022 will have to apply and undergo a full evaluation procedure. This requirement ensures high quality standards and continuous improvements from year to year. In view of the current strategic developments, an individualised start-up track will be introduced. Most continuation activities will be grouped as part of that track and follow an aligned framework.
- **Bootcamp Call (new and continuation):** EIT Health Bootcamps provide an intensive incubation programme for European teams who have a business idea that is in the research and development phase. Applicants may include degree/graduate students/postdocs, and budding entrepreneurs who have the ambition to run their own business, and to explore the opportunities of their health business idea in a European context. The Bootcamps help teams to design a successful business model, validate their product-market and product-solution fit, and discover (inter)national market potential, competition, USP and target customers. All Bootcamps will be complimented by the EIT Health Bootcamp Tour, an event that brings together all Bootcamp participants after the end of their individual programmes.

All proposals should aim to create impact within the following relevant areas of need for entrepreneurs, start-ups and SMEs:

- **Access to knowledge:** We provide hands-on training in relevant healthcare business topics through the pop-up incubator series, as well as dedicated mentoring through the Mentoring and Coaching Network. Furthermore, we call for 3-6 Bootcamp activities, each trains about 10 entrepreneurs to create robust business plans based on their business ideas, and to validate product-solution/product-market fit.
- **Access to markets:** We enable start-ups to explore and enter new markets within and beyond Europe. Through the [Bridgehead programme](#), start-ups have the opportunity to visit one or more top-notch accelerators, incubators and clusters from the EIT Health European network. They can speed up their access to foreign markets by getting a first-hand feel for the local regulatory framework and business context.
- **Access to stakeholders:** Start-ups/SMEs and partners can launch collaborations through



activities such as the [Digital Sandbox](#), which facilitates access to biobanks and quality registers in Europe. The [EIT Health Catapult](#) aims to support 42 start-ups in the domains of Biotech, MedTech and Digital Health. Participating start-ups are supported by high-quality experts, health industry leaders and international investors through intensive and multi-channel involvement of the whole EIT Health community. The [EIT Health Alumni Network](#) is crucial to connecting participants of all types of activities in EIT Health and keeping our network engaged.

- **Access to investors and funding:** The finance instruments facilitate joint investments with different stakeholders, such as citizens through the [Crowdfunding](#) platform, industry and business angels through the [Investor network](#) and [Gold Track](#) programme, and even the European Investment Fund, through the [Venture Center of Excellence](#). Furthermore, Key Account Managers at the regional Innovation Hubs / InnoStars will actively link start-ups to EIT Health partners, that might be suitable collaboration partners (e.g. [Start-up-driven proposals](#)).

5.2. Sustainability

Continuation activities

All activities selected as part of the individualised start-up track may be required to adapt to pre-defined financial obligations in their framework contract. This applies to all continuation activities except for the EIT Health Catapult and Headstart (if funded regionally).. In addition to framework conditions within this start-up track, further sustainability measures are mandatory within each activity. It is incumbent upon the applying consortia to provide a feasible sustainability plan (e.g. a success fee) based on a comprehensive quantitative and qualitative assessment.

Bootcamps

Bootcamp proposals need to have a sound sustainability plan that is integrated into the implementation of the programme and shows promise to deliver results in the following years. Sustainability strategies include both:

- making the Bootcamp activity financially sustainable in time and;
- sharing created revenue with EIT Health.

This may entail paid partnerships, smart knowledge transfer elements, programme fees and/or other mechanisms that may be applicable to Bootcamp activities. The sustainability plan must contain quantitative and qualitative evidence of feasibility and a clear implementation plan. Continuation Bootcamp activities are expected to demonstrate tangible progress, and they should have a more solid sustainability strategy plan than a Bootcamp activity proposal that is submitted for first time. It is mandatory for all Bootcamp proposals to follow the co-funding rules described in [Section 2.3](#) and in [Annex 1](#).

5.3 Business Creation Guidelines

In addition to the general Eligibility Criteria given in [Section 2.3](#) of the Overview, all Business Creation proposals need to fulfil the following criteria:



Bootcamp Activities (new and continuation)		Continuation Activities
Definition	An intensive incubation activity for about 10 European teams. Bootcamps should have a clear thematic focus (e.g. medtech, biotech, digital health). The Bootcamp activities are complimented by the EIT Health Bootcamp Tour (see deferred call for 2020 here)	A diverse offer to start-ups and SMEs at different maturity levels, including highly individualised mentoring support, a comprehensive financial tool offer and internationalisation support amongst others.
Goal	Build and scale healthcare companies	
Who should apply	Partners from at least two different regional Innovation Hubs/InnoStars are required for each proposal. We anticipate that lead partners are likely incubators, innovation clusters, universities and/or industry partners with experience in designing programmes to support early stage start-ups. All Bootcamp consortia partners must have a proven track record in supporting health start-ups, and all hosts must be able to provide temporary office space, teaching facilities, etc. for Bootcamp teams. We expect that healthcare institutes, business partners – such as insurance companies, innovation networks and government organisations – are likely to be part of the proposal to ensure access to the network.	Unless a different arrangement is agreed upon within the consortium, the activity leader from previous years should hand in the continuation proposal. Usually the partner consortium remains, but modifications as a result of previous experience are welcome. The consortium is encouraged to include new partners if those partners can contribute significantly to existing or new work packages. Matchmaking events should be used to identify potential new partners.
Duration	One year	
Indicative grant amount per activity	Up to €150,000 (As opposed to past years editions, potential subgrants for travel and accommodation of teams have to be included in that budget.)	Depends on individual activity (range €100,000–€3 million).
Co-funding request	See Annex 1	
Rules of participation	<p>All Business Creation proposals must submit an Expression of Interest. For the benefit of the proposal, partners should use the period between Expression of Interest and Proposal submission (“Pre-Application Phase”) to receive input and advice from a regional Business Creation Manager.</p> <p>Consortia should agree to using the EIT Health data structure to capture start-up information (e.g. programme processes and application platform).</p> <p>The proposal should provide a detailed marketing strategy of how to attract the best teams for the activity, and how to communicate the added value of it. In this context, close alignment with the EIT Health Head of Marketing is mandatory. A Marketing Webinar may be offered prior to the 2022 activity, to provide detailed information on programme applications in time with the Business Creation Catalogue launch, which is foreseen for November 2021.</p> <p>The proposal must not be submitted by third parties (e.g. consultancies).</p> <p>In addition, all Business Creation proposals should demonstrate how they can ensure the following in case of a successful selection:</p> <ul style="list-style-type: none"> • The activity should be made available and easily accessible to the entire EIT Health Ecosystem and the entrepreneurship communities within Europe (these include all EIT Regional Innovation Scheme (RIS) communities). • At least 60% of the participants recruited should be international, and recruitment should take place with appropriate advanced notice. • All activities must support teams in following up with further EIT Health Business Creation activities. • Providing proper advertising of the activity as being supported by EIT (logos on associated websites, etc). • Use appropriate KPIs (Business Creation Managers can be a valuable resource for such information). • Assure that participating start-ups brand EIT Health Business Creation on their website in alignment with 	

	Bootcamp Activities (new and continuation)	Continuation Activities
	<p>the EIT Health Business Creation Branding guidelines.</p> <ul style="list-style-type: none"> Follow up with start-ups after completion of the programme for up to three years (e.g. using the standard EIT Health Business Creation survey) and monitor success of programme. Collaborate with other 2022 Business Creation activities chosen for the business plan. Indicate how the activity contributes to the Focus Areas. Focusing the programme on a specific area of technology or medical need may be advantageous in scoring. In the case of re-applying proposals, specifically address key learnings from the previous years and tell how these will be used to strengthen the programme. Clearly address the specifics outlined in the Scorecard The activities should involve citizens and patients who share their thoughts, ideas, pains etc. – assisting participating teams in understanding needs, co-creating and receiving early market validation. <p>The programme should take advantage of peer learning, expert knowledge about national health systems, and contact with key stakeholders.</p> <p>Bootcamp proposals must demonstrate the track records of all partners in entrepreneurship training and/or expertise about (inter)national health systems.</p> <p>All aspects of the Bootcamp Programme should be delivered by experts, mentors, and coaches with a range of skills relevant to establishing and running a business.</p> <p>During the face-to-face days, office space must be provided to the teams.</p> <p>A spirit of collaboration is expected between all Bootcamp consortia, also during the Bootcamp Tour. This may include, but is not limited to, sharing learnings and key materials, and ensuring that Bootcamp teams are placed in the most suitable programmes.</p> <p>A structured partner matchmaking will be implemented.</p> <p>Selection of teams:</p> <ul style="list-style-type: none"> 10+ Teams (of 2-5 team members) can participate in each programme. The ideal team profile features a combination of skills, such as business-lead and product-development-lead. Selection of the teams is based on the quality of the business idea, the fit to the programme and the team’s motivation and level of commitment. The scorecard is provided by EIT Health and must be applied in at least one application process step. <p>Timeframe:</p> <ul style="list-style-type: none"> Based on the selected consortia, Bootcamp activities will be conducted in one or two waves via the centralised EIT Health programme. 	<p>The proposal should align with the practical implications of the start-up journey within the EIT Health Strategy. This refers specifically to the framework conditions:</p> <ul style="list-style-type: none"> Scouting and selection process of participants. Continuous individualised start-up track that requires close collaboration with regional key account managers. Financial involvement criteria (e.g. success fee, options).

Bootcamp Activities (new and continuation)		Continuation Activities
	<ul style="list-style-type: none"> Wave 1: Applications from Teams open January to March 2022, with Bootcamp Programmes running preferably during the months of April to July. Wave 2: Applications from Teams open April to June 2022, with Bootcamp Programmes running preferably during the months of July to October. Bootcamp activities may only run during one wave, and consortia must specify in their proposal the wave in which they intend to participate. Bootcamps last a minimum length of 28 days (of which 11 must be face-to-face days, excluding the Centralized Bootcamp Tour). <p>Bootcamp activities that are selected are required to host a Bootcamp Tour stop and to submit a proposal. Bootcamp proposals may already include an optional Work Package (without budget specifics) to host about ten visiting teams for two days.</p> <p>Non-selected proposals with an evaluation threshold of 70 points automatically qualify as host of a Bootcamp Tour stop.</p>	
Supporting Framework	CIMIT GAITS and HealthTech Innovation Readiness (HIR) Level	
Project maturity	TRL 2-4 / HIR 2-4	Depends on activity line (TRL 2-9 / HIR 2-10)
Impact	Number of start-ups supported: 10 per activity	Accumulated Number of start-ups supported: 70+ Accumulated Investment attracted: more than €100 million
Financial return to EIT Health	Please refer to Section 5.2 .	
KPIs (mandatory)	EITHE03.1 Supported Start-ups/Scale-ups EITHE03.2-EITRIS EIT RIS Start-ups/scale-ups Supported	
KPIs (recommended)	KIC09 Programme Attractiveness and Demand Citizen-, Patient- and societal impact related KPIs (KIC 10-13) KIC01 Number of jobs created in new businesses organisations as a direct result of your project KIC19 Number of pre-prototype ideas/concepts validated KIC14 Number of non-EIT Health events/fairs/conferences where EIT Health partners are presenting EITHE02.1 Marketed Innovations EITHE02.2-EITRIS EIT RIS Marketed Innovations	
KPIs (recommended)	EITHE04.1 Start-ups created of/for innovation	EITHE06.1 Investment attracted by KIC supported start-ups/scale-ups EIT RIS Country - Investment attracted by KIC supported EIT RIS start-ups/scale-ups KIC06 Number of countries where technology, product or service is commercialized or implemented.

	Bootcamp Activities (new and continuation)	Continuation Activities
Evaluation criteria and weights	Common scorecard for all Business Creation projects. Specific criteria respectively for new and re-applying programmes: Evaluation criteria for new applications: <ul style="list-style-type: none"> • Project Excellence and Strategic Fit – 20% • Implementation and Feasibility – 40% • Impact and Sustainability – 40% Evaluation criteria for re-applications: <ul style="list-style-type: none"> • Project Excellence and Strategic Fit 2022 – 20% • Implementation and Feasibility 2021 and before – 20% • Implementation and Feasibility 2022 – 20% • Impact and Sustainability 2022 – 40% 	
Scoring weights for final ranking	Remote evaluations (25%), Hearings (75%)	
Citizen and Patient Engagement, High-Value Care, Ethical, Legal and Social Principles	Activities seeking support are expected to contribute to the achievement of societal impact by considering: <ul style="list-style-type: none"> • Involving individual citizens & patients or civil society organisations • Reaching out to citizens & patients • Designing projects that deliver those outcomes that matter most to citizens & patients • Complying with ethical, legal and social principles • See Annex 1, Section 3 	

5.4 Selection criteria

When EIT Health determines which proposals to select for support, remote evaluations count for 25% of the total score and Hearings count for 75%. The tables that follow give a detailed breakdown of the criteria and relative scoring for new and re-applying programmes, in both remote evaluations and Hearings. For more information, on overall Evaluation and Selection, see [Section 2.2](#).

Remote and Hearings evaluation criteria for new applications for Business Creation activities
New applications: Remote and hearings evaluation criteria, and relative value of these criteria
I. Project Excellence and Strategic Fit (20%)

- Addresses the relevance and fit with EIT Health objectives, as described in the Call and indicates relatability to the focus areas.
- Addresses uniqueness; proposal is comparable to existing state-of-the-art programmes within and outside the partnership; added value of proposal is obvious.
- Addresses the concept of Knowledge Triangle Integration, in terms of how the Business Creation offering is connected with Education, Innovation and Alumni activities of EIT Health.
- Excellence of involved partner institutions.
- Experience of the activity lead and involved team members, absence of silos.

II. Implementation and Feasibility (40%)

- Presents a clear programme design plan for the business creation offering. The proposal needs to explain concisely how this plan will be used.
- Addresses the capacity and strength of the team/network. The proposal needs to prove that the team has the necessary expertise and ability and that the responsibilities are evenly distributed.
- Addresses the feasibility and the workplan. The proposal needs to prove the feasibility and provide a detailed workplan to specify how the activity will be implemented.
- Addresses budget and resources, including a financial plan, to explain and specify that all costs are accounted for.
- Addresses a recruitment and marketing strategy. The proposal needs to explain how the activity identifies and recruits the right entrepreneurs (e.g. from EIT Health partnership) and ensures that the entire partnership is encouraged to participate.
- Clear role of involved personnel, synergies and complementarity of the team.
- Commitment to transferring knowledge and to scaling the activity to contribute to the highest impact possible.

III. Impact and Sustainability (40%)

- Identifies the KPIs. The proposal needs to ensure that the chosen KPIs, deliverables and outputs fit with the activities' objectives and timely implementation.
- Specifies clear aims and achievable outcomes matching the proposed programme design plan.
- Addresses the evaluation and monitoring of the participants. The proposal needs to explain how it will receive feedback from participants, evaluate its participants' involvement and monitor the participants' success during and after the activity.
- Addresses how to ensure knowledge transfer. The proposal needs to explain how it will scale and disseminate the Business Creation offering within the partnership and beyond, and how its learnings will be shared with similar programmes.
- Provides evidence of contributing to the achievement of societal impact as described in the Call document
- Address how the different elements of the proposed offering support the sustainability model and help to expand this offering to the wider community.
- The proposal needs to explain and specify the future of the activity and prove how it will contribute financially, either by providing a Return on Investment for EIT Health or by becoming a self-sustaining initiative that requires minimal or no EIT Health funding.

Remote and Hearings evaluation criteria for re-applications for Business Creation activities

For re-applying proposals, the Hearings will partly include a monitoring review of the Activity in 2020.

Re-applications: Remote and hearings evaluation criteria, and relative value of these criteria

I. Project Excellence and Strategic Fit in 2022 (20%)

- Addresses relevance and fit with EIT Health objectives, as described in the Call, and indicates relatability to the focus areas.
- Addresses uniqueness; proposal is comparable to existing state of the art programmes within and outside the partnership; added value of proposal is obvious.
- Addresses the concept of Knowledge Triangle Integration, in terms of how the Business Creation offering is connected with Education, Innovation and Alumni activities of EIT Health.
- Excellence of involved partner institutions.
- Experience of the activity lead and involved team members, absence of silos.

II. Implementation and Feasibility in 2021 and before (20%)

- The programme design plan for the business creation offering was successfully implemented.
- The team has shown the necessary expertise and ability and responsibilities have been evenly distributed.
- The workplan has been properly implemented.
- Budget and resources have been used in alignment with the original financial plan.
- A recruitment and marketing strategy was in place; the entire partnership has been encouraged to participate.
- Clear role of involved personnel. Synergies and complementarity of the team has been proven and the business creation network was tapped into.
- Knowledge gained during programme implementation has been shared.

III. Implementation and Feasibility in 2022 (20%)

- Presents a clear programme design plan for the business creation offering. The proposal needs to explain concisely how this plan will be used.
- Addresses the capacity and strength of the team/network. The proposal needs to prove that the team has the necessary expertise and ability and that the responsibilities are evenly distributed.
- Addresses feasibility and the workplan. The proposal needs to build on previous success, prove feasibility and provide a detailed workplan to specify how the activity will be implemented.
- Addresses budget and resources, including a financial plan, to explain and specify that all costs are accounted for.
- Addresses a recruitment and marketing strategy. The proposal needs to explain how the activity identifies and recruits the right entrepreneurs (e.g. from EIT Health partnership) and ensures that the entire partnership is encouraged to participate.
- Clear role of involved personnel. Synergies and complementarity of the team.
- Commitment to transferring knowledge and scaling the activity to contribute to impact.

IV. Impact and Sustainability in 2022 (40%)

- Identifies the KPIs. The proposal needs to ensure that the chosen KPIs, deliverables and outputs fit with the activities' objectives and timely implementation.
- Specifies clear aims and achievable outcomes, matching the proposed programme plan.
- Addresses evaluation and monitoring of the participants. The proposal needs to explain how the project will receive feedback from participants, evaluate its participants' involvement and monitor the participants' success during and after the activity.
- Addresses how to ensure knowledge transfer. The proposal needs to explain how it will scale and disseminate the Business Creation offering within the partnership and beyond, and how its learnings will be shared with similar programmes.
- Provides evidence of contributing to the achievement of societal impact as described in the Call document
- Addresses how different elements of the proposed offering support the sustainability model and help to expand this offering to the wider community.
- Proposal needs to explain and specify the future of the activity and prove how it will contribute financially by providing either a return on investment for EIT Health or by becoming a self-sustainable initiative, requiring little or no EIT Health funding.

6. EIT Health Recognition Programme (ReCog)

6.1. Overview and expected impact

The EIT Health Recognition Programme is designed to enable the recognition of high-quality activities within the EIT Health portfolio and to further support EIT Health fellows, in order to strengthen the EIT Health network.

The EIT Health Recognition Programme will target two different types of activity:

- A. High quality activities that demonstrated their capacities by reaching a high score in the evaluation process, but did not receive EIT Health funding.

or

- B. High quality activities that demonstrated successful results during their EIT Health funding period, which has ended.

The EIT Health Recognition Programme will consist of:

- **A quality label for activities of type A:** Selected activities of type A will be granted the EIT Health Quality Label as an EIT Health project or programme and can gain further visibility within their ecosystem.

Business Creation selected activities of type A will also benefit from in-kind services like marketing, best-practice sharing and network building elements, as well as access to specific IT tools developed for managing start-up application, evaluation and selection.

- **A set of services for activities of type B:** The set of services made available for activities of type B includes the free continuation use of EIT Health branding in any communication, the continued promotion of the activity through the EIT Health communication and marketing channels, at the regional and European level, and also beyond. The selected activities will also have access to specific EIT Health platforms as well as specific IT tools developed for the whole community. Finally, selected activities of type B will remain in EIT Health portfolio.

Guidelines for the EIT Health Recognition Programme	
Definition	The EIT Health Recognition Programme allows high quality activities, that have not been selected for a grant, or that have demonstrated success during grant support, to benefit from the EIT Health network's reputation and further support.
Goals	Recognition or portfolio integration of high-quality activities among EIT Health projects/programmes and further support for EIT Health fellows, to strengthen the EIT Health network
Duration	One year
Co-funding	Not required
Indicative grant amount	No EIT Health funding involved

Selection criteria	<ul style="list-style-type: none"> • Activities that manage to demonstrate their quality through a final high rank during the evaluation process, and/or activities that obtained positive monitoring throughout their period of EIT Health financial support, will be put forward, based on the respective pillar director’s proposal. • Final approval will be taken by the EIT Health Management Board
Financial Contribution to EIT Health	Not required
Rules of participation	<p>Each activity must have applied and undergone a full evaluation procedure (type A) or must have been funded and monitored positively in previous years (type B).</p> <p>For both types of activities, activity leaders or consortia agree to adhere to the EIT Health branding guidelines and, if applicable, ensure that any further direct beneficiaries adhere to the branding guidelines as well.</p> <p>Each activity is required to</p> <ul style="list-style-type: none"> • Enable data collection via EIT Health tools • Go through dedicated monitoring process during the year the Recognition Programme is implemented (only for type B and Business Creation in-kind support in type A) • Report annually to EIT about the activity implementation supported by the EIT Health Recognition Programme (KPIs, DELs, OUTs will be defined at the end of the selection process) (only for type B and Business Creation in-kind support in type A) • Ensure a designated contact person to communicate with EIT Health on topics related to marketing, monitoring, reporting and overall information linked to the activity
Benefits for selected activities	<p>For type A activity:</p> <ul style="list-style-type: none"> • A unique Quality label • In-kind services and access to specific IT tools (e.g. Optimy etc.) (only available for Type A Business Creation activity) <p>For type B activity:</p> <ul style="list-style-type: none"> • Marketing and communication channels (e.g. Newsletters, social media, e-mailing etc.), targeted support • Access to EIT Health service platforms (e.g. Alumni network platform, Discover etc.) • Access to Pillar specific IT tools (e.g. Optimy etc.)

Glossary and Abbreviations

Activity leaders	Activity leaders are the proposal and project coordinators who are the main contact points for EIT Health and represent the consortium.
Activity types	EIT Health is accepting proposals for three basic activity types: Innovation, Education and Business Creation.
AI	Artificial Intelligence
BP	Business Plan
co-funding	Activities supported by EIT Health often require a certain level of co-funding from partners.
EC	European Commission
EIT	European Institute of Innovation & Technology, the EU body that provides funding for EIT Health.
EIT Health Hubs	The network of EIT Health Hubs includes leading regional incubators, accelerators, prominent medical universities, research centres and institutes. These Hubs are located in 13 countries in Southern, Central and Eastern Europe.
EIT Health RIS	The EIT Health Regional Innovation Scheme (EIT Health RIS) covers 14 regions in 13 countries across Europe.
EPP	External Project Partner
EOI	Expression of Interest
FPA	Framework Partnership Agreement
FS	Financial Sustainability
HQ	EIT Health Headquarters in Munich, Germany
Horizon Europe	The EU's main instrument for supporting innovation and research, Horizon Europe replaces the Horizon 2020 Programme and funds EIT. Find out more here.
HVC (High Value Care)	High Value Care projects are a new type of Innovation project designed to create value by improving the health outcomes that matter most to patients.
Impact and Financial Sustainability Check	A new process allowing for comparison of the health impact and financial contribution of the three different types of Innovation projects – Partner-driven projects, Start-up-driven projects and High Value Care projects – to facilitate the evaluation of proposals.
IP	Intellectual Property
KCA	KIC Complementary Activities
KIC	Knowledge and Innovation Communities of the EIT. EIT Health is one of several KICs.
KIC LE	KIC Legal Entity. EIT Health is a KIC LE.



KPI	Key Performance Indicators
MB	EIT Health Management Board
Partner-driven projects	These are Innovation projects that develop products and/or services that will generate revenues and costs savings when introduced in the market.
Regional Innovation Hub	Formerly known as Co-Location Centres (CLCs), these are offices around Europe. EIT Health has six regional Innovation Hubs plus InnoStars. These hubs operate as strong clusters of partners and activity to drive our thriving ecosystem.
SA	Strategic Agenda of EIT Health
SB	EIT Health Supervisory Board
SME	small- and medium-sized enterprises
SGA	Specific Grant Agreement
Start-up Amplifier instrument	A grant-for-options instrument offered to Start-up-driven projects during the proposal submission, focused on elevating the role of top start-ups in Innovation projects by increasing their involvement and available funding in return for the options.
RIS	Regional Innovation Scheme
VBHC	Value Based Health Care



Amendments

Amended on 16 November 2020:

In Section 4.3 Education Guidelines, Rules for Consortia, Degree programmes:

The following text:

Additional rule for new applications: Consortium to include at least one Core or Associate RIS Partner.

Has been replaced with this text:

Additional rule for new applications: include

- at least one InnoStars Associate Partner;
- OR at least one EIT Health RIS Hub as External Project Partner;
- OR at least one university/organisation from the RIS regions as External Project Partner.

Amended on 14 December 2020:

Page	Previous text (Red text deleted)	New text (Blue text inserted)
6	Start-ups that are accepted under that scheme can be lead partners in Start-updriven Innovation projects and receive up to €500,000 of support in exchange for options.	Start-ups that are accepted under that scheme can be lead partners in Start-up-driven Innovation projects and receive up to €500,000 of support from EIT Health in exchange for an option to assume shares in the start-up.
16	A pilot project will be implemented in 2021 to test the new processes used by the Forum to foster emergence of the best HVC projects, which will be selected amongst the applications to this Call.	A pilot project will be selected and implemented in 2021 to test the new processes used by the Forum to foster emergence of the best HVC projects.
17	Proposed activities should result in an innovation that has been validated and tested in a relevant environment, so that the project is at a point where it can attract early adopters and/or additional external financing.	Proposed activities should result in an innovation that has been validated and tested in a relevant environment, so that the project ends at a point where it can attract early adopters and/or additional external financing.
17	Pre-defined models have been discussed with stakeholders and will be published by 30 November 2020.	Pre-defined models are presented in a guidance document available for download on Connections here.
18	The project should achieve implementation in two different countries when EIT Health funding finishes and aim to replicate the process in other countries and/or in different use cases.	The project should achieve implementation in two different countries when EIT Health funding finishes and aim to replicate the process in other regions and/or in different use cases.

19	Will be supported by the start-up applicant to the Start-up Amplifier instrument in the form of options .	Will be supported by the start-up applicant to the Start-up Amplifier instrument in the form of an option to assume shares in the start-up in case of certain “financial events”.
20	If a partner exceeds its cap, the principle of “first come, first serve” will be implemented, i.e. the latest proposals submitted over the cap will be deemed ineligible.	If the final number of proposals submitted on 24 March 2021 is above the cap, the regional Innovation Hub/InnoStars will reach out to the Partner (Master contacts) so that their Partner organisation will make (or take?) the necessary decisions to be compliant. The final number should be decided no later than 29 March 2021 (4pm, Munich time). The regional Innovation Hub/InnoStars will continue to support the Partners with those proposals that are not prioritised by the Partners.
20	The application of an External Project Partner into the Start-up Amplifier instrument prevents its application in any other projects or programmes from EIT Health where it could receive a second, simultaneous grant.	The application of an External Project Partner in the Start-up Amplifier instrument prevents that External Project partner from applying to any other projects or programmes from EIT Health where it could receive a second, simultaneous grant.

22	<p>Should a Start-up-driven proposal be invited to the hearings, the start-up at the core of the project will go through due diligence and valuation analysis. Individual valuation will be communicated to the start-up for approval before the hearings. Should the valuation not be accepted by the start-up, the Innovation project proposal will not be reviewed in the hearings and will not be considered for funding. The individual valuation of the Start-up will be part of the specific agreements with a start-up. Results of the due diligence assessment will be considered in the final funding decision (Portfolio analysis, cf below). If the start-up passes the due diligence (no, or minor issues identified during due diligence) it will be considered for EIT funding as a part of an Innovation proposal. If the start-up does not pass the due diligence (major issues identified during due diligence), the Innovation proposal will not be considered for EIT funding.</p>	<p>Should a Start-up-driven proposal, with a start-up incorporated before the 24 March 2021 deadline, be invited to the hearings, the start-up at the core of the project will go through due diligence and valuation analysis. Individual valuation will be communicated to the start-up for approval before the hearings. Should the valuation not be accepted by the start-up, the Innovation project proposal will not be reviewed in the hearings and will not be considered for funding. The individual valuation of the Start-up will be part of the specific agreements with a start-up. Results of the due diligence assessment will be considered in the final funding decision (Portfolio analysis, cf below). If the start-up passes the due diligence (no, or minor issues identified during due diligence) it will be considered for EIT funding as a part of an Innovation proposal. If the start-up does not pass the due diligence (major issues identified during due diligence), the Innovation proposal will not be considered for EIT funding.</p> <p>If the start-up will be not incorporated before the 24 March 2021 call deadline, the start-up should be incorporated by 1 October 2021, and will go through valuation analysis and due diligence right after the incorporation. Should the start-up not accept the valuation and/or not pass due diligence, the Innovation proposal will not be included in Business Plan 2022.</p>
33	<p>First update (online): in March-April during the first year then in January during the following years</p>	<p>First update (online): in March-April during the first year.</p>
36	<p>Furthermore, we call for six Bootcamp activities that train about 60 entrepreneurs to create robust business plans based on their business ideas, and to validate product-solution/product-market fit.</p>	<p>Furthermore, we call for 3-6 Bootcamp activities; each trains about 10 entrepreneurs to create robust business plans based on their business ideas, and to validate product-solution/product-market fit.</p>