



EIT RawMaterials Call for Proposals in Education

Global MBA in Materials Management

Call Guidelines

Amended Version with Extension as of January 2025

DISCLAIMER

These Guidelines might be subject to further development and modifications, depending on instructions received by EIT RawMaterials from EU bodies and/or further knowledge gained from the Call after the date hereof. Applicants are encouraged to regularly check the Call pages of the EIT RawMaterials website¹ for the latest version of the guidelines. EIT RM reserves the right to cancel the call without any award of Funding

¹ Link: [EIT RM Opportunities](#)



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I. Call Overview

1.1 About the Call

This document describes the process for preparation, submission, evaluation and selection of Proposals (“Proposals”) in response to this Call for Proposals in Education – Global MBA in Materials Management – (“Call”; the project to be implemented under this Call and thereafter also the “Project”) launched by EIT RawMaterials GmbH (“EIT RM” or “EIT RawMaterials”).

Please, read and follow the below Guidelines carefully.

The Call is directed at consortia from the public and/or private sector (each a “Consortium” or “Proposer”) as further set out below. **The Final Proposals must be submitted by Monday 24th March 2025, 13.00 hrs (date of receipt by EIT RM; “Call Deadline”).**

Before submitting a Proposal you are required to register your intention to do so and register with the EIT RM under the SeedBook portal².

² Link: *SeedBook Portal for Proposal Submission*

³ Link: *EIT RawMaterials Website*

⁴ Link: *Communication and Dissemination guidance*

In case of doubt you are encouraged to contact the EIT RawMaterials Education Team before submitting the Proposal (see contact data below). The Education Team can offer further information. Any information given to one Proposer – whether actual or potential – will be made publicly available at the EIT RM web-site³.

The Call comprises the following documents which Proposers should read carefully:

- The present Call Guidelines [B]
- EIT RawMaterials communication and dissemination guidance⁴ [B]
- EIT RawMaterials Project Management guidance⁵ [B]
- EIT RawMaterials General Conditions of Sub-Granting⁶;
- The Strategic Agenda 2021-27 of EIT RawMaterials⁷ [I]
- FAQ (Frequently Asked Questions) that will be posted in the online Proposal submission platform “SeedBook”, also containing explanations of the terminology used in these Guidelines;

Proposers should check the EIT RM website 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. [I]

It is important to note that the documents listed above will be referred to in the Project Agreement, i.e. the agreement to be signed on the Project between the Consortium and EIT RM, and be either binding on

⁵ Link: *Project Management Guidance*

⁶ Link: *General Conditions of Sub-Granting*

⁷ Link: *EIT RM Strategic Agenda*



the parties to the Project Agreement or used for interpretation of the parties' obligations defined in the Project Agreement. Documents are marked above with a letter in brackets after the name of the document between binding (B) and for interpretation (I).

Definitions and acronyms are in Annex II to this Call.

1.2 Objectives of the Call

EIT RawMaterials seeks one or more knowledge triangle consortia to support the development of a **Global MBA - Materials Management**. This program aims to cultivate the next generation of leaders and innovators within the raw materials value chain, providing them with advanced business acumen and strategic leadership skills to ensure career success in the raw materials industry. The successful proposal(s) will aim to target:

- 1) Industry specialists in the raw materials sector who want to expand their knowledge and skills to transition towards business development, management, and/or entrepreneurship roles within the Raw Materials sector
- 2) Companies within the industry who wish to sponsor existing employees to grow and develop as business leaders to help achieve business goals
- 3) Adjacent subject matter experts and graduates willing to transition to the metals and minerals value chains

Program Vision and Goals

Premier Professional Degree:

- Equips professionals with advanced business management and leadership skills tailored to the raw and advanced materials industry

Employability Focus:

- Maximize career opportunities through consortium/network design
- Direct path from program to employment
- Increasing salary thresholds

Hands-on and Practical Approaches to Learning:

- Program focused on learning-by-doing enriched through immersive challenge and case study-based learning
- Designed for professionals to seamlessly transition from specialist or mid-level positions to management/leadership roles
- Course centred around practicum/internship at leading companies in the field
 - Part-time students build MBA into existing jobs with “corporate” option
- Program designed with networking at its core



- Use of technology to make learning accessible and flexible

Global Context and International Emphasis:

- Focus on the raw materials industry in a global context
- Special consideration for proposals with:
 - International partners
 - Flexible/remote or hybrid learning environments to accommodate a diverse variety of learners
 - International academic/industry/networking events
 - Strategies to attract international students

A modern Curriculum focused on the most relevant topics in the field:

1. Responsible Practices and Stakeholder Management
2. The Role of Raw Materials in the Global Economy
3. Practical Application and Hands-on Experience
4. Business Skills and Wealth Creation in Raw Materials
5. Business Strategies for the Modern, Technological Age
6. Leadership, Management, and Organizational Success

(More detailed breakdown of these topics in Section II)

1.3 Financial Sustainability

The obligation for EIT RawMaterials to become financially sustainable is a unique feature of the European Union KIC model (Knowledge and Innovation Community; “KIC”) that aims at being a business and result oriented innovation instrument. To this end, EIT RawMaterials is required and obligated by the European Institute of Innovation and Technology (“EIT”) to more and more develop and implement, together with its partners and as a result of projects supported) revenue-creating strategies in order to maintain its innovation ecosystem and the knowledge triangle activities beyond the period in which the EIT provides financial support through grant agreements (current grant agreement in place between the EIT and EIT RawMaterials for the period 2023-2025 EIT; “GA2023-2025 EIT RM”)⁸ as per the Horizon Europe Model Grant Agreement (“MGA”) provided by the European Commission/EIT⁹. In particular, EIT RawMaterials needs to ensure that successful innovation activities create a return to EIT RawMaterials and that all activities are designed to become sustainable over time and within the duration of the EIT support for the KIC EIT RawMaterials. This relates to all activities of EIT RawMaterials including education.

As part of its partnership model, EIT RawMaterials continues to offer both existing and new partners a highly attractive funding scheme under the GA2023-2025 EIT RM, fully in line with the EIT’s increasing expectations on financial sustainability. It addresses resource efficiency at the partners’ and EIT RawMaterials’ organisation side whilst

⁸ EIT reference: Project: 101113034 — EIT RM BP23-25 — HORIZON-EIT-2023-2025-KIC

⁹ Horizon Europe Model Grant Agreement (“MGA”) provided by the European Commission/EIT, available at general-mga_horizon-euratom_en.pdf (europa.eu).



maintaining the topical focus in accordance with the set targets of the Strategic Agenda 2021-2027.

This Call for Proposals in Education – Global MBA in Materials Management – aims to expand EIT RawMaterials Academy's existing portfolio of higher education programs and Lifelong Learning courses to provide a world class learning pathway for students to master business administration within the most relevant areas in the Raw Materials sector. The MBA will help address a major demand in the industry for such a degree, and will be sold to participants to help achieve the KIC's financial sustainability goals.

Self-sustaining model: Proposals should present a financial plan with budget, cost breakdown, pricing model, revenue projections. A revenue sharing model with the participating entities including EIT RawMaterials shall be envisioned. The project must be financially sustainable independent by the end of 2026 (end of funding period).

- **Tuition:** Proposed tuition should aim to optimize program competitiveness (and value to participants) with maximizing return on investment and revenue. Please include benchmarks and rational for proposed tuition figure.
- **Content and Assets:** FS proposals can include revenue generated through the use of educational content for short-courses or eLearning modules with micro-credentials generated as a by-product of Master course learning content development.

¹⁰ *Link: List of RIS Countries*

1.4 Call Target Audience

The Consortia participating in the Call must have representation from at least two of the EIT Knowledge Triangle pillars (1. Academia, 2. Research, 3. Industry) and should be active in at least three countries being part of or associated to the Horizon Europe Program of the EU and/or RIS countries¹⁰.

Please note that the Project when implemented should be accessible to participants from all countries being part of or associated to the Horizon Europe Program of the EU and/or RIS countries.

Consortium members should have a demonstrated background and experience in business education as well as access to subject matter expertise on business management within raw materials-related industries.

Any change in the Consortium members after the Project selection must not entail changes to the total budget allocated to the Project, and need to be approved by EIT RawMaterials in its discretion.

1.5 Participant (Student) Target Audience

- Experienced professionals with 4+ years of industry experience



- Industry experts aspiring to transition into senior leadership or management role
- Professionals from related sectors seeking to enter the raw materials industry
 - Candidates are not required to have background in business or finance
- Employees who seek a sponsored MBA while remaining employed, who wish to bring more value to their company and improve their relevant skills
- Bachelors Required – relevant field preferred

1.6 Program Structure

The MBA program will span 12 months full-time, or 24 months part-time for employed students, featuring a hybrid model that combines immersive in-person residencies in globally relevant locations for raw materials with flexible classroom and/or online learning. The successful program(s) should have multiple locations and offer opportunities for students to participate in various locations throughout their program.

Professional Pathway – 24 months

- Designed for working professionals
- Evening courses, flexible and remote options
- Weekend site visits and workshops
- Practicum incorporated into students' existing jobs
- “Corporate MBA” – ideal for employer sponsorship

Accelerated Pathway – 12 months

- Intensive course program
- Multiple placements and locations available
- Deep dive into practicum/internships
- In-person required
- Targeted at experienced professionals who seek a career transition or leap within current career trajectory

1.7 Industry Practicum and Partners

The program will include an exciting practical component through industry placements, consultancy projects, and leadership workshops, ensuring students gain hands-on experience. The practicum/internship should be a significant portion of the MBA program and be driven by partnerships with leading industry partners. The practicum would also aim to provide students with management experience in a business-focused role, and helps to build their network directly with industry partners as possible employers upon completion of the program. For students in the professional (part-time) pathway, the practical element of the course should be flexibly designed to fit into their current role/company if relevant.

1.8 Project Implementation and Call Scope

The Project will be implemented in two (2) Phases:



Phase 1: Ideation, development of the MBA and its contents including the teaching materials, and proof of concept.

Duration: 24 months (entirety of this project)

Proof of concept: Pilot cohort (target 20 students, >€10k revenue)

Phase 2: Implementation of the Project (future project)

Duration: As part of the EIT RM RawMaterials Academy. Depending on several factors but conceptionally for an indefinite period of time. Phase 2 will not be a part of this call for proposals.

This Call is for Phase 1 only. Phase 2 (implementation) will depend on several factors including the results of Phase 1 and availability of Funding from the EIT beyond Business Plan 2025, and may be the subject of a separate Call. The Proposals must ensure that EIT RM may use the results of Phase 1 without any restriction. Nevertheless, Proposers are encouraged to outline, in the Proposal, their ideas for the implementation phase and their further involvement therein. Creators of teaching materials will be expressly named and identified in any use of the Project results by EIT RM, even if not involved in Phase 2.

II. Further Details of the Global MBA in Materials Management

2.1 Suggested Curriculum Overview – Six Pillars

1. Responsible Practices and Stakeholder Management

- a. Regulatory landscape: EU Initiatives, Critical Raw Materials Act, ESG, MoU, CSR, SDG
- b. Social License to Operate (SLO) and stakeholder engagement
- c. Decarbonization strategies
- d. Ethical challenges: money laundering, antislavery, etc.
- e. Reporting and Audit: incl. UNFC classification & CRIRSCO reporting standards

2. The Role of Raw Materials in the Global Economy

- a. Global Sourcing and supply chains: Challenges/solutions
- b. EU Strategy for sustainably sourcing
- c. Economics through the lens of Raw Materials supply chains (macro/micro)
- d. Global Players in RMs – Beyond the EU (North/South America, Africa & Asia), political climate

3. Practical Application and Hands-on Experience

- a. Work with leading companies in the industry
- b. Solve real-world challenges



- c. Network with top companies, professionals, leaders, and academics
- d. Application of theoretical knowledge from coursework
- e. Mentorship from experienced industry leaders
- f. Events (with EITRM): RACE, OIC, Lab2Market, etc.

4. Business Skills and Wealth Creation in Raw Materials

- a. Entrepreneurship and the Start-up landscape in the field
- b. Financing Mineral, Mining and Reprocessing/Recycling Projects
 - i. Debt and equity capital markets
 - ii. Raising capital
 - iii. Valuation & Critical Evaluation
- c. Sales, Pitching, and Marketing for RM business models
- d. Financial Accounting

5. Business Strategies for the Modern, Technological Age

- a. Open innovation and modern technologies in the field
- b. **Digital skills:** including AI, IOT, and data analytics in raw materials for Life Cycle Assessment (LCA)
 - i. Understanding and embracing innovation
 - ii. Future-proofing
- c. Secondary sources of RM: Financial sustainability EoL product recycling, valorisation of by-product, Industrial Symbiosis (IS), circular supply chains
- d. Supply Chain Dynamics and sourcing for Advanced Technologies (e.g. electric car batteries, personal devices, etc.)

- e. Feasibility studies: from exploration to launching operational projects

6. Leadership, Management, and Organizational Success

- a. Leadership skills: cross functional and cultural expertise
 - i. C-Level Leadership and guest presenters
- b. Management: Employee success, performance, retention, recruitment, etc.
- c. Risk Assessment and Mitigation strategies
- d. Project Management

2.2 Methodology

The program should utilize modern methodologies for teaching and learning, such as:

- **Micro-learning bursts:** Short, focused learning segments
- **Interactive content and real-time assessments:** Engaging and immediate feedback mechanisms
- **Practical case studies:** Real-world business scenarios
- **Virtual Reality (VR) and Augmented Reality (AR):** Enhancing learning through immersive technologies, particularly in mining operations or overlays for geological exploration
- Learning-by-doing and/or Learning by Teaching



2.3 Deliverable Requirements

Intellectual Property and other Rights

All intellectual property and other rights in all materials developed during the project period, including all learning content/blueprints, organisational details and media or other learning content, must be transferred in full and at full title to EIT RM. EIT RM plans to use the Results as part of its RawMaterials Academy but shall be free to use, exploit, alter or dispose of the Results in its sole discretion.

In the event Proposers wish to exploit the by themselves, this should be clearly indicated and specified in the Proposal. EIT RM may consider certain exploitation rights for Proposers; the need of the transfer of full title to EIT RM shall not be affected thereby.

2.4 Work required

Consortia shall design and develop the following (without limitation):

- **Overall program coordination:** Manage schedules, budgets, and resources
- **Course content development:** Design innovative and comprehensive curriculum and applicable lessons

- **Coordination of speakers:** Engage leading educators from both business and academia to deliver high quality delivery of educational content
- **Production management:** Oversee the creation and delivery of course materials, company visits, in-person or virtual events, and practicum placements
- **Promotional activities:** Develop and implement marketing strategies jointly with EIT RawMaterials

2.5 EIT Label

The MBA will be required to apply for the EIT Master Label and be included in the EIT RawMaterials Master portfolio. The EIT Label is a quality seal awarded by the European Institute of Innovation and Technology (EIT) to master and doctoral education programs that embody excellence in innovation and entrepreneurship education.



III. Funding

3.1 Amount of Funding for Winning Proposal(s)

The maximum amount of funding (“Funding”) provided by EIT RM in a capacity of Financial Support to Third Parties (Sub-Granting) from the funds made available to EIT RM by the EIT under the GA2023-2025 EIT RM, shall be as follows:

- **up to EUR 2,000,000.00** for the Consortium,
- subject to the maximum amounts of Funding per individual Consortium member depending on the EIT RM Partner type as set out in Annex I hereto; Consortium members may qualify for higher amounts by changing their Partner status;
- Consortium members established in third countries not associated to Horizon Europe (“HE”), with the exception of RIS countries, may receive a maximum amount of EUR 60,000.00 only.

Note: More than one project may be selected for funding if there are multiple proposals that meet the Eligibility Criteria of this call (see VII).

3.2 Funding Period

The funding period for this project is from **2025-2026**. **The MBA must be fully operational and financially independent by the end of 2026.**

Further funding and partnership between successful consortium (or consortia) and EIT RM is possible after this funding period, and will be discussed/agreed before the end of this funding period.

3.3 Disbursement of Funding

The Funding will be disbursed to the selected Consortium (or consortia) in two tranches by bank transfer after conclusion of the Project Agreement:

Tranche 1: Pre-financing: 75% of the total Funding approved within 2 months of the date of signature of the Project Agreement and related documentation, if any.

Tranche 2: Up to 25% balance on approval of the final report including proof of costs on costs incurred.

3.4 Eligibility of Costs Incurred

Please note that all Funding will be provided on a **“actual costs accrued” basis** as set out below.

All costs reported by the Consortium for Funding must be allocated to the Project and meet the cost eligibility criteria as set out in the Horizon



Europe Model Grant Agreement¹¹. Further details may be agreed in the Project Agreement.

Please note that the cost eligibility criteria apply to the Funding disbursed as pre-financing as well. Amounts received under Tranche 1 may have to be reimbursed to EIT RM if not substantiated by sufficient proof of eligible costs as part of the Final Report.

Specific tasks may be attributed to subcontractors, as long as the necessity is clearly justified and follows the general Horizon Europe principles (see [Horizon Europe Annotated Model Grant Agreement](#) for more information). 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 EIT RawMaterials e.V. partner.

3.5 Co-Funding

There is no formal requirement of co-funding by the Consortium. However, Consortia are invited to submit their proposal for co-funding, if any.

¹¹ see *Horizon Europe Annotated Model Grant Agreement* for more information

IV. Further Proposal Requirements

4.1 Consortium Member Experience and Expertise

Proposers are asked to detail:

- experience developing similar higher education degree programs, especially previous or ongoing MBAs, or other relevant business education programs
- level of subject matter expertise in business education pertaining to raw materials-related industries
- what makes the consortium unique and the best partner to EIT RM for this Project

4.2 Course Design

Proposers are asked to detail:

- **Content outline and learning outcomes:** Provide a detailed curriculum framework
- **Target audience analysis:** Describe the intended participants and lead conversion strategy
- **Speaker and facilitator sources:** Identify potential experts and lecturers



- **Innovative methodologies:** Detail the pedagogical approaches and technologies
- **Program format and duration:** Suggest optimal delivery formats and schedules
- **Practical component:** Outline industry-focused experiences and projects

4.3 Market research

The final Proposals should demonstrate an assessment of the Project's intended audience/clients as well as competing MBA programs in the marketplace. Please also detail the measures to explore and validate the assessment during the Project.

4.4 Project Strategy and Management

Strategy Overview

Proposers are invited to present their vision, strategy, and plan for the MBA, including the rationale for each element or module of the Project proposed.

Project Management

The Proposal should contain a detailed set of deliverables, a comprehensive timeline, and milestones with the corresponding resources as envisaged by the Consortium.

4.5 Entrepreneurial Education

The proposal should outline the project's plans for entrepreneurship education and address the current landscape for startup companies in today's Raw Materials sector. Please also outline exactly how the project will plan to support entrepreneurs and startups, and attract them as a target audience.

4.6 Marketing and communications

Provide a comprehensive marketing and communications strategy to attract and enrol participants. This recruitment strategy should be targeted at the specified audience and will be separate from other EIT RM education marketing campaigns.

4.7 Learning Content Results and EIT Label

Any training/learning content or courses developed for the proposed Project may be eligible to apply for the EIT Short Course Label. EIT RawMaterials holds the authority by the EIT to grant the EIT Label to education and training courses that are strategically oriented towards and address critical issues in the field of raw materials, and which meet the quality assurance threshold. This labelling will be applied for after the development of course content/material in Phase 2 of the project (not required for this Call).



4.8 Quality Assurance

Proposals should include the development of a robust framework for the Quality Assurance of the courses/programs including a pilot of this assessment framework during implementation. Please include a description as to how participant feedback will be collected and included in the process for program review/improvement.

4.9 Project/Course design and Blueprinting

The Proposal should include for each of the courses and modules within the MBA:

- Content outline
- Learning outcomes
- Target audience description
- Sources of speakers/facilitators
- Methodologies to be used
- Digital tools to be used
- Suggested format and duration
- Credential / Certification for course completion
- Evaluation methodologies

4.10 ESG Criteria

Proposals should outline how the Courses and other Project content, when implemented, comply with standard ESG criteria including gender mainstreaming.

4.11 Key performance indicators (KPIs)

- **Financial performance:** Revenue generation and financial sustainability
- **Participation metrics:**
 - Number of enrolled participants during pilot cohort
 - Run retention index
 - Gender balance
- **Course quality:** Feedback from end-of-course surveys
- **Marketing effectiveness:** Success of promotional campaigns
- **Timeliness:** Adherence to project schedules and reporting

Technical KPIs for Reporting:

EITHE02.4: Innovations on Market, >10k EUR revenue = “1”

EITHE09.1: Students enrolled in EIT-labelled programme = “20”

KIKN01-11: Improve Gender Balance in Sector = “>0.35”



4.12 EIT RM Centralized Admission Platform

All course participants will apply via the EIT RM Centralized Admission Platform (“CAP”). EIT RawMaterials will provide direct support in the use of this admissions platform.

V. Reporting

The selected Project will be tracked and required to report both their Project progress and the Funding spent (“Reporting”). The Reporting shall include at least a quarterly report and a final report. The Consortium shall allow onsite visits on short notice to control effective implementation of tangible milestones, and allow and support any checks, reviews, audits and investigations by EIT RawMaterials, the EIT, and/or any other competent EU body including the European Commission, the European Anti-Fraud Office (OLAF) and the European Court of Auditors deemed necessary by the foregoing in their reasonable discretion to satisfy themselves of the proper use of the Funding. Further details will be set out in the Project Agreement.

Non-compliance with Milestones, or lack of Reporting, may result in various sanctions which can go up to Funding suspension or freezing, or the Consortium’s obligation to repay the Funding.

VI. 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.

The title, scope, summary, name of partners in the Consortium, name of Project Coordinator and overall budget of the Project approved for Funding will be shared with the EIT and within the EIT RawMaterials community, and therefore will be made publicly available (e.g. on the EIT RawMaterials website, in presentations at conferences etc.). Public dissemination of the Project’s main results and outcomes is a mandatory condition for Funding.

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, conflicts of interest and code of conduct.



VII. Proposal Submission, Evaluation and Selection

7.1 Proposal Preparation and Proposer Registration

The EIT RawMaterials Education Team will provide further information and guidance, upon request, in order to advise and support the Consortium with their Project Proposals to ensure they are in line with the evaluation and eligibility criteria

It is a recommendation to contact the Education Team before submitting the Proposal using the SeedBook platform.

Any information given to one Proposer – whether actual or potential – will be made publicly available at the EIT RM web-site.

The **EIT RM registration form** will become available through SeedBook by end of October 2024. Following registration, the Proposal will be assigned to an EIT RM Project Officer who will be the primary point of contact with the Consortium represented by its Project Coordinator throughout the submission process. Note that all Consortia must have one Lead partner who appoints the individual acting as the Project Coordinator and 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.

7.2 Proposal submission

The Proposal submission will take place in one stage, with a FINAL Proposal.

Project Coordinators must submit, on behalf of the Consortium, the FINAL Proposal no later than Monday, 24th March at 13.00 CET (Berlin time) using the SeedBook online platform.

7.3 Proposal evaluation and selection process overview

The **FINAL Proposals** will be evaluated according to two sets of criteria:

Eligibility criteria - mandatory requirements such as the Consortium composition, the Commercial Targets as per section 2.3 and other criteria as set out herein.

- The eligibility criteria will be assessed by EIT RM staff not involved in any advice to a Proposer and be submitted to the external evaluators referred to under the Evaluation criteria.
- Proposals that do not meet such eligibility criteria will not be considered for further evaluation, as described below.

Evaluation criteria - quality criteria against which the Proposals will be scored and ranked by external evaluators (“Evaluators”), according to the evaluation grid presented below.



7.4 Eligibility criteria:

Consortium Eligibility

Who can apply?

Requirements for applying Consortia:

1. Members must come from at least 3 different countries EU/HE associated/RIS
2. Members must come from at least two pillars of the Knowledge Triangle
3. Members must not be on a UN/EU sanctions list or incompatible with the EU Anti-Money Laundering Directive¹² as amended
4. Consortia must assign one Lead partner and a Project Coordinator representing the Consortium.

Proposal Eligibility

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 Horizon Europe rules, Proposals that do not meet all the eligibility criteria at the time of **FINAL Proposal** submission will be deemed ineligible and will not be evaluated. Proposals that do not meet all the eligibility criteria at the time of the signing of the Project Agreement will be deemed ineligible and will not be funded. After the signing of the Project Agreement, any significant changes that impact on eligibility criteria will require the express

¹² [Directive - EU - 2024/1640 - EN - EUR-Lex \(europa.eu\)](#)

consent by EIT RawMaterials or else may result in the termination of the Project if these are not met. The following criteria apply to Education Proposals:

- The Proposal must clearly explain
 - the composition of the Consortium;
 - the overall budget;
 - the allocation of tasks and budgets (Funding) to the Consortium members;
 - a work-plan for the achievement of the Project including intermediate Milestones (stage 1);
 - how the Consortium intends to make sure the EIT RM MBA is potentially accessible to participants in the Courses (and clients for advisory services) from countries EU/HE associated/RIS (all countries clearly preferred)
- The Lead partner, i.e. the Consortium member leading the Consortium and appointing the Project Coordinator, must be a Core or Associate Partner (or Linked Third Party to a Core or Associate Partner) of EIT RawMaterials e.V. by the time the Project starts. Non-partners of EIT RawMaterials are still encouraged to submit proposals, but may need to become KIC partners by time of financing. This condition can be discussed during Project Agreement negotiations.



7.5 Evaluation criteria:

Each application will be scored on the criteria listed in the following table, and the scoring in relation to each criterion will be based on the guidelines shown:

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)
20%	1. Project Excellence and Quality of the Consortium <ul style="list-style-type: none"> • Relevant experience, expertise and resources, and demonstrated commitment of each of the partners • Demonstrated excellence in the development and implementation of higher-education degree programs and/or business degrees • Leading subject matter expertise on the topic of business administration especially pertaining to the Raw Materials topics



	<ul style="list-style-type: none"> • Appropriate level of cooperation and interaction within the consortium • Active involvement of industrial and/or start-up/SME partners in the learning development, with a clear definition and description of their role and responsibility within the Project • Emphasis on global participation and cooperation, including courses and partnerships focused on raw materials in a global context
20%	<p>2. Impact: Industry Value and Project Scope</p> <ul style="list-style-type: none"> • Innovation capacity compared with current practice • Demonstrates comprehensive market research to understand needs of target audience, and plan for how these needs will be met • Ambitiousness of project scope, including quality and number of courses/modules, events, site visits, networking, site visits, etc. • Potential to deliver value to professionals within Raw Materials industry who seek career growth and opportunities • Demonstrated commitment to innovation and entrepreneurship within Raw Materials industry • Consideration of how program will address business challenges related to the raw materials industry in Europe • Attractiveness of program to potential participants by involving with top names and leading players in the field
20%	<p>3. Project Management and Reporting</p> <ul style="list-style-type: none"> • Detailed step-by-step Project work plan, broken down into Analysis, Design, Development, Implementation and Evaluation (ADDIE) • Details of how the funds are to be used in the form of a clear budget plan and timeline with justification for each line item • Project management plan including detailed set of deliverables, timelines, and milestones throughout funding period • Identification of key risks and success factors supplemented with a mitigation strategy to overcome those risks • Reporting of all required figures, including financials, KPIs, milestones, and deliverables, as required by EIT RM Reporting policy
15%	<p>4. Implementation</p> <ul style="list-style-type: none"> • Push for accelerated development of program to implement program as soon as possible • Design overview for courses that will be developed for the project including content outline, learning outcomes, target audience description, details/sources of speakers or facilitators, methodologies used, course format and duration, etc. • Methodology for evaluating the success of content and quality assurance measures • Achievable implementation goals within the project period
15%	<p>5. Financial Sustainability</p> <ul style="list-style-type: none"> • Competitive advantage over existing offers in the European marketplace, including an overview of the existing offers and price-benchmarking against existing competitors



	<ul style="list-style-type: none"> Well-defined financial deliverables: budget and cost breakdown, a pricing model, revenue projections, and an overall financial analysis to prove project feasibility are requested Achievable plan for financial sustainability and independence by end of 2026 funding period
10%	6. Marketing and Communications <ul style="list-style-type: none"> Proposers are to detail their marketing strategy to maximize portfolio reach and enrol as many participants as possible Please detail any communications tools and/or platforms that will be used

7.6 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	Strong: 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

7.7 Evaluators/Evaluation Panel

The quality of Proposals will be evaluated by a panel of external expert Evaluators (“Evaluation Panel”) 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 a non-disclosure and conflict of interest agreements.

- A minimum of three expert Evaluators will be assigned to the evaluation of each Proposal.
- In the first step, these assigned expert Evaluators evaluate each Proposal remotely using the criteria set out in the Evaluation criteria grid below.
- A final evaluation of all Proposals is conducted by the entire Evaluation Panel (with the exclusion of any member with a conflict of interest). The strengths and weaknesses of each Proposal as



perceived by the Evaluation Panel will be documented and communicated to the Project Coordinator once the evaluation process is completed.

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

The final selection of the winning Proposal(s) as resulting from the Evaluation Panel will be confirmed by the EIT RawMaterials Managing Board. However, the EIT RawMaterials Managing Board will not have the capacity to overrule the Evaluation Panel assessment. In case of any discrepancy, the Evaluation Panel and the EIT RawMaterials Managing Board shall align jointly on the final selection of the winning Proposal(s).

The Project Coordinator of the Project that is selected for Funding will be informed after approval by the EIT RM Management Board/the Evaluation Panel and also receive feedback from the Evaluation Panel. 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 EIT RM Management Board/the Evaluation Panel, Project Coordinators of Proposals that were not selected for Funding will be informed.

7.8 Fair Competition

Selection of successful Proposal is built on:

1. Fair competition
2. Openness and transparency
3. Integrity of external evaluation
4. Open 2-month window for proposal submission

To ensure fairness and transparency during all stages of the Proposal (registration, support, and submission), we are happy to provide Proposal support to Proposers, but only to the extent that fair competition is not distorted. Therefore:

- Support will be limited to the factual basis of the Call
- Information given to any one Proposer will be shared publicly via webinars, FAQs, on the EIT RM website, or other public forums as necessary
- Individuals involved in providing Proposal support will be excluded from the process of Proposal evaluation/selection to the extent that this is possible.

7.9 HORIZON EUROPE Principles to apply

The Funding will be provided from funds made available by the European Union under its HORIZON EUROPE Program. As a result, the general rules and principles governing the HORIZON EUROPE Program, such as ethical principles, anti-fraud, non-corruption, diversity and

gender mainstreaming, non-discrimination, sound financial management and avoidance of conflicts of interest, shall apply.

VIII. Call timeline and Submission Tool:

Timeline

Monday 7th October 2024	Launch of Call and SeedBook platform goes online
Monday 24th March 2025 at 13.00 CET FINAL	FINAL Proposal SUBMISSION deadline
Thursday 27th March to Friday 4th April 2025	Evaluation by panel of external experts
Monday 14th April 2025	Response to changes requested by the Selection Panel ('Change requests')
Thursday 1 st May 2025	Earliest starting date for approved Projects (to be confirmed)

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 October 2024 to get the access to the tool, register their Proposal and commence the Proposal submission process.

IX. Legal Conditions

Processing of personal data



Any personal data will be processed by EIT RawMaterials in accordance with the EIT RawMaterials privacy policy¹³.

The selected Consortium consents that EIT RawMaterials publishes, in whatever form or medium, the following information:

- Name(s) of Consortium members,
- Their activities in relation to the award of the Funding (Consortium may submit a summary for publication)
- Funding amount

The Proposers must process personal data in compliance with applicable EU and national law on data protection (including authorisations or notification requirements, if any); see the GDPR guidelines¹⁴.

Ethics

The Consortium and Consortium member activities must be carried out in compliance with:

- a. ethical principles (including the highest standards of research integrity, if involving research), and
- b. applicable international, EU and national law

No funding will be awarded for activities carried out outside the EU, if they are prohibited in all member countries. Proposers must ensure that the activities have an exclusive focus on civil applications.

¹³ <https://eitrawmaterials.eu/privacy-policy/>

Security

The activities must be carried out in compliance with Commission Decision 2015/444, i.e. security-sensitive information must be EU-classified, if its unauthorized disclosure could adversely impact the interests of the EU or of one (or more) of its member countries. Proposals that are too security-sensitive cannot be awarded Funding.

Conflict of Interest

The selected Consortium and Consortium members must avoid any conflict of interest and comply with the principles of transparency, non-discrimination and sound financial management.

The participants must take all measures to prevent any situation where the impartial and objective award of the Funding is compromised for reasons involving economic interest, political or national affinity, family or emotional ties or any other shared interest ('conflict of interest'). They must inform EIT RawMaterials without delay of any situation constituting or likely to lead to a conflict of interest, and immediately take all necessary steps to rectify this situation.

EIT RawMaterials may verify that the measures taken are appropriate and may require additional measures to be taken by a specified deadline.

Liability for damages

¹⁴ https://ec.europa.eu/info/law/law-topic/data-protection_en



EIT RawMaterials cannot be held liable for any damages caused to the participants or to third parties as a consequence of the Funding, including for gross negligence.

EIT RawMaterials cannot be held liable for any damage caused by any of the Consortia or Consortia members in the context of the Call and/or the Funding received.

To the maximum extent permitted by law, under no circumstances and under no legal theory whether in tort (including negligence) contract or otherwise shall EIT RawMaterials be liable for any special indirect, punitive, incidental or consequential damages, including loss of profit.

Withdrawal of the Funding – Recovery of the undue amounts

EIT RawMaterials may withdraw the Funding after its award and recover all payments made, if it discovers that:

- a. false information, fraud or corruption was used to obtain it,
or
- b. the selected Consortium was not eligible or should have been excluded, or
- c. the selected Consortium is in serious breach of its obligations under the Project Agreement to be signed.

Administrative sanctions

If a Consortium or Consortium member has committed irregularities or fraud or has made false declarations, EIT RawMaterials may also:

- a. exclude the Consortium or Consortium member from all future contracts, grants and contests financed from the EU or Euratom budget for a maximum of five years (or ten years in case of repetition), and/or
- b. impose a financial penalty of between 2% and 10% of the value of the Funding (or between 4% and 20% in case of repetition).

Cancellation of the Call

EIT RawMaterials may cancel the Call or decide not to award the Funding, without any obligation to compensate Proposers, including if:

- a. no Proposals are received
- b. the Evaluation Panel does not find a winner
- c. the winner (selected Consortium) does not provide the solution which cover the EIT RawMaterials expectations to the Global MBA design and potential implementation
- d. the selected Consortium is not eligible or must be excluded
- e. the objective of the Call has already been achieved.

EIT RM General Conditions of Financial Support to Third Parties Sub-Granting)



By submitting their Proposal, Proposers agree to the EIT RM General Conditions of Financial Support to Third Parties Sub-Granting)¹⁵ which shall be deemed incorporated by reference in and apply to the Project Agreement to be signed. EIT RawMaterials reserves the right to make reasonable amendments to these Terms and Conditions. Amendments and additions to these Terms and Conditions shall be valid if communicated in writing on the EIT RawMaterials website or otherwise made available to the Proposers.

Applicable law and venue

This Call and the Project Agreement are governed by the laws of Germany. The venue for any court proceedings shall be the courts of Berlin, Germany. The Appeal and redress procedure set out below shall prevail.

Appeal and redress procedure

Upon reception of the feedback, the Proposers not selected 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 and/or the EIT RM management. It will consider only procedural shortcomings and factual errors.

¹⁵ available at Microsoft Word - 6936353-EIT-RM-General-Terms-and-Conditions-of-Subgranting-as-at-19042023-cl (1).docx (eitrawmaterials.eu) or from EIT RawMaterials at the address indicated in the heading of this Agreement >

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 is expected to 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 Proposals, and equal treatment of Proposers. 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 Operational Management Team (OMT). If there is clear evidence of a shortcoming that could affect the Funding decision, it is possible that all or part of the Proposals 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 anyhow failed on other criteria.
- The evaluation score following any re-evaluation, if any, 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.
- EIT RawMaterials or the redress committee may order a standstill period for the Call, the selection or implementation procedure when expressly requested by the complainant or resolved by EIT RawMaterials or the redress committee in its sole discretion. Please,

note that in the interest of the Project implementation and the efficiency of the HORIZON EUROPE Program, a standstill period will only be considered where there is clear evidence of the selection decision being wrong in the terms set out above.

- The above Appeal and redress procedure is final and binding on all parties involved and operating to the exclusion of the ordinary courts.

X. Annexes

Annex I: Partner Categories At-a-Glance



	Core Partner	Associate Partner	Project Partner	Task Partner (for RIS)
KIC (e.V.) Member	Yes	Yes	Yes	No
Governance • KIC Level	GA Attendance, right of speech, ask questions	GA Attendance, right of speech, ask questions	GA Attendance, right of speech, ask questions	No
	Full vote in GA	One delegate per CLC in GA	One of their number for all Project Partners in case of AoA amendm./ modific.	No
	• CLC Level	In CLC Steering Committee	In CLC Steering Committee	Part of a respective regional CLC (CLC internal rules to apply)
Number of annual activities / Leading a KAVA	Unlimited / Yes	Unlimited / Yes	Unlimited / No	Dedicated events and activities / No
Annual KIC funding ceiling*	Unlimited	EUR 300.000	EUR 100.000 (as in proposal)	60K, selected via open call
Annual Cash contribution	EUR 100.000 as membership fee	EUR 30.000 as membership fee	EUR 10.000 as membership fee	None
Horizon Europe treatment	Third Party	Third Party	Third Party	Third Party dependent on TP Patron

Annex II: Definitions and Acronyms

Definitions:



KPI(s): Key performance indicators – quantifiable indicators of the key project results, used for reporting and controlling how successful the project is in producing the desired results.

Milestones: Significant scheduled events in the project lifecycle occurring upon achieving a key planned result.

Project: the future activity described in a Proposal. It comes into existence only once the Proposal is selected and becomes a Selected proposal.

Proposal: a written document describing a future project which a number of participants (the consortium) wish to implement after receiving funding by the KIC.

Proposal submission: the act of officially submitting a Proposal for evaluation by the KIC.

Selected proposal: a Proposal which is officially confirmed to be funded by the KIC.

Candidate: a legal entity (LE) working on or having completed a Proposal submission.

Project participant: a legal entity (LE) taking part in a Project; can be a former Candidate, or can enter the Project at a later stage; can be funded by KIC. Must become a KIC Partner in order to be eligible to receive EIT funding. Sub-contractors are not considered participants, and KIC Partners cannot be sub-contractors in a Project, they must be a participant.

Consortium: all Project participants together form the Consortium. A Project Agreement is not valid unless all Project participants – forming the Consortium have-signed it.

Lead partner: a Project participant responsible to lead and coordinate the Consortium; the Lead partner appoints the Project coordinator.

Commercialising partner(s) - the Project participant(s) responsible for bringing the project results to the market. Depending on the situation, that might be one or more Candidates, a newly entered Project participant, or a newly created startup/joint venture.

Partner (or ‘Partner organisation’) means a legal entity which is a member of a KIC and may include, in particular, higher education institutions, vocational education and training providers, research organisations, public institutions, public or private companies, financial institutions, regional and local authorities, foundations and not-for-profit organisations.



Member: Legal Entity (LE) (ies) who have applied and been accepted as members of the e.V. KIC LE. Depending on the membership tier, their voting rights and funding thresholds vary.

Linked Third Party (LTP), also called an Affiliated Entity, is a legal entity which has a close relationship with a Member through shared ownership, control, or influence.

They are not a Member but can participate in a Project and then share the benefits and obligations of the Member they are linked to.

Project Coordinator: A person appointed by the Lead Partner, who acts on behalf of the Consortium and steers the project activities, has overall responsibility for the Project; is the first point of contact between EIT RawMaterials and the Consortium; is responsible for entering and updating data and information in SeedBook and BlueBook on behalf of the Consortium, for submitting the proposal in SeedBook and for coordinating the smooth transition into BlueBook (response to feedback, change requests, project reviews, etc.). The Project Coordinator is also responsible for 1) defining the mechanisms for the generation of the financial backflow to the KIC and 2) the clear identification of the total amount and the entity/ies that will provide this backflow.

Deputy: An employee of any Project Participant who has been appointed by the Project Coordinator to have extended access rights to the BlueBook tool (or other digital system replacing it) and who receives certain important communications from KIC LE on par with the PC. The PC is free to appoint or remove as many Deputies as they see fit and is fully responsible for the actions of the Deputies related to the project administration and management.

Controller: An employee of a Recipient who is responsible for compiling, submitting, resubmitting the Financial reports and Financial statements of their respective LE and is the main contact in case of an audit. Each Recipient can have many but must have at least one Controller, who is then appointed as a Head Controller. The Controller cannot simultaneously be fulfilling a PC or a Deputy role.

Head Controller: The lead Controller of a Recipient who receives all relevant communications from KIC LE on behalf of all appointed Controllers and is responsible for coordinating the latter. Each Recipient must have exactly one Head Controller.

Project Officer: a person assigned by KIC LE to accompany the Consortium throughout the project implementation. The PO is the main contact person for the PC regarding all matters concerning the Project Agreements, reporting, and other implementation topics.



Inno/Sas: Technology experts: specialise in the technological content perspective of the projects. Accountable for evaluating the technological aspect of the proposal and project development with the use of the market as a benchmark.

'include', 'includes' and 'including': Whenever used in this Call, the words 'include', 'includes' and 'including' shall be deemed to be followed by the phrase 'without limitation'.

Acronyms:

-FSM: Financial sustainability mechanism.

-KIC: Knowledge and Innovation Community

-MBA: Masters in Business Administration

Contact us

The Education Call 2024 – Global MBA in Materials Management – is organized by EIT RawMaterials GmbH for the EIT RawMaterials Academy. For more information, please refer to the website for FAQ or directly contact our team and talk to one of our key team members from Education.

EIT RawMaterials Academy | join-education@eitrawmaterials.eu
Call web page: <https://eitrawmaterials.eu/category/opportunities/>