EIT RawMaterials
Call for KAVA Education projects
Instructions and process description

October 2019

1. Purpose and scope of this document

This document describes the process for preparation, submission, evaluation and selection of proposals in response to the 2020 call launched by the EIT RawMaterials for the following KAVA (KIC Added-Value Activity in EIT terminology) types:

- PhD Education
- Master Education
- Lifelong Learning
- Wider Society Learning

All Education proposals must fit one of the four "learning segments" listed above.

The Education KAVA Call 7 covers two types of proposals:

A) Legacy Proposals: These are proposals that are the continuation of existing successful projects. Success will be defined by the KPIs achieved to date in the existing project and teaching materials provided in the proposal which will be evaluated. Legacy proposals can be either a) a KAVA project whose funding period ends by the end of 2019 or b) a KAVA project in its final year of funding at the time of submission of the proposal.

B) New Proposals: These are proposals which start a new project.

The call is open for both types of proposals in all four learning segments.

In **Wider Society Learning** specifically, we will support only non-school projects that deal with the Social Licence to Operate (SLO). All school proposals must demonstrate how schools will use the content in classroom teaching, with a view to the local/national curriculum.

Lifelong Learning proposals must be demand-driven and demonstrate a clear industrial need for a course. Both Legacy and New Proposals will be accepted for Lifelong Learning, as long as they fulfill the following criteria:

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- Must prove customer-demand at the time of proposal submission. This must be provided in the proposal as a letter of intent.
- Can demonstrate a competitive advantage over existing lifelong learning offers in the European marketplace, including an overview of the existing offers and price-benchmarking against existing competitors.
- Must charge course fees which must be shared with the KIC. An agreement on the revenue must be reached with the the KIC LEs before the project agreement is signed, specifically with the relevant CLC Director and the Director Education.

Higher Education proposals must fulfill at least one of the following criteria:
- Achievement of EIT Core KPIs in terms of graduates from EIT-Labelled programmes.
- Achievement of EIT Core KPIs in terms of start-ups created by students and graduates from EIT-Labelled programmes.
- Create opportunities for students in EIT-Labelled and non-EIT-Labelled programmes to turn knowledge and ideas into business with or without EIT RawMaterials business creation instruments, e.g. Jumpstarter.

The criteria listed above will be reflected in the Quality Criteria in Section 2.4.

All EIT RawMaterials partners involved in the submission of a project proposal in response to this call should read the following documents carefully:

- The present document (call text)
- *Education Project proposal: Guidance and Template for complementary information*
- *EIT RawMaterials communication and dissemination guidance*
- *EIT RawMaterials Project Management guidance*
- The *Lighthouse Appendix* that outlines the topics and criteria for application through the Lighthouses
- For Lifelong Learning proposals only: *Go-to-market strategy for upscaling projects – Process and guidance*
- FAQ (Frequently Asked Questions) that will be posted in the online proposal submission platform "Seedbook" (https://seedbook.eitrawmaterials.eu), also containing explanations of the terminology used in this document; Project Coordinators should check this section regularly to ensure that they are fully informed and updated on important matters such as eligibility and evaluation criteria, advice on the compilation of the proposal, costs and cost allocation
- The Strategic Agenda 2018-22 of EIT RawMaterials (FPA, Annex I)

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2. Project call and selection process

2.1. General rules and guiding principles

- All projects must lead to specific deliverables and outputs over a defined time schedule and they will be financed by EIT RawMaterials (the KIC) only for a defined duration.

- Proposals must meet the highest expectations and performance on the creation of impact (refer to Strategic Agenda 2018-2022).

- Education projects are requested to reach a non-EIT/EIT funding ratio of 50:50. Non-EIT funding is the sum of partners' in-kind contributions to a project (i.e., KIC Complementary Activities - KCAs) and KAVA co-funding (see FAQ). EIT funding is the requested EIT budget for executing the proposed project.

- Partners may request up to 100% funding for eligible KAVA costs. Any co-funding contributed by the project consortium will be evaluated positively.

- A detailed work plan must be provided for each year of the project duration at the time of proposal submission.

- Deliverables must include a mandatory Final Report including number of participants, their institutions, gender ratio, the full set of teaching material (**with editable master files**), results of training programme evaluations (participants' surveys) and an explanation of whether and how the KAVA project will be continued by the partners. The Final Report must include a Conclusion.

- All projects will be tracked and their progress will be assessed for 5 years after the end of the funding period.

- Specific tasks may be attributed to subcontractors, as long as the necessity is clearly justified and follows the general H2020 principles. Please note that only a limited part (in budget and scope) of a project may be subcontracted; depending on the scope of the work to be provided, it may be necessary for the entity to become a partner.

- It is possible to add other partners to the consortium after the project selection, but without changes to the total KAVA budget allocated to the project.

- Regardless of the funding source, if an entity incurs costs as part of a KAVA they need to become KIC partners (with the exception of the RIS task partners). In other words, non-members who receive funding, or who incur costs as a result of a KAVA (even if the funding is brought in by them) need to become partners, supply all documents, pay fees and they need to report their costs, be subject to eligibility, etc. like any regular partner. Non-members who participate in a KAVA but receive no funding and incur no costs in the project do not need to become partners. They need to sign the PA, however, because this includes statements on IP, confidentiality, etc. that still need to be respected.

- The project duration can be from a minimum of 1 year to a maximum of 4 years. Note, however, that the current Framework Partnership Agreement (FPA) with EIT expires at the end of 2022. Therefore, the extension of projects beyond 2022 will be conditional upon and subject to the conditions set in the new FPA.

- For Lifelong Learning proposals a market analysis must be included in the proposal. Relevant feasibility and market aspects must be considered in a dedicated 'go-to-market' Work Package (WP0) – please refer to the document '*Go-to-market strategy for upscaling projects – Process and guidance'.* WP0 will be updated throughout the duration of the project and enable go/no-go decisions following annual reviews.

- Above and beyond the specific EIT RawMaterials Eligibility criteria, all projects must comply with H2020 and EIT rules, and with the conditions set in the current EIT RawMaterials Framework Partnership Agreement (FPA).

Our project selection process is designed to:

- Continue to build the collaborative backbone of the KIC consortium and future service offerings.

- Support the building of a networked community by encouraging partners to get involved in several projects.

- Create new programmes, redesign existing programmes or submit Legacy Programmes, including a high degree of involvement of industry partners.

- Enhance interest in and knowledge of the role and importance of raw materials in society.

- Encourage the inclusion of SMEs as partners and/or customers in the projects.

- Align with, and clearly illustrate how proposals will contribute to, the KIC's Education KPIs as detailed in the *Strategic Agenda 2018-22* of EIT RawMaterials.

2.1.1. Expected budget and funding

The exact number of projects to be funded in the framework of this call will depend on the quality of the received proposals, and on the total available funding. It is expected that approximately 25-35% of the EIT RawMaterials budget available for new KAVA projects will be allocated to education projects, with 50% to 80% of these funds allocated to Lighthouse projects. The funding allocation to Lighthouse projects will depend on the overall strength of the proposals. Lighthouse and non-Lighthouse proposals will be evaluated together, and selection for funding will be based only on the eligibility, quality and strategy criteria outlined in Section 2 of this document (additional eligibility criteria apply to Lighthouse projects as outlined in the 'Lighthouse Appendix' document).

Full scholarships for PhD or Master's students are not in the funding scope of EIT RawMaterials. Tuition fees will also not be covered by the KIC. Please see the guidelines on added-value student activity (AVSA) grants

for EIT-Labelled programmes (AVSA grants) – see the *Education Project proposal: Guidance and Template for complementary information*.

2.1.2. Confidentiality, data protection and ethical considerations

Access to the proposals will be given to EIT RawMaterials Management Team and to the evaluation panel conducting the evaluations. Everyone with access to the proposal texts will have signed a non-disclosure and confidentiality agreement before access is granted.

If a proposal is approved for funding, the full details of the approved project will be communicated to the EIT as part of the proposed Business Plan 2021, where it will be included in EIT's evaluation of the Business Plan.

The title, scope, summary, name of partners in the consortium, name of coordinator and overall budget of projects approved for funding will be shared within the EIT RawMaterials community, and therefore will be made publicly available (e.g., on the EIT RawMaterials' web site, in presentations at conferences etc.). Public dissemination of the project's main results and outcomes is a mandatory condition for funding, and will be arranged jointly by the consortium and EIT RawMaterials staff taking into account the consortium's legitimate confidentiality requirements.

All data and information related to the proposal and its evaluation will be handled and stored in the 'SeedBook' platform according to EIT RawMaterials' customary procedures. The EIT RawMaterials' Code of Conduct will be followed throughout the evaluation process. External evaluators will receive specific instructions on the evaluation process, and access to the proposals will be granted to each Evaluator only after the upload of her/his 'Evaluator Agreement' with provisions on confidentiality, conflict of interest and code of conduct.

2.2. Proposal preparation, submission, evaluation and selection process

2.2.1. Proposal preparation

Matchmaking and brokerage events throughout the year allow partners to discuss project ideas and form potential consortia. It is mandatory for the Coordinator to inform her/his Innovation Hub Manager for each project proposal to be submitted. The Innovation Hub staff, including the Education Officer, and the Thematic Officers/Senior Advisors provide guidance and support in order to:

- Set up a solid consortium and find missing partner(s) if required

- Advise and support the consortium with their project proposals to ensure they are in line with the evaluation and eligibility criteria

Frequently asked questions and further guidance and advice of general interest will be posted in in the FAQ section of the online proposal submission platform "Seedbook" (https://seedbook.eitrawmaterials.eu) throughout the proposal preparation period. Project Coordinators should check this section regularly to

ensure that they are fully informed and updated on important matters such as eligibility and evaluation criteria, advice on the compilation of the proposal, costs and cost allocation.

2.2.2. Proposal submission

- **Coordinators must register their intention to submit a proposal no later than Friday 17 January 2020 at 13.00 CET (Berlin time)** using the SeedBook online platform. It is a requirement to register your intention to submit a proposal and contact Co-Location Centre/Innovation Hub staff and the Senior Advisors before submitting the proposal using the Seedbook platform. The registration form will become available through Seedbook by early November 2019. Following registration, the proposal will be assigned to a Project Officer who will be the primary point of contact with the Project Coordinator throughout the submission process. Note that Project Coordinators will be able to access the online proposal submission template only after their project has been registered and assigned to a Project Officer.

- **Proposals must be submitted no later than Friday 28 February 2020 at 13.00 CET (Berlin time)** using the SeedBook online platform. The attached *Education Project proposal: Guidance and Template for complementary information* offers guidance for the content of the proposal.

2.2.3. Proposal evaluation and selection process

There are three types of criteria for evaluation and subsequent selection of proposals according to these guiding principles:

Eligibility criteria - mandatory requirements (proposals that do not meet such criteria will not be considered for further evaluation), as described in section 2.3 below;

Quality criteria - quality criteria against which the collected proposals will be scored and ranked by external evaluators, according to the evaluation grid presented in section 2.4 below;

Strategy criteria - strategy criteria against which the collected proposals will be scored and ranked by the EIT RawMaterials Management Team, according to the evaluation grid presented in section 2.5 below.

Eligible proposals will be selected based on the quality and strategy criteria ranking. Quality criteria (external evaluation) account for 70% of the final score, while strategy criteria (EIT RawMaterials evaluation) account for 30%.

Proposals' quality will be evaluated by a panel of external experts appointed by the EIT RawMaterials Management Team. EIT RawMaterials will strive to achieve balance in the Evaluators' gender and geographic provenance.

- All members of the evaluation panel will sign non-disclosure and conflict of interest agreements.

- A minimum of three experts will be assigned to the evaluation of each proposal.

- In the first step, these assigned experts evaluate each proposal remotely using the criteria set out in the 2.4 Quality Criteria grid.

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- Final evaluation of all proposals is conducted by the entire panel (with the exclusion of any member with a conflict of interest). The strengths and weaknesses of each proposal as perceived by the panel will be documented and communicated to the Project Coordinator once the evaluation process is completed.

- EIT staff and management will act as the secretaries of the panel and facilitate the discussion during evaluation panel meetings but will otherwise not take part in the evaluation process.

Proposals' strategy will be evaluated using the criteria set out in the 2.5 Strategy Criteria grid. The final selection of all proposals is conducted by the EIT RawMaterials Operational Management Team (OMT) using the same criteria. The strengths and weaknesses of each project will be documented and communicated to the Project Coordinator once the evaluation process is completed.

Based on the evaluation and the overall available funding, the EIT RawMaterials Management Team will propose a portfolio of projects to be funded. The Executive Board will approve the portfolio of projects to be submitted to the EIT for funding, for the Business Plan 2021.

Coordinators of projects that are selected for funding will be informed after approval by the Executive Board and receive also the feedback from the evaluation panels. The feedback may include a list of requested changes that must be made by the Project Coordinator before the project can be given the final approval.

Also following approval by the Executive Board, Coordinators of projects that were not selected for funding will be informed. They will receive evaluation feedback as soon as it is finalised.

2.3. Eligibility criteria

Eligibility will be checked at the time of proposal submission and at the time of signing the Project Agreement, and apply throughout the project's funding period. In line with H2020 rules, proposals that do not meet all the eligibility criteria at the time of proposal submission will be deemed ineligible and will not be evaluated. Proposals that do not meet all the eligibility criteria at the time of signing the Project Agreement will be deemed ineligible and will not be funded. After the signature of the Project Agreement, EIT RawMaterials will not consider any changes that impact on eligibility criteria, and the project will be immediately terminated if these are not met. The following criteria apply to Education proposals:

- It must be clearly explained how the proposal is aligned with the Strategic Agenda 2018-22 of EIT RawMaterials (FPA, Annex I)

- The project must reach a non-EIT/EIT funding ratio of 50:50. Non-EIT funding is the sum of partners' in-kind contributions to a project (i.e., KIC Complementary Activities - KCAs) and KAVA co-funding (see FAQ). EIT funding is the requested EIT budget for executing the proposed project

- The project consortium must consist of a minimum of 3 KIC Core, Associate or Project Partners (at the time of proposal submission), coming from a minimum of 2 different Innovation Hubs and a minimum of 2 different countries

- The lead organization must be a Core or Associate Partner (or Linked Third Party to a Core or Associate Partner) of EIT RawMaterials at the time of proposal submission

- The project consortium must include KIC partners from at least 2 sides of the knowledge triangle (education, research, industry/business - as defined in the Partner registration documentation)

- Non-members are eligible to apply only if they submit an EIT RawMaterials membership application by 30 June 2020. Failure to apply for EIT RawMaterials membership by 30 June 2020 will result in their removal (including the requested funding) from the proposal (note that the project will be immediately terminated if eligibility criteria are not met at this stage)

- The project cannot have one partner (including its Linked Third Parties) as the Work Package leader in all Work Packages. In most projects, it is envisaged (but not mandatory) that each partner will lead at least one WP, and that no more than 50% of the EIT funding will be assigned to any one partner (justification to be provided otherwise)

- A detailed work plan must be provided for each year of the project duration at the time of proposal submission

- All proposals must include a 'Dissemination and Communication Plan' Work Package, following the communications guidelines included in the document '*EIT RawMaterials Communication and dissemination guidance'*

- All Lifelong Learning proposals must include a 'Go-to-market strategy' Work Package 0, following the guidelines outlined in the document '*Go-to-market strategy for upscaling projects – Process and guidance'*

- All proposals must include a 'Project Management' Work Package, following the guidelines included in the document '*EIT RawMaterials Project Management guidance'.* The project should be managed by a project manager (PM) with relevant expertise in managing complex projects. Her/his profile can differ from the PC's, and s/he should commit to the project with a 15% FTE, to be monitored with timesheets (timesheet approved internally + declaration of honour) during project reporting. A one-page CV of the PM must be provided

- Lifelong Learning proprosals must include a model of revenue generation through joint service creation together with EIT RawMaterials, in addition to the contribution of co-funding. There in no pre-set nor preferred model as this is highly dependent on the type and scope of the project. The model must be developed in consulation with the KIC and must be described in the proposal

- All EIT-Labelled-Master and PhD programmes must follow the AVSA guidelines – see the document '*Education Project proposal: Guidance and Template for complementary information'*

- All MOOC proposals must follow the MOOC guidelines – see the document *'Education Project proposal: Guidance and Template for complementary information'*

- Additional eligibility criteria apply to Lighthouse proposals as outlined in the document '*Lighthouse Appendix*'

2.4. Quality criteria

Weight	Description of criteria
	(bullet points refer to examples but these are not exhaustive, and not all the points must be addressed in each project)
7	**1. Innovation capacity** • Overall rationale for the project's importance for the development of human capital for the sector • For new proposals, innovation capacity compared with current practice • For Higher Education proposals: Contribution to at least one specific EIT Core KPIs OR creation of opportunities for students in EIT-Labelled and non-EIT-Labelled programmes to turn knowledge and ideas into business with or without EIT RawMaterials business creation instruments • Pedagogic innovation and added-value • Economic importance of the targeted theme/market (market size, breadth of customers/applications) • Potential to deliver tangible results and products, processes or services that have not been delivered by other institutions • Clear dissemination strategy and application (to other countries, on-going initiatives and programmes, links to development in other materials, themes, markets, audiences, partners) • Creation of synergies with other actors in the local ecosystem to create an impact beyond the individual project itself
7	**2. Quality of the project definition and scope** • Explanation of the raw materials challenge addressed by this project and why the project will deliver robust solutions (background, current situation, issues and opportunities – specifically pertaining to EIT RawMaterials) • For Legacy Proposals in all learning segments: the inclusion of KPIs achieved to date and the teaching materials

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	• For Wider Society Learning schools proposals: how schools will use the content in classroom teaching, with a view to the local/national curriculum.	
	• Detailed, step-by-step project work plan, broken down into design, implementation and post-EIT funding phases and defining work packages, management and milestones to show how the project delivers value to the project consortium and its key stakeholders during and beyond the project	
	• Definition of aims, objectives and deliverables and their relevance to EIT RawMaterials	
	• Demonstration of the project's added value in terms of promoting entrepreneurship and innovation (also from a pedagogical point of view)	
	• Details of how the funds are to be used for in the form of a clear budget plan and timeline with justification	
	• Identification of key risks and success factors supplemented with a mitigation strategy to overcome those risks	
	• Quantitative demonstration of short-term and long-term impact of the project, especially illustrating how the project impact will contribute solutions to societal and industrial challenges	
	• Effective and comprehensive communication and dissemination plan, building on the communication guidelines	
3	3. Quality of the consortium	
	• Relevance and demonstrated commitment of the lead partner	
	• Relevant experience, expertise and resources, and demonstrated commitment and engagement of each of the partners	
	• Diversity and complementarity of the partners, and clear definition and description of roles and responsibilities with justification of why these partners were selected	
	• Appropriate level of cooperation and interaction within the consortium to support effective knowledge management	
	• Active involvement of industrial partners	
	• Clear definition and description of role and responsibility of the industrial partner within the project	
	• Project governance structure and operational coordination mechanisms	
3	4. Business Potential	

	• Soundness of the proposal from a customer demand perspective
	• For Lifelong Learning proposals: competitive advantage over existing offers in the European marketplace, including an overview of the existing offers and price-benchmarking against existing competitors
	• Expected financial sustainability for the continuation of the program

Total weight =20

The score given for each criterion by the panel will then be multiplied by the weight. Maximum score is 100 = 20 (total weight) * 5 (maximum score for each criterion). These quantitative scores will be used as input for the consensus evaluation panel.

2.5. Strategy criteria

Weight	Description of criteria
8	**1. Strategic importance for the KIC** Overall contribution to the KIC's objectives and strategic agenda
8	**2. Expected impact for the KIC (return on KAVA investment)** • Realistic assessment of the expected contribution that the project will make to the impact of the KIC in terms of its EIT core and impact KPIs (see the Strategic Agenda 2018-22 of EIT RawMaterials) in relation to the requested budget • KAVA co-funding brought by the consortium • For Lifelong Learning proposals: expectation and extent of revenue generation for the KIC • For Master and PhD proposals: start-up creation at the end of the program (as declared in relevant KPIs)
4	**3. Completeness and Compliance** • Completeness and clarity of information provided in the proposal • Alignment with feedback given by EIT RawMaterials on previous submissions (if applicable) • Quality of the project budget definition: clear explanation and justification of costs, proper balance of costs among partners in line with their assigned roles

Total weight =20

The score given for each criterion by the panel will then be multiplied by the weight. Maximum score is 100 = 20 (total weight) * 5 (maximum score for each criterion). These quantitative scores will be used as input for the consensus evaluation panel.

Evaluation scale: In relation to each of the criteria above, each project will be scored from 0 to 5 according to the following scale:

0	**Non-existent:** no relevant information provided in the application file or cannot be judged because out of range
1	**Very poor:** The criterion is addressed in a very incomplete and unsatisfactory manner
2	**Poor:** There are serious inherent weaknesses in relation to the criterion in question
3	**Fair:** While the proposal addresses the criterion, there are significant weaknesses that would need correction
4	**Good:** The proposal addresses the criterion well, although some improvements are possible
5	**Excellent:** The proposal successfully addresses all relevant aspects of the criterion in question. Any shortcomings are minor only

2.6. Calendar

28 October 2019	Launch of call for Education projects
Early November 2019	The proposal registration and submission platform "Seedbook" (https://seedbook.eitrawmaterials.eu) goes online
Friday 17 January 2020 at 13.00 CET	Proposal registration deadline
Friday 28 February 2020 at 13.00 CET	Proposal submission deadline
March-April 2020	Evaluation by panel of external experts

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May 2020	Preparation of list of projects for funding by KIC Management Team
Late June 2020	Approval of list of projects for funding by KIC Executive Board & communication to partners
June-July 2020	Response to mandatory changes requested by the Selection Panel ('Change requests')
August 2020	Inclusion of selected projects in Business Plan 2021, to be submitted to EIT
December 2020	EIT approval of project portfolio after all the requests for clarification have been satisfied
1 January 2021	Earliest starting date for approved projects
1 July 2021	Latest starting date for approved projects

The next call for projects is expected to be launched in late 2020, with a submission deadline in winter/spring 2021.

2.7. Registration and proposal submission using SeedBook

Registrations and proposals can **only** be submitted using the IT-tool SeedBook. Project Coordinators are invited to register via this link https://seedbook.eitrawmaterials.eu from early November 2019 to get the access to the tool, register their proposal and commence the proposal submission process. Innovation Hub staff will assist in using the IT tool.

The Registration must be submitted by **Friday 17 January 2020 at 13.00 CET (Berlin time).** Within a few days of registration, Project Coordinators will be given access to the online submission template in Seedbook. The proposals must be submitted by **Friday 28 February 2020 at 13.00 CET (Berlin time).**

2.8. Appeal and redress procedure

Upon reception of the feedback, the applicant may wish to lodge a request for redress, if there is a concern that there might have been a shortcoming in the way a proposal was evaluated, or if the results of the eligibility checks are incorrect. The redress procedure is not meant to call into question the judgement made by the expert-evaluators. It will consider only procedural shortcomings and factual errors.

Requests for redress should be raised within one month of the reception of the evaluation feedback sent by EIT RawMaterials, and should be sent to Compliance@eitrawmaterials.eu. Requests must:

- be related to the evaluation process, or eligibility checks;

- include a clear description of the grounds for the complaint;
- be received within the time limit specified above.

An initial reply will be sent to complainants no later than two weeks after the deadline for redress requests. This initial reply will indicate when a definitive reply will be provided. A redress committee of EIT RawMaterials may be convened to examine the evaluation process for the case under consideration. The committee's role is to ensure a coherent interpretation of requests, and equal treatment of applicants. The redress committee itself, however, does not re-evaluate the proposal. Depending on the nature of the complaint, the committee may review the evaluation report, the individual comments and examine the CVs of the evaluation experts. Following its review, the committee will recommend a course of action to the EIT RawMaterials OMT. If there is clear evidence of a shortcoming that could affect the funding decision, it is possible that all or part of the proposal may be re-evaluated. Unless there is clear evidence of a shortcoming there will be no follow-up or re-evaluation. The Executive Board of EIT RawMaterials will be informed of any redress procedures in due course.

Please note:

- This procedure is concerned with the evaluation and/or eligibility checking process.
- The committee will not call into question the judgment of the individual expert-evaluators, whose qualifications have been already assessed and validated.
- A re-evaluation will only be carried out if there is evidence of a shortcoming that affects the quality assessment of a proposal. This means, for example, that a problem relating to one evaluation criterion will not lead to a re-evaluation if a proposal has failed anyway on the other criteria.
- The evaluation score following any re-evaluation will be regarded as definitive. It may be lower than the original score.
- Only one request for redress per proposal will be considered by the committee.
- All requests for redress will be treated confidentially.

3. Funding information

3.1. General

For all four KAVA types (PhD Education, Master's Education, Lifelong Learning and Wider Society Learning), funded activities can include:

- Partner costs for development, establishment, recruitment, marketing and communications, administration and coordination.

- Promotional activities to attract participants to relevant courses, programmes and events etc.

- Development of innovative education tools, e.g. online education, learning-by-doing modules, virtual education, MOOCs, etc. (including costs for e.g. hardware, time, travel)

- Follow-up activities related to KAVA projects that were previously granted funding. In this case, please provide an explanation of the outcomes from the first project as well as how the follow-up project will build on the results of the first project, and see the *Education Project proposal: Guidance and Template for complementary information* for further considerations to be taken into account.

3.2. Specific requirements for Lifelong Learning

Lifelong Learning has been prioritized by the Financial Sustainability Task Force to contribute to the long-term continuation and well-being of the KIC as a network and service organization. This concept includes a revenue-sharing model between the KIC and the partners on the basis of the particular background IP and know-how contributed by both, and the generation of joint foreground IP and exploitation when developing the Lifelong Learning course or program.

3.2.1. Mandatory deliverables for Lifelong Learning proposals

The following three eligibility criteria apply to Lifelong Learning proposals in addition to those listed in Section 2.3:

The following four documents must be produced by all LLL programmes and listed under "deliverables":

1. Training needs analysis. This report describes and analyses the professional education need expressed by at least one company. It includes the questions and answers provided by the companies the project participants have contacted. This is a mandatory deliverable in year 1.

2. Courses design. This document includes the identification of the learning objectives and the design of the courses, the name of experts creating said course design and teaching materials. The provided template must be used.

3. Evaluation. After each training session, the partners will write a report that will include the number of participants, their institutional affiliation (including company/organisation's name), their gender and the result of the survey on the quality of the training and an improvement plan, if needed.

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