

ANNUAL REPORT

ACTIVITIES & ACHIEVEMENTS

2009

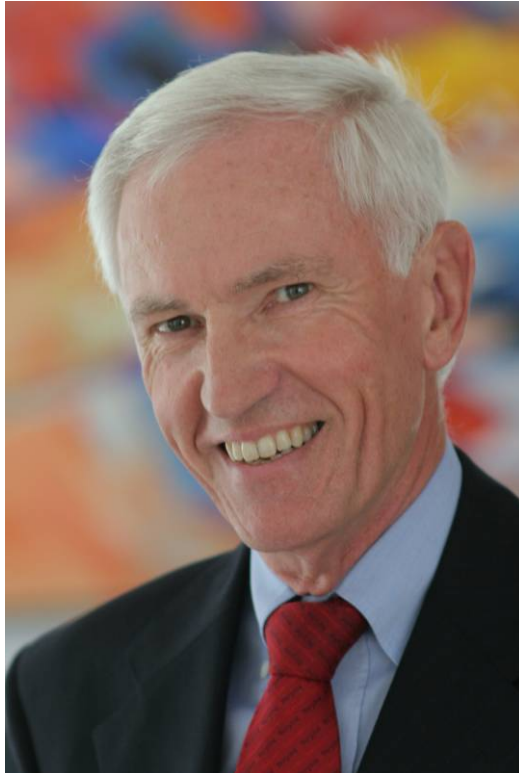
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1. A word from the Chairman



In 2009, the EIT accomplished all the tasks foreseen in the EIT Regulation for its initial establishment. A call for KIC proposals was prepared and published in a timely manner and three Knowledge and Innovation Communities (KICs) were selected on 16th December 2009. The EIT office was constructed in Budapest over the course of 2009 and its first Director, Gérard de Nazelle, chosen and formally appointed. In 2009, stakeholders were informed and EIT concepts were developed

and promoted in various meetings and contexts. These included individual meetings of Board members with stakeholder organizations, meetings with the ITRE Committee of the European Parliament and with various MEPs, meetings with President Barroso and various Commissioners, and open conferences building on the Knowledge Triangle concept, entrepreneurship as its glue and driver towards impact and the crucial role of

leadership within KICs. Right from the start, the EIT's focus has been on innovation impact, focussing on strengthening existing businesses, generating new businesses, strengthening education and in particular entrepreneurship education, and enhancing the impact of research on innovation.

Key EIT values have rapidly developed:

- "Can-do" attitude and approach, by constantly seizing new and emerging opportunities;
- Results-orientated, focussing on outcomes and deliverables (nb. the EIT is neither a funding agency nor a programme);
- Top-class excellence and highest standards, capable of competing at the global level and attracting the best talents and resources;
- Strong leadership, simplicity and strategic focus, by the EIT Board itself as an autonomous EU body and via the KICs' CEOs;
- Quick mobilization and timely delivery,
- Simplicity, giving the fullest possible leeway and flexibility to KICs;
- Seeking strong societal and economic impact and returns.

Today, the EIT is gradually gaining recognition as a change agent and an "ice-breaker" in the European innovation landscape. We could not have accomplished this alone. We are grateful for the ongoing support of President Barroso, Commission services as the key engine behind EIT support in 2009, the Commissioners and

leaders of all related Directorate-Generals, the Hungarian authorities and all those countless people who have gone beyond the call of duty to deliver on the KIC call and selection in 2009, to ensure formidable promotion effort and to contribute to building the EIT brand. The lasting support of the European Parliament - and in particular the ITRE Committee - is also gratefully acknowledged.

Few believed that the EIT could pull off its main task in 2009: the selection of the KICs in just 15 months since the Governing Board's first meeting in September 2008. Now we face the challenge of putting the KICs together as integrated legal and financial entities with strong leadership and which start delivering on the desired innovation impact. This has never been done and we are aware that the process of getting there is followed with great interest across the EU. Under the leadership of the EIT in Budapest and jointly with the KICs and the Commission's support, I like to assure you: we can and will do!

Prof. Dr. Martin Schuurmans
Chairman of the EIT Governing Board

2. BUILDING A WORLD-CLASS INNOVATION PLAYER

2.1. Establishing the EIT Headquarters in Budapest

2009 was essential for preparing the establishment of the permanent EIT headquarters in Budapest. Following the negotiations between Member States on the headquarters during the European Council of 2008, the Hungarian government made the following commitments:

- to cover the office rental fees of the EIT Headquarters for 20 years
- to provide a suitable and prestigious location within the technological centre of Budapest, either in one of the new buildings of the Budapest "Infopark" or in its vicinity near the Budapest Technical University campus.

The Hungarian authorities promptly launched a procurement procedure to obtain the appropriate office space corresponding to the EIT's needs as a growing institution. As a result, an impressive, modern and functional office space in the Infopark in Budapest was put at the EIT's disposal on 1st December 2009.



EIT Office in Budapest

On the basis of the planned office arrangements, the EIT rapidly ordered essential office furniture and IT equipment in December.

Nb. During the transitory phase before the final establishment of the headquarters, meetings in 2009 took place in the prestigious "Collegium" building in Buda, which was kindly offered to the EIT by its Rector, Dr. Andrew Sors, as suitable temporary meeting accommodation.

Finalizing the "Host agreement"

Another important aspect of EIT relations with the Hungarian Government was the negotiations on the EIT Host Agreement, which spells out the precise relations between the EIT as an EU agency and Hungary as its host country. By the end of 2009 the EIT, had already agreed upon the annexes covering the precise implementation of HU commitments to the headquarters and salary contributions and convened a quasi-final text covering immunities and privileges of the EIT and its staff. The conditions granted to the EIT meet its expectations and are on a par with conditions offered by host countries of other European Union agencies.

2.2. EIT Human Resources

2.2.1. Commission support to the EIT during the interim phase

From the EIT Legal Representative to the first EIT Director

As required by the EIT Regulation, the Commission provided continuous support to the EIT during the interim set-up phase to ensure the rapid establishment of the EIT support structure whilst allowing the Governing Board to be fully operational in the meantime. In particular, the Commission (DG EAC) supplied the EIT Secretariat function, preparing Board meetings, lending any required assistance and facilitating contacts with other Commission services and EU institutions. The Director of Resources of DG EAC was named in April 2008 as the interim legal representative of the EIT, in charge of all matters related to staff, administration and finances, including the implementation of the EIT budget. He was replaced in this function by the first EIT Director who took up his new function on 1st November 2009 (cf. "Selection of the first EIT Director" under 2.2.2., below). This coincided with the start of the gradual phasing out of the Commission's support role, as preparations for the recruitment of EIT staff were put in motion and the transitory period began drawing to a close.

2.2.2. Human Resources Activities 2009

Activities in the area of Human Resources (HR) Management at the EIT focussed strongly on recruitment, in order to form the team that would start operating from the Budapest Headquarters in 2010. The

foundations for several other HR processes at the EIT, such as learning and career management, were also laid in 2009.

Furthermore, the EIT established its own specific legal framework in the area of HR Management through the adoption of Rules on the recruitment of temporary/contractual agents and other staff.

Recruitment of EIT Staff

In total, the EIT carried out two waves of recruitment processes during 2009 to fill the posts under its Multiannual Staff Policy Plan 2010-2012. These processes took place between June and December 2009 and the last interviews were to take place in January 2010. A third wave of recruitment was also planned and published before the end of 2009, still ongoing in early 2010.

Additional recruitment efforts carried out during 2009 led to the first members of staff joining the EIT. By the end of 2009, a small group of staff was in place, whereas several other posts were to be filled by early 2010 with selected candidates from the published vacancies mentioned above. (cf. more details in Annex 6.3)

Prior to the formal launch of the first EIT in 2009, access to the EU CV on-line tool for recruitment processes was granted by the European Commission, and the different steps of the procedure were formally planned and organized. Thereafter, a guide for candidates was published together with the vacancy notices on the EIT website, and a recruitment guide for internal use was adopted.

Internal & external relations

In order to manage its staff, the EIT put in place a number of agreements with different services during 2009. Many of these contracts took the form of Service Level Agreements (SLA), including for example contracts concluded with DG HR (Learning and Development Unit) and the EAS (European Administrative School), in the area of training.

Furthermore, the EIT took an active role in the network of Regulatory EU Agencies as well as in several other fora organised by EU Institutions in order to exchange best practices and provide mutual support.

HR forward planning

During 2009, the EIT identified the core areas for the HR function at the EIT, and assigned priorities to related tasks accordingly.

In April 2009 the EIT formally adopted its Multiannual Staff Policy Plan for the period 2010-2012, which served as a reference to plan further steps in HR Management at the EIT. Moreover, several roadmaps and action plans with key milestones on HR were also drawn up in the context of the EIT's ambition to rapidly achieve administrative and financial autonomy from the Commission.

Selection of the first EIT Director

The Governing Board adopted a four-step process for selecting the Director during its meeting of October 2008. A vacancy notice for the post was published on 15th November 2008, with a deadline for the

submission of applications on 6th January 2009. There were 268 applicants in total, of which 57 were deemed non-eligible. The first step of the process included a pre-selection panel (composed of 2 Governing Board members and 3 high-level Commission representatives) which opted to interview 16 candidates on 24-25th March 2009. Following the interviews, the Panel underlined the excellent performance of 6 candidates, who went to the next stage of the selection.

During the second step, the Consultative Committee on Appointments (CCA), an advisory body for the appointment of senior officials within the Commission, took note of the conclusions of the pre-selection panel, invited all candidates to assessment centre evaluations in May 2009 and then invited all candidates to interviews on 11th June 2009. Following these interviews, the Committee short-listed 5 candidates.

The third step included interviews by Vice-President Kallas, the (then) Commissioner responsible for Personnel issues. During the fourth step, the Commission adopted the shortlist of 5 candidates following the recommendations of the Committee and of Commissioner Kallas.

Finally, all short-listed candidates were invited for interviews with the EIT Governing Board during their meeting of 16th September 2009, following which Gérard de Nazelle was formally appointed as EIT Director by the Board during a secret ballot with a simple majority vote.

3. Putting the EIT's strategic vision into practice: The EIT Triennial Work Programme (2010-2012)

The EIT's rolling Triennial Work Programme (TWP) for the 2010-2012 period was the Governing Board's first opportunity to put forward its strategic vision and orientations for the EIT in a short- to mid-term perspective, and included a detailed Annual Plan outlining activities for 2010. The rolling Work Programme is itself a precursor to the EIT's upcoming seven-year Strategic Innovation Agenda (SIA), due by June 2011, which will shape the future of the EIT's long-term development.

The EIT Governing Board sent its draft TWP on 15th July 2009 – one year after the Board's appointment, as laid down in the EIT Regulation – to the European Parliament, the Council and the Commission, who had three months to convey any comments and opinions.

The EIT Chairman also made oral presentations to the European Parliament and the Council on the TWP, which received broad endorsement. The Commission was the only institution to make written comments on the draft TWP. A Commission Opinion, summarizing the comments of various relevant Commission services, can be found in extenso in Annex (1.5). The draft TWP was welcomed by the Commission, which highlighted in particular the KICs' pioneering role in the integration of the knowledge triangle, with entrepreneurship and entrepreneurship education at its core as the key linking factor or "glue" between the various strands of the triangle. The Commission also guaranteed its ongoing support to the EIT until its full establishment, including in the development of the SIA.

In light of the Commission's written Opinion, the EIT Governing Board decided to hold an extraordinary meeting to discuss in more detail the EIT's future strategic orientations, notably in view of adopting its first draft SIA.

The EIT took account of the Commission's written suggestions, which called for some clarifications on the implementation of activities planned for 2010, and adopted its final TWP in December. The latter can be found on the EIT website (cf. <http://eit.europa.eu/about-eit/official-documents.html>).

Securing financial commitment and leverage from the private and philanthropic sectors: the EIT Foundation

The full participation and long-term commitment of business and industry from the outset is crucial to the EIT's and to the KICs' credibility and success.

The EIT Foundation intends to play a crucial role in safeguarding the EIT's financial sustainability and autonomy. It will be a convenient vehicle to attract donations from sponsors from most EU countries - and beyond - to support the activities of the EIT and its KICs.

The Foundation will be at the EIT's service, with which it shares the general objective of contributing to Europe's innovation capacity. The EIT Foundation is therefore not a goal in itself. It will function as a kind of "clearing-house" for the external private donations that the EIT aims to attract.

The EIT Governing Board initiated their reflections on the setting up of the EIT Foundation during its meeting in February 2009.

In the absence of a legal possibility to establish a European foundation, an ad hoc solution was found by establishing the Foundation under the national legislation of one of the EU Member States.

In this perspective, the EIT Governing Board sought the advice of the European Foundation Centre, which conducted a comparative study on the legal status and tax regimes for Foundations in different EU countries. The report of this study, which was presented at the April EIT Governing Board meeting, recommended that the EIT Foundation be established in the Netherlands where it would benefit from a charitable status and enjoy a favourable fiscal regime for attracting international donations.

During its September meeting, the EIT Governing Board agreed on the necessity to obtain support from external legal experts in order to prepare the proper establishment of the EIT Foundation.

At the request of the EIT, DG EAC subsequently launched a call for tender (EAC/36/2009) on its behalf by negotiated procedure on "Legal advice, drafting of documents necessary for the creation and the registration of the EIT Foundation in the Netherlands".

In December 2009 a contract was concluded with the Dutch law firm Pels Rijcken NV. The legal establishment of the EIT Foundation will be realized by summer 2010.

The EIT and the EIT Foundation will be two separate legal entities. While the EIT, as an EU body, is accountable to the European Parliament and the Council and must comply with EU rules and procedures, the Foundation, established under Dutch law, will comply

with Dutch legislation and will be financially and legally accountable to the Dutch authorities.

4. Setting up the KICs: the KIC Selection Process

4.1. Preparing the KIC call

Prior to publication of the first call for KICs, regulatory and practical considerations required a certain number of elements to be in place beforehand. These include:

- The specific financial rules of the EIT¹;
- The detailed criteria for the selection of the KICs;
- 2009 EIT budget and work programme;
- Adoption of guidelines on Intellectual Property Rights (IPRs).

¹ According to Article 21.1 of the EIT Regulation the EIT shall adopt its financial rules in accordance with Article 185(1) of Regulation (EC, Euratom) No 1605/2002. These may not depart from Regulation (EC, Euratom) No 2343/2002 except where the EIT's specific operating needs so require and with the Commission's prior consent.

The financial rules of the EIT

In accordance with Article 13.2 of the EIT Regulation, the EIT made public its Financial Rules on 2 April 2009 (see link to Financial Rules in Annex 1.6)

The EIT Governing Board adopted the draft EIT financial rules on 9th January 2009. This draft was then submitted to the Commission for a formal decision, which was taken by the Commissioner responsible on 2nd April. (The Governing Board subsequently confirmed their adoption of the final text on 20th April 2010.)

Publication of the KIC selection criteria

- In accordance with Article 13.2 of the EIT Regulation, and following the Governing Board decision of 20th February 2009, the EIT made public on its website, on 2nd April 2009, the criteria for the selection of KICs. Despite the tight timescale imposed by the Regulation for the selection of first KICs ("within 18 months of the Governing Board's appointment") the Board has succeeded in setting up the KIC selection framework, slightly ahead of schedule. The KIC selection criteria (cf. annex) were posted on the EIT website one month before the call publication.
- Major decisions taken by the Board on KIC selection criteria can be summarized as follows :
- Ø Each KIC must comprise 4-6 "co-location" centres where partners from most or all areas of the "innovation chain" come together over extended periods to work together, face-to-face in diverse, multidisciplinary teams. KICs will thus not only be virtual entities,

but also dynamic, physical communities in order to foster trust and long-term commitment between partners.

- Ø The Board lays strong emphasis on entrepreneurship as the essential link between academia and the business context. KICs must therefore have a strong entrepreneurship component, developing entrepreneurial people across borders, sectors and disciplines. All KIC education programmes must include entrepreneurial and innovation-orientated skills encouraging graduate mobility and multi-disciplinarity.
- Ø KICs are expected to operate on a budget of 50-100 million Euros each per year. The EIT grant will fund up to 25% over time (perhaps more during the initial phase), subject to evaluation on milestones. KICs are therefore expected to leverage 4 times the Community contribution in total, via a wide variety of public-private sources. This reflects the high level of commitment and integration the EIT GB expects from KIC partners.
- Ø Extraordinary emphasis was put on strong leadership of the KICs and a business plan with clear annual deliverables - generating impact.
- Ø Simplicity is a key driver: the KIC call criteria were only 4 pages long, the KIC call text only 9 pages and call proposals no longer than 40 pages.

2009 EIT work programme and budget

Based on a proposal from the EIT Board, the 2009 EIT work programme was adopted by Commission².

Guidelines on Intellectual Property Rights

The KIC selection criteria state that KIC proposers need to put forward "motivating IPR rules" for their partnerships. IPR guidelines were published on the EIT website (see Annex 1.8) by the Governing Board at the same time of the KIC call (2nd April 2009). These guidelines were purposely minimal so that (a) potential business partners are not dissuaded by excessive regulation (b) KIC partners themselves propose and develop their own specific IPR strategy according to their needs – ie. in a bottom-up manner – and over time. KICs are not expected to have a fully developed IPR policy upfront, but a credible plan, to be implemented gradually.

4.2. KIC call publication

Raising awareness among stakeholders – EIT information seminars

Following a decision of the Governing Board, three seminars promoting the EIT among stakeholders and explaining the EIT GB approach to KICs were organized in 2009 on each potential thematic area of KICs, and in four different Member States: Budapest (Hungary) "Future

² Decision C(2008)8475 of 17 December 2008.

information and communication society", Vienna (Austria) "Sustainable Energy" and Madrid (Spain) "Climate change mitigation and adaptation". High participation levels (between 150-200 at each seminar, of which 20-25% from the business community) indicated strong and continued interest for the EIT, while questions put forward during these meetings (focussing on "how" to prepare KICs rather than "why") indicated that the concept and added value of the EIT have now been generally understood and acknowledged by both academia and business. (cf. detailed accounts of each seminar in Annex).

Moreover, a dedicated info-day for potential KIC proposers was organized in Wroclaw (8th May 2009). It was held back-to-back with a special two-day seminar on entrepreneurship (6th-7th May 2009), reflecting the importance which the Board attaches to entrepreneurship and entrepreneurship education - at the heart of the knowledge triangle - in KIC proposals.

To facilitate information flows with all potential interested parties, DG EAC provided for an EIT-specific enquiry service (based upon the "Europe Direct" platform). This ensured that all enquiries received concerning the EIT/KICs were logged and tracked. The questions and answers were also used systematically to aliment a dedicated FAQ (frequently asked questions) list, published on the EIT website, so that all potential proposers had access to the information and explanations given.

The proposal submission system

A negotiated procedure for a proposal submission service for a single call for proposals (Tender EAC/05/2009) was launched on 11th March 2009.

Following the report of the award committee and the award decision, a contract was signed with Intrasoft International S.A on 12th May 2009.

The electronic proposal submission system opened for the registration of KIC proposals on 24th May 2009. This was simultaneously announced on the "KIC call" page of the EIT website.

Call opening and closure

The KICs call was published in the Official Journal³ and on the EIT website on 2th April 2009.

The call closed at 17h on 27th August 2009. Twenty proposals were received.

4.3. Selection of external experts

A list of registered EIT experts was established following a call addressed to individuals for the establishment of a database of prospective independent experts to assist the EIT with tasks in connection with the evaluation and implementation of Knowledge and Innovation Communities (KICs). This list was then used for the selection of independent experts to assist in the evaluation of the KIC proposals.

The call was published in the Official Journal⁴ and on the EIT website on 14th May 2009. This list of registered experts will be valid until the

³ (OJ publication 2009/C 79/07 of 2nd April 2009)

⁴ (OJ publication 2009/C 110/05 of 14 May 2009)

end of 2013. Registrations may be made at any time up until 30th September 2013.

A negotiated procedure for an expert registration system (Tender EAC/03/2009) was launched on 25th February 2009. Following the report of the award committee and the award decision, a contract was signed with Milkround Online on 6th May 2009.

All experts registered prior to 29th July 2009 were assessed by two representatives of the following Directorate Generals: DGs ENTR, RTD, INFSO, ENV and the REA, with respect to their expertise and suitability for use in the evaluation of the KIC proposals. On the basis of these initial assessments, lists of between 15 and 25 experts per pool were drawn up for the Governing Board's consideration on 31st July.

Once the expertise of candidates in the chosen field and the suitability of the candidates for the evaluation of the KICS had been assessed, experts were ranked according to the sum of the scores reached in both categories.

Following the closure of the KIC call, the exact number of experts needed was established and contracted. In total, 29 experts were selected to participate in the evaluation process. Top-ranked experts were retained as final panellists.

An evaluator briefing meeting was held in Budapest with the participation of the EIT Chairman and two Board members. Presentations and discussions covered the essential aspects of the KICs and the evaluation criteria as well as the technical and organizational aspects of the evaluations.

4.4. Evaluating KIC proposals

Prior to the evaluations, all proposals were checked with respect to the eligibility criteria. 18 out of 20 proposals were deemed eligible and were thus retained for evaluation.

The evaluation of proposals took place thereafter between 17th September 2009 and 27th November 2009.

A negotiated procedure for a proposal evaluation service for a single call for proposals (Tender EAC/13/2009) was launched on 27th April 2009. Following the report of the award committee and the award decision, a contract was signed with INFOTECHNIQUE S.A.

The evaluation process included two major steps, followed by a final panel.

First, each proposal was evaluated by one expert from the corresponding thematic pool and one expert from each horizontal pool (i.e. 5 experts in total). Following remote-access reading and individual assessment, evaluators from the three evaluation panels attended panel meetings in Brussels on 15th-16th October 2009 to discuss the proposals. Proposals attaining all thresholds then passed to step two of the evaluation process.

For step two, the evaluators assessed the second set of criteria – each proposal being again evaluated by 5 experts, as for step one. Following remote-access reading and individual assessment, evaluators from the three evaluation panels attended panel meetings in Brussels on 10th November 2009 to discuss the proposals. The outcome of these meetings is a panel consensus report for each proposal. Step one and two consensus reports were then combined to produce the evaluation

summary report for each proposal, the final score being the sum of the scores from steps one and two. The three top-ranked proposals from each panel (9 in total) passed to the final panel for review.

The final panel consisted of 7 members (one from each pool). These were given remote access to the 9 proposals and their evaluation summary reports. Following remote-access reading and preparation of their individual reports, the final panellists attended a meeting in Brussels on 26th November 2009. The outcome of these meetings took the form of a report to the Governing Board containing key findings and recommendations.

The coordinator and two other representatives of choice from each of the top two KICs from each priority area were invited, on 30th November, to hearings with the Governing Board in Budapest on 16th December 2009. Immediately after the hearings, the Governing Board met in closed session to discuss the proposed KICs and to designate 2 or 3 KICs - in conformity with the EIT Regulation - from the following priority themes: Climate Change Mitigation and Adaptation, Sustainable Energy and Future Information and Communication Society. These themes had earlier been chosen by the board of EIT. In a single secret vote, three KICs were chosen by the Board from the six finalists:

Climate change mitigation and adaptation - "Climate KIC", coordinator: Utrecht University, Netherlands;

Sustainable energy - "InnoEnergy", coordinator: Karlsruhe Institute of Technology, Germany;

Future information and communication society - "EIT ICTLabs", coordinator: KTH, Sweden.

Climate-KIC:

Addressing climate change requires a huge transformation of the global economy. Climate-KIC's mission is to accelerate and stimulate the innovation for this transformation and ensure benefits for Europe. This KIC will focus on achieving excellence in four areas: assessing climate change & managing its drivers, transitioning to low-carbon resilient cities, adaptive water management and zero carbon production.

Climate-KIC has five co-location centres, in London, Zürich, the Berlin metropolitan area, the Paris metropolitan area and the Randstad metropolitan area.

Its core partners include Bayer, Beluga Shipping, Cisco, DSM, EDF, ETH Zürich, Imperial College, IPSL/ParisTech, PIK, SAP, Schiphol Group, Shell, Solarvalley, Thales and Utrecht University.

(cf. more details about the partners in document "Annual report - Annexes" 1.10.1 and link to website)

KIC InnoEnergy:

InnoEnergy intends to contribute to paving the way towards an independent and sustainable energy system enabling a climate-neutral Europe by 2050 achieved by the successful commercialization of innovations. The partners have jointly developed a strategy to tackle the weaknesses of the European innovation landscape and aim to be the leading motor for innovation in the field of sustainable energy.

KIC InnoEnergy has six co-location centres, in Karlsruhe, Grenoble, Eindhoven/Leuven, Barcelona, Krakow and Stockholm.

The main partners include KIT, Total, Vattenfall, KTH, EDF, ESADE, EnBW, SAP, ABB, CEA, Iberdrola, TNO, TUE, UPC, ZAK and AGH.

(cf. more details about the partners in document "Annual report - Annexes" 1.10.2 and link to website)

EIT ICT Labs:

EIT ICT Labs targets the radical transformation of Europe into a knowledge society with an unprecedented proliferation of internet-based services. Committed to an efficient open innovation model, EIT ICT Labs will generate faster transformation of ideas and ICT technologies into real products, services and business, boosting Europe's future competitiveness in all sectors of society.

EIT ICT Labs has five co-location centres, in Berlin, Eindhoven, Helsinki, Paris and Stockholm.

The core partners include Deutsche Telekom, Siemens, Fraunhofer Gesellschaft, TU Berlin, Philips, Novay Nokia Corporation, VTT, Aalto University, Alcatel-Lucent, Orange-France Télécom, Thomson, INRIA, Université Pierre et Marie Curie Paris 6, Université Paris-Sud 11, Institut Télécom, Ericsson, TeliaSonera and KTH.

(cf. more details about the partners in document "Annual report - Annexes" 1.10.3 and link to website)

5. Communication Strategy and institutional relations

5.1. EIT communication activities

EIT communication activities in 2009 aimed to raise awareness and to inform the public, both specialized and general, about the process of the setting up of the EIT. In the continuing effort to build up the EIT and its KICs as a brand of excellence, communication and visibility activities have been and continue to be of crucial importance. In 2009 the EIT's main communication focus was on the selection of the first three KICs.

During the second half of 2009 the EIT adopted a new communication strategy for the coming years, based on an in-depth analysis and needs assessment and assisted by an external communication expert. The overall aim of the strategy is to brand the EIT as a modern, accessible, transparent and efficient organization that acts as a driving force for innovation and has a positive image among higher education institutions, research centres and businesses alike. The EIT Communication Strategy covers in the mid-term the period during which the EIT is established and the KICs become fully operational, as well as the EIT Foundation for the longer term. The strategy outlines the measures the EIT will implement to develop the "EIT" label into a highly attractive world-class brand of excellence, with the KICs as its main drivers.

5.1.1. Press and public relations

Press and public relations were an important part of EIT communication activities in 2009 and steadily increased over the year as a result of proactive public relations activities. Coverage of the EIT in the press increased visibly, together with a manifest growth in brand awareness and interest in the EIT from a wide variety of stakeholders. Indeed, the "EIT" and "KICs" brand names rapidly became highly successful and sought-after labels, even before initial KIC operations were in place.

In order to maintain momentum, various communication and information channels were put in place in 2009, including:

- § EIT Website
- § A flyer for KICs call for proposals
- § EIT Factsheet
- § EIT and KICs FAQs
- § KIC Factsheets

Specific communication activities related to the deadline for the call for KIC proposals, the selection of the EIT Director and the official designation of KICs were also conducted in 2009. Finally, a press event with President Barroso and the EIT Governing Board was organized in April 2009,

Besides these communication highlights, ongoing press activities included: press work for the EIT and the Governing Board members; EIT presence at events and seminars, updating the EIT website, preparation of comprehensive information for stakeholders and for the general public about the EIT and the call for KIC proposals. Moreover, the EIT constantly deals with all EIT-related queries, submitted via the EIT website, with the help of the service of Europe Direct.

5.1.2. Information material and graphic charter

In 2009 a flyer for the call for KIC proposals was produced.

In May 2009 the graphic charter of the EIT was finalized. In the run-up to the designation of the first KICs, logos for the KICs, based on the EIT graphical charter, were also created.

As to communication activities regarding the designation of the KIC, the EIT Factsheet was substantially updated. Moreover, FAQs on the EIT and KICs as well as individual factsheets for each respective KIC were created.

5.1.3. Events

The following four seminars were organized in 2009 (cf. chapter on KICs, 4.2., above):

- § EIT seminar on "Shaping the KICs – Future Information and Communication Society", 23rd January, Budapest
- § EIT seminar on "Shaping the KICs – Sustainable Energy", 16th February, Vienna
- § EIT seminar on "Shaping the KICs – Climate change mitigation and adaptation", 16 March, Madrid
- § EIT "Entrepreneurship Seminar & Info Day", 6th-8th May, Wroclaw

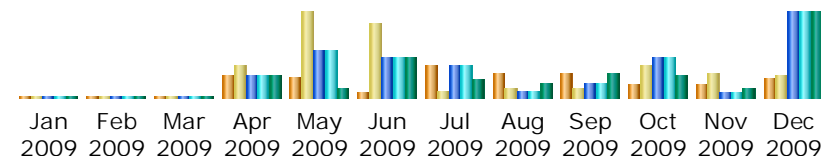
Moreover the EIT, together the communication unit in DG EAC, was organized a specific seminar for journalists, in the framework of the European Year of Creativity and Innovation (EYCI 2009).

At the end of 2009, plans started on the format and content of the KIC launch conference to be held during the Spanish Council Presidency in 2010.

5.1.4. EIT Website

In April 2009 the new EIT website was launched, with a consistent degree of web traffic. After the publication of the call for KIC proposals (at the beginning of April) and in the run-up to the designation of the first three KICs (in December 2009), the EIT's website traffic was extremely high.

Website Traffic January – December 2009



Month	Unique visitors	Number of visits	Pages	Hits	Bandwidth
Jan 2009	1	1	5	5	3.94 KB
Feb 2009	2	2	8	8	59.99 KB
Mar 2009	17	74	1213	1213	18.45 MB
Apr 2009	13807	20550	71847	71847	1.25 GB
May 2009	17980	26878	84619	84619	1.42 GB
Jun 2009	14901	22575	66699	66699	1.15 GB
Jul 2009	11986	18674	56295	56295	1.01 GB
Aug 2009	10245	16565	48244	48244	905.59 MB
Sep 2009	10167	16710	51078	51078	948.31 MB
Oct 2009	13115	20856	67216	67216	1.24 GB
Nov 2009	13111	21072	75087	75087	1.44 GB
Dec 2009	15683	25561	135781	135781	2.35 GB
Total	121015	189518	658092	658092	11.69 GB

5.2. Inter-institutional relations

Throughout 2009, the EIT also expanded and consolidated its network with key players within the "knowledge triangle" across Europe, reflecting its holistic and integrated approach to innovation, by stepping up contacts with relevant organizations and institutions. These include, inter alia :

- Salient European and international umbrella organizations: eg. meetings with the European University Association (EUA), the Conference of European Schools for Advanced Engineering Education and Research (CESAER) and the European Association of Research and Technology Organisations (EARTO); BusinessEurope, the European Roundtable of Industrialists (ERT) and the European Industrial Research Management Association (EIRMA) & Science-business; Europa InterCluster, European agency for cluster cooperation ; International Science, Technology and Innovation Centre for South-South cooperation (ISTIC)
- EU and European institutions: the Industry, Research and Energy (ITRE) Committee of the European Parliament (two oral presentations made by the EIT Chairman on separate occasions); the European (Competitiveness) Council; the European Commission, including contacts with the European Research Council (ERC), the European Research Area Board (ERAB) and the Joint Research Centre (JRC); the Organisation for Economic Co-operation and Development (OECD).

Members of the EIT Governing Board have been in contact with various relevant services of the Commission, including for instance DG Education and Culture, DG Research, DG Industry and DG Information Society. In particular, a very fruitful and constructive meeting took place in April between the EIT Governing Board, President Barroso and the three Commissioners constituting the knowledge triangle, namely: Commissioner Figel' (Education), Commissioner Potocnik (Research) and Commissioner Verheugen (Industry).



Members of the EIT Governing Board with Mrs. Odile Quintin, (then) Director-General of DG EAC