

**DECISION OF THE GOVERNING BOARD OF
THE EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY (EIT)**

of 30 June 2011

ADOPTING THE EIT ANNUAL REPORT 2010

THE GOVERNING BOARD OF THE EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY,

Having regard to Regulation (EC) No 294/2008 of the European Parliament and of the Council of 11 March 2008 establishing the European Institute of Innovation and Technology (hereinafter referred to as the "EIT Regulation")¹ and in particular to Articles 13 and 15(b);

Whereas:

- (1) Article 15(b) stipulates that the EIT shall adopt an annual report by 30 June each year outlining the activities conducted by the EIT during the preceding calendar year and assess the results with respect to the objectives and timetable set, the risks associated with the activities carried out, the use of resources and the general operation of the EIT;
- (2) In accordance with Article 13 of the EIT Regulation, the EIT shall make public without delay its annual activity report via its website;

HAS DECIDED AS FOLLOWS:

Sole Article

The EIT Annual Report for 2010 is hereby adopted.

Done in Budapest, on 30 June 2011



For the EIT

Chairman of the Governing Board

¹ OJ L 97/1 of 09.04.2008

EIT Annual Report

Activities and Achievements

2010

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Foreword

2010 was a decisive year for the EIT with two major achievements: signature of ground-breaking agreements with all three Knowledge and Innovation Communities (KICs) and the establishment of the EIT headquarters in Budapest.

2010 was also the year in which the EIT and the KICs accomplished what few believed possible in such short time: the creation of KICs with significant autonomy, unique legal and financial entity cores, each directed by a CEO. In addition, the EIT worked closely with each of the KICs on starting and strengthening activities in the field of education and entrepreneurship.



Whilst the Governing Board and I are very proud of the EIT achievements over the past year, we are also very grateful for the extensive support the EIT has received, in particular from the European Commission's President Barroso, Commissioner Vassiliou and the Directorate General for Education and Culture (DG EAC) as well as from the Hungarian authorities and Minister of State Prof. Zoltán Cséfalvay (Ministry for National Economy). We would also like to thank all our stakeholders, including the European Parliament – and in particular the ITRE Committee – for their continued support and interest in shaping the EIT and the KICs.

The 2010 Annual Report gives you an opportunity to gain a perhaps more detailed understanding of the EIT's and the KICs' developments and achievements over the past year. Our efforts are very much focused on positioning and shaping the EIT and the KICs as drivers of innovation that will deliver growth and jobs to Europe. I trust that by continuing to join efforts and to work closely together we will achieve this.

A handwritten signature in blue ink, consisting of a stylized 'M' and 'S' followed by a long horizontal line that ends in a small arrowhead.

Dr. Martin Schuurmans
Chairman of the EIT Governing Board

1. 2010 Key Dates

The dates and events that marked the EIT in 2010:

January/February	Learning from KIC evaluators and proposers on the KIC selection process.
March	<ul style="list-style-type: none"> • Preparatory grant awarded to the three designated KICs: Climate-KIC, EIT ICT Labs and KIC InnoEnergy. • Host agreement between the EIT and the Hungarian authorities signed.
April	<ul style="list-style-type: none"> • The EIT moves into its headquarters in Budapest. • The EIT and the three KIC co-ordinators meet European Commission President Barroso and Commissioner Vassiliou (Commissioner for Education, Culture, Multilingualism and Youth).
June	KIC Launch Conference - Barcelona: first opportunity for key EIT stakeholders to meet the three designated KICs.
July	The KICs submit their first Business Plan proposals.
September	<ul style="list-style-type: none"> • The EIT Governing Board appoints Dr. Ronald de Bruin as EIT Acting Director following the resignation of EIT Director Gérard de Nazelle. • The EIT Foundation (EITF) is established.
October	<ul style="list-style-type: none"> • Launch of the recruitment process for the new EIT Director.
December	<ul style="list-style-type: none"> • EIT Conference on the Role of the EIT in the Educational Landscape - Leuven: presented EIT activities in the field of higher education and discussed and highlighted the features and added value of EIT degree programmes. • Hungarian Parliament ratifies the Host Agreement. • The EIT implements 98.99 % of its 2010 budget.
End 2010 and beginning 2011	Seven-year partnership agreements signed between the EIT, the European Commission (DG EAC) and the three KICs.

2. Knowledge and Innovation Communities (KICs) 2010

2.1 The KICs' Kick-Off Year

Following the EIT-KICS-2009 Call for Proposals, the EIT designated three the Knowledge and Innovation Communities (KICs) in December 2009, notably Climate-KIC, EIT ICT Labs and KIC InnoEnergy to cover the following three priority themes: 1) climate change mitigation and adaptation, 2) the future of information and communication society and 3) sustainable energy, respectively.

2010 was a year of intense and constructive negotiations between the EIT, the KICs and the European Commission; which led to the signature of groundbreaking contractual agreements that lay the foundation for future innovation in Europe. It was also a year during which the three KICs established their legal entities. They are spearheaded by a CEO and a lean management team and are made up of a vast community of KIC partners spanning across the knowledge triangle. To date, the KICs have set-up sixteen co-locations spread across Europe, adopted Business Plans and started implementing activities within the fields of education, innovation, research and entrepreneurship.

The three KICs set out ambitious visions within their respective fields:

KIC InnoEnergy, set up as a European Company SE (Societas Europaea) headquartered in the Netherlands and consisting of 27 KIC partners, aims to be the leading engine for innovation and entrepreneurship in the area of sustainable energy.

EIT ICT Labs, an international non-profit Association based in Belgium and composed of 21 KIC partners, has the ambition to make Europe a global leader in Information and Communication Technology innovation.

Climate-KIC, initially a Foundation with 27 KIC partners (then re-structured as an Association in 2011 in the Netherlands), has the objective of accelerating the reduction in carbon intensity of Europe's economy and to ensure that it benefits from new technologies, company growth and jobs.

In addition to the negotiations with the designated three KICs, a redress procedure was implemented ([8 - Redress: Call for proposals EIT-KICS-2009 – Knowledge and Innovation Communities](#)) and a redress committee was set up to examine claims put forward by non-selected KIC proposers.

The KICs' partnerships are comprised of excellent partners from within the knowledge triangle (cf. Annex I – List of KIC partners), including large companies, higher education institutions and research organisations as well as other stakeholders working in a seamless and highly integrated fashion, thus optimising the potential to innovate and maximising impacts on the European and global level. In 2010, the three KICs consisted of a total of 75 KIC partners plus three KIC Legal Entities (i.e. Climate-KIC - Foundation; EIT ICT Labs - Association and KIC InnoEnergy - European Company), physically set up around 16 co-location centres.

2.2 The Preparatory Grant Agreements (PGA)

At the beginning of 2010, a Preparatory Grant Agreement (PGA) of EUR 1 000 000 was allocated to each KIC (for the first 8 to 10 months of 2010) to enable each KIC to set itself up as a legal entity rather than to fund its activities. The KICs were accordingly established as autonomous, business driven, highly integrated partnerships under the leadership of a CEO. The main accomplishments of the KICs within their first year of existence on the basis of EIT funding can be grouped under the following five headings:

- 1) Management and governance (hiring a full-time/interim CEO, putting in place a lean management and governance structure);
- 2) Business Plan (development of the KIC Business Plan, including performance indicators);
- 3) Financial commitments and investments (specification of financial commitments for KIC partners);
- 4) Co-location and collaboration (build-up co-location centres);
- 5) Intellectual Property (establish appropriate structures to handle IP issues).

2.3 The EIT-KICs Agreements

2.3.1 Establishing the EIT-KICs contractual relationships

Whilst the KICs worked hard on achieving the above-mentioned results by implementing the PGA throughout 2010, negotiations took place with the three KICs with a view of reaching consensus on key concepts and translating these into contractual agreements between the EIT, the KICs and the European Commission. The parties finalised two agreements in 2010: the Grant Agreement (GA) setting out the short-term arrangements, and the Framework Partnership Agreement (FPA) setting out a 7-year framework.

In October 2010, agreement was reached with each of the KICs on the final text of the Framework Partnership Agreement and Grant Agreement 2010. In December 2010, the EIT and the European Commission signed these agreements with EIT ICT Labs and KIC InnoEnergy. They were concluded with Climate-KIC in February 2011 as a result of the EIT's Governing Board request to the KIC to simplify its legal and governance structures.

Together, these agreements set out, inter alia, the EIT's, the European Commission's and the KICs' rights and obligations, ensure an adequate level of coordination, the activities to be implemented by the KICs, as well as the mechanism for monitoring and evaluating those activities and outcomes. The key principles contained in these agreements aim at striking the right balance between flexibility, simplification, rigour, accountability, trust and a results/impact-oriented approach.

The EIT enjoys certain significant derogations from the EU Financial Regulation, which allow a more flexible and responsive relationship with the KICs. The EIT strove to embed these in the

contractual arrangements (for example, the ability to engage in long-term contractual relationship between the EIT and the KIC).

2.3.2 Framework Partnership Agreement (FPA)

The Framework Partnership Agreement (FPA) signed by the EIT, the European Commission and each KIC LE for a period of seven years sets out the contractual relationship between the EIT and the KICs. The purpose of the FPA is to define the respective roles and responsibilities of the EIT and the KIC in implementing their partnership. It contains the main legal documents of the KIC LE and KIC partners, the list of KIC partners and the corresponding Internal Agreements, an EIT-KIC Model Grant Agreement, Guidelines for Communication, Dissemination and Publicity, and Quality Criteria for EIT labelled Degrees and Diplomas and the process leading to the EIT's financial contribution to the KICs.

The FPA contains key definitions and concepts, such as: KIC partner: an entity that concludes an Internal Agreement with the KIC LE; KIC Legal Entity (KIC LE): an entity established to enable the KIC to function as an integrated partnership and to coordinate its activities; Internal Agreements: agreements signed between the KIC LE and KIC partners binding them to all relevant provisions of the FPA and Grant Agreements; KIC added-value activities (the EIT financial contribution only covers eligible costs of KIC added-value activities): activities carried out by the KIC LE and/or KIC partners (whether or not in co-operation with other entities) that stimulate innovation within the priority areas of the KIC; EIT financial contribution: the level of contribution to KICs, which may cover up to 25% of the KIC's global expenditure over the first four years (from 1 January 2010 to 31 December 2013) . Furthermore, the FPA defines the nature and objectives of KIC activities (e.g. to address key societal challenges, foster world-class excellence and set a clear business-friendly framework). It also contains provisions on Intellectual Property Rights; Checks and Audits; Amendments; Liability; Conflicts of Interest; Data Protection; and Termination.

2.3.3 Grant Agreement 2010 (GA 2010)

The GA 2010 was concluded between the EIT, the European Commission and the KIC LE for the implementation of the FPA in 2010. The period covered by the GA 2010 is specified in the agreement (12 months for EIT ICT Labs and KIC InnoEnergy; and 14 months for Climate-KIC). The GA 2010 contains the KIC Business Plan 2010, including the estimated budget, which the KICs agreed to implement by signing the GA 2010.

The main provisions in the GA 2010 comprise the following: Financing the KIC: the EIT contributes up to 100% of the eligible costs of KIC added value activities actually incurred (whereas it can contribute a maximum of 25% of the KICs' global expenditure over a period of four years 2010-2013); Budget transfers: the KIC may adjust its budget by transfers between activities up to 20% of the amount of the activity for which the transfer is intended; Financial responsibility: each KIC partner is responsible for its own debt vis-à-vis the EIT, a KIC partner is not be liable for the default of another KIC partner and KIC partners agree how to share the responsibility of the KIC LE as the final recipient. Moreover, the GA 2010 contains details on, inter alia: Performance Reporting; Provisions on Costs, including eligibility criteria, eligible

direct and indirect costs, non-eligible costs, and cost reporting; Sub-contracting; Sub-granting; Payments; and Recovery.

2.3 KICs 2010 Business Plans and EIT Financial Contribution to the KICs in 2010

The KICs submitted the formal Grant Requests and Business Plans for 2010 to the EIT in July 2010. The Business Plans outlined the KICs' vision, mission, objectives, market context, KIC legal and governance structures, business model/concept, co-location activities, financial plan, KIC activities to be implemented (education, entrepreneurship, research, innovation and management), key performance indicators, scoreboards, and expected results. The plans were assessed by the EIT and European Commission, with the assistance of external experts, against five criteria (equally weighted) including:

- 1) Consistency with the Proposal;
- 2) Consistency with the Grant Request;
- 3) Education Plan;
- 4) Co-location Plan;
- 5) Co-funding Plan.

The EIT Governing Board Decision earmarked an initial amount of EUR 24 550 000 for the funding of KIC activities in 2010. The EIT Acting Director implemented the EIT Governing Board Decision by allocating and awarding a financial contribution of EUR 10 215 000 to EIT ICT Labs, EUR 10 215 000 to KIC InnoEnergy and EUR 6 000 000 to Climate-KIC for 2010. Both EIT ICT Labs and KIC InnoEnergy received pre-financing representing 75% of the total grant shortly after signature. Climate-KIC was requested by the EIT to simplify its legal and governance structures and to present an amended proposal in early 2011.

KICs' Co-location Centres

Climate-KIC

- ▲ Co-location centres
(London, Randstad, Paris, Zurich, Berlin)

EIT ICT Labs

- ▲ Co-location centres
(Helsinki, Stockholm, Berlin, Eindhoven, and Paris)

KIC InnoEnergy

- ▲ Co-location centres
(Stockholm, Krakow, Karlsruhe, Eindhoven/Leuven, Grenoble and Barcelona)



Cs' 16 European co-location centres

2.4 KICs 2010 Budget

The KICs' budgets show that the EIT 2010 financial contribution represents 29% of EIT ICT Labs' total budget of (EUR 35 806 000); 30% of KIC InnoEnergy's total budget of (33 759 000 EUR); and 14% of Climate-KIC's total budget of (EUR 42 800 000). The remainder of the KICs budget included a mix of funding sources, comprising a strong commitment from partners, non-EIT EU funding, national/regional and private funding. The total budget of the three KICs in 2010 amounted to EUR 112 365 000 and the EIT financial contribution to EUR 26.430.000.

2.5 KIC 2010 Activities

As described in the KICs' 2010 Business Plans, activities were implemented in the following main areas:

- *education* (e.g. new/revised Master and Doctoral programmes);
- *innovation/research projects* (e.g. launching new projects and/or building on existing ones);
- *entrepreneurship* (e.g. business creation services, events, IPR issues);
- *management and co-ordination* (e.g. KIC and co-location management, internal/external communication).

2010 key achievements by the three KICs comprise the following:

Climate-KIC

The objectives of Climate-KIC were generally achieved in 2010, namely the establishment of the KIC leadership and structures; recruitment of world leading scientists to head up key innovation areas; launch of first innovation projects and recruitment of first class of students. Five co-locations were established in London, Paris, Zürich, Berlin and Randstad area. A special feature of Climate-KIC is that it is planning to not only build on co-location centres but also to start developing regional innovation centres (RICs).

The initial legal entity *Stichting Climate-KIC* and governance structure established in early 2010 was abandoned since the model was found to be too complex and not fully aligned with the KIC's objectives. A new CEO was appointed in December 2010 and a new KIC LE (*Association Climate-KIC*) and governance structure were established in February 2011. The simplification of the legal and organisational structures had a remarkable effect, resulting in a much a strengthened Climate-KIC community that embraced the majority of its old as well as many new partners.

In 2010, top scientists from within Climate-KIC partners were appointed to act as theme leads within each co-location and RIC providing test beds for innovation and the Pioneers into Practice Programme; as well as outreach to small and medium-sized Enterprises (SMEs) via the SME membership, and providing early business niche and source of pioneers.

On education, 50 Masters and PhD students were recruited and graduated from the Contextual Learning Journey (CLJ)/Summer School in August 2010 creating the first cohort of entrepreneurs and change agents; three CLJ student group were awarded prizes and funding for spin outs from their CLJ business plans; 59 Pioneers into Practice were recruited and attended their first placement and crucible during autumn 2010. The conception of a postgraduate programme to be launched in 2011 also started.

Furthermore, a platform of existing projects were consolidated and aligned with the KIC's objectives of creating low carbon prosperity to the value of over EUR 30 million. Six co-location driven_ innovation projects were launched; nine new innovation projects were identified and ready to start in 2011; four Pathfinder innovation projects were identified, ready to start in 2011.

EIT ICT Labs

In 2010, EIT ICT Labs completed the set-up of the KIC and launched the work in chosen thematic areas and horizontal activities. It also established its five co-location centres in Berlin, Eindhoven, Helsinki, Stockholm and Paris and the development of local networks of affiliate partners started. The co-location centres are typically a campus or large building, where the node office is located. Some nodes already have a roadmap for expansion in line with the expected growth of EIT ICT Labs.

A number of pilot activities in education, research, and business were successfully executed to test the catalysts and the operational processes of the KIC, such as the first EIT ICT Labs Summer Schools, the first innovation camp, and the first EIT ICT Labs co-sponsored business events.

The work on *Education* focused on designing the structure and educational content of main EIT ICT Labs initiative, the Master School action line. The KIC also organised its first summer school for doctoral students "COMP-IT" in August 2010. Moreover, in August and September, EIT ICT Labs organised workshops with 50-70 participants in five of its thematic areas: Smart Spaces, Smart Energy, Health and Wellbeing, Future Media and Content Delivery and Digital Cities of the future.

In *Research*, the launch of work in competence fields (research action lines) was mostly postponed to 2011 in a reorganised form. A few research activities were conducted to facilitate network creation and to test the KIC processes.

In *Business*, nearly all activities were launched in 2010 as planned, albeit in lower volume than anticipated. At this state, they focus on developing specific business related competences in and across nodes. The first EIT ICT Labs co-sponsored business event, the MoneyTalks Forum, was held at the Helsinki Node on 11-12 November 2010.

Furthermore, the KIC's internal organisation and processes were set up and Prof. Dr. Willem Jonker was appointed its CEO. In particular, EIT ICT Labs began the transition to a streamlined management and operational structure characterised by the 'catalyst-carrier' model and the action line model.

KIC InnoEnergy

In 2010, KIC InnoEnergy established six co-location centres and started important activities in the field of education, business creation and technology. The co-location centres are based in six innovative regions: Alps Valleys (Convergence Nuclear-Renewables), Benelux (Smart Cities), Iberia (Renewables), Germany (Energy from chemical fuels), Poland (Clean coal), and Sweden (Smart Grids). Moreover, KIC InnoEnergy was established as Societas Europaea (SE) and Diego Pavía was appointed its CEO.

KIC InnoEnergy's activities in 2010 were structured along four lines of activities: a) Education, b) Innovation projects (R&T), c) Innovation, Business Creation Services, and Entrepreneurship, and d) Management & Other. Each of the activity domains have been staffed with a director and internal processes were established.

In the field of education, two Master of Science programmes were set up: one in sustainable energy that started in 2010 and one in nuclear engineering. A PhD programme in smart grid and storage was also launched in July. The education programmes already involve universities in all six co-location centres, a significant number of industrial partners as well as students. An entrepreneurship education programme "From Science to Business" was carried out with the participation of about 30 PhD students.

In the technology field, 26 new innovation projects kicked off in 2010, as well as four "Lighthouse InnoDrivers" projects, aimed at developing enabling technologies supporting all thematic fields of sustainable energy, such as offshore wind, carbon capture and storage and clean coal, nuclear energy, smart grids, intelligent cities and buildings, etc.

Events on innovation and entrepreneurship were organised, such as the CleanTech Venture Capital Day and Innovation Speed Dating, with hundreds of participants. Services for business creation have also been launched.

2.6 Lessons learned by the EIT and the KICs

The three designated KICs are new legal entities, with their own structures and partnerships (involving the three actors within the knowledge triangle), operating in different business models, and with goals that have no reference against which to compare.

Late signature of the agreements delayed implementation of the business plans. However, the KICs and co-locations centres became operational and delivered numerous activities in 2010. A fundamental progress achieved in 2010 was the transition from a collection of partners to real organisations with clear leadership, responsibilities, communication and reporting lines, and key processes. Good communication (intra-KIC and EIT-KIC) was perceived as essential to the KIC integrity.

Committing KIC partners to the KICs' goals and spirit often required a change in mindset. The effects of the KICs' spirit and entrepreneurial cultures are already being felt and will be gradually implemented.

2010 was also a year characterised by continuous planning, preparation and implementation, namely the 2010 and 2011 Business Plans. The procedures to identify, select, support and execute activities were often done in parallel. Continuous learning by doing was a constant.

Handling the scale and complexity of the KICs proved to require a solid activity management framework, which could only be introduced step by step, sometimes behind the actual needs. The EIT-KIC agreements were perceived as flexible and simpler than existing initiatives. However, this flexibility also led to some unclarity, which added an additional layer of complexity to the process.

Working under pressure to meet challenges within a tight deadline provided the environment for further integration between KIC partners.

To conclude, the focus of the EIT in 2010 was on managerial issues rather than the establishment of concrete strategic approaches. As a result, interactions between the EIT and the KICs were directed primarily towards the management of agreements (contractual, legal, and financial). Against this backdrop, KICs have been eager to accept guidance from the EIT. As both the EIT and KICs are maturing, the balance between top-down steer and bottom-up autonomy needs to be re-considered. For the time being, the strategic reflection on KIC-related issues is led by the KICs. In the future, the EIT will make strategic choices as to the guidance and support devoted to KICs while building up its own identity. Supporting the KICs' development and providing respective guidance and adequate support in the implementation of KIC activities will remain crucial.

3. The EIT's Strategic Vision and Stakeholder Relations

3.1 A key actor in Europe's innovation landscape

Throughout 2010, the EIT's actions were motivated by its mission of becoming a key actor within Europe's innovation landscape. EIT strategic efforts centred around two main priorities: 1) developing a clear strategic vision for itself, which would form the basis of its draft Strategic Innovation Agenda (SIA), and 2) continuing to establish and maintain relations with strategic stakeholders.

These stakeholders include the EU institutions and other EU bodies, in particular the European Parliament, the Council as well as representatives of stakeholder organisations from the knowledge triangle (business, education and research community), such as BUSINESSEUROPE, the European Roundtable of Industrialists (ERT), the Lisbon Council, European University Association (EUA), the League of European Research Universities (LERU), the European Student Union (ESU), the European Association of Research and Technology Organisations (EARTO), etc.

3.2 Strategic Innovation Agenda (SIA)

The document which outlines the EIT's vision for the years 2014-2020 is the Strategic Innovation Agenda (SIA). Amongst other things, this document will include suggestions for future KIC thematic areas and the EIT's financial needs for that period.

As foreseen by the EIT Triennial Work Programme 2010-2012, preparations for the Strategic Innovation Agenda including a proposal for new KICs, themes and budget request, started in 2010. The consultation and input seeking process for the SIA started in Q3/2010 and included a number of meetings with strategic stakeholders, notably representatives from the Council, including Innovation Minister of State Prof. Dr. Zoltán Cséfalvay, the Chairman of the Competitiveness Council under the Hungarian Presidency; from the European Commission; from the European Parliament, in particular the European Parliament's Industry, Research and Energy (ITRE) Committee delegation led by Chairman Herbert Reul, and Judith Merkies, MEP and rapporteur on the "Europe 2020 Flagship Initiative Innovation Union". In addition, input was obtained from thought leaders and entrepreneurs.

The EIT Regulation stipulates that the draft SIA is to be submitted to the European Commission by 30 June 2011.



Vice-Chairman of the Governing Board Prof. Anders Flodström (left) and EIT Acting Director Dr. Ronald de Bruin (second right) welcome the ITRE Committee delegation led by Chairman MEP Herbert Reul (right) at EIT Headquarters in Budapest.

3.3 The EIT Scoreboard

In the overall context of the EIT's strategic vision, the design of an EIT specific model for evaluation and monitoring of activities was prioritised by the Governing Board since the beginning of 2010. The main objectives were to translate the EIT's strategic targets into a set of measurable objectives and to develop simple indicators providing valuable guidance and assessment of performance. In February 2010, based on the results of a dedicated Working Group, the GB adopted a strategic framework for the EIT Scoreboard comprising a first set of indicators which are built on nine strategic objectives:

- 1) Develop an EIT brand and label
- 2) Create new businesses
- 3) Provide growth to existing businesses
- 4) Attract, keep and work with top-class talents
- 5) Develop educational ecosystem for entrepreneurship
- 6) Produce research and innovation breakthroughs
- 7) Organise people mobility across CLCs
- 8) Bring together partners and people
- 9) Attract contribution from third parties

In December 2010, four EIT Scoreboard indicators were prioritised by the Governing Board indicating the specific focus that should be given in 2011 on the following elements: business creation, provide growth to existing businesses, entrepreneurship education as well as people mobility.

The building and implementation of a simple and result-driven performance measurement system remains an essential issue for the EIT and the KICs. In this respect, the KICs' 2010 and 2011 business plans also contained Key Performance Indicators (KPIs) and scoreboards, which are key instruments to measure and assess the performance and impacts of KIC activities, albeit with varying degrees of detail.

3.4 Communicating with Stakeholders

In line with the EIT's Triennial Work Programme 2010-2012 and with the EIT's communication strategy adopted in 2009, the designation of the EIT's first three Knowledge and Innovation (KICs) in December 2009 formed the cornerstone of much of the EIT's communication activities in 2010. A clear focus was put on informing EIT stakeholders about the creation of the first three KICs and their co-location centres as well as continuing efforts to increase the EIT's visibility and public understanding of its activities.

"This will be implemented through multiple means: seminars, summer schools, newsletters, networking and an EIT website; in short, through highly interactive physical and virtual communication" (EIT TWP 2010-2012). In 2010, the EIT placed high emphasis on the organisation of two events outlined in the section EIT events below and on its press and speaking engagements activities. In addition, it began planning its strategy for an interactive communication plan, which will be rolled out during 2011 and 2012.

3.4.1 The EIT in the press

EIT coverage in the press visibly increased as a result of interviews with Members of the Governing Board, especially its Chairman Dr. Martin Schuurmans, and the EIT Director. This has led to a better understanding of the EIT and its ambitions as well as the activities relating to the setting up of the first KICs following their designation.

3.4.2 EIT conferences

In 2010, the EIT organised two conferences:

- ***'Launching the KICs - Delivering new solutions to the European innovation landscape'* - 2 and 3 June 2010 - Barcelona, Spain**

This event celebrated the official launch of the EIT's first three 'Knowledge and Innovation Communities (KICs)'. The conference presented EIT stakeholders with their first opportunity to meet the three designated KICs and also allowed them to engage in an open dialogue with them during the different breakout sessions that were organised.



As part of the event, a press conference was organised, at which journalists were invited to hear directly from Dr. Martin Schuurmans and Commissioner Androulla Vassiliou (Commissioner for Education, Culture, Multilingualism and Youth) on the EIT's and KICs' progress, the road ahead as well as their role within the European innovation landscape.

- ***'The role of the EIT in the Education Landscape'* - 2 and 3 December 2010 - Leuven, Belgium**



This conference specifically addressed the EIT's mission to become a "world class body for excellence in higher education, research and innovation". The conference focused on the EIT's impact in the field of higher education and presented its own and the KICs' activities and highlighted the features and added value of the EIT degree programmes. The conference also discussed and developed the field of higher education as an important cornerstone of the EIT Strategic Innovation Agenda (SIA).

3.4.3 External events / speaking engagements

External events

The EIT participated in several external events such as the European Sustainable Energy Week (EUSEW) (9 -17 April 2010) and the European Business Forum (EBS) (30 June – 1 July 2010). Participation at such events with an information stand ensured that the EIT was able to meet and engage with a wide range of relevant stakeholders who may not have been aware of the EIT and its activities.



Three Governing Board members (Anders Flodström, Daria Tataj and João Caraça) participated in the 'Excellence for innovation' day at the EU's pavilion at the Shanghai World EXPO (China) in August 2010, which was dedicated to the EIT. As one of the European Union's flagship initiatives, the EIT attracted representatives from Chinese universities, businesses and public authorities and engaged in discussion on the importance of innovation in a knowledge economy.

In addition to the EIT day at this event, the three Governing Board representatives visited Hong Kong University of Science and Technology, Shanghai Jiaotong University, Zhejiang University, Tsinghua University, Beijing University of Posts and Telecommunication Graduate University of the China Academy of Science amongst others to get better acquainted with practices in university business co-operation and technology transfer as well as to explore possible way of collaboration in future.

Speaking engagements

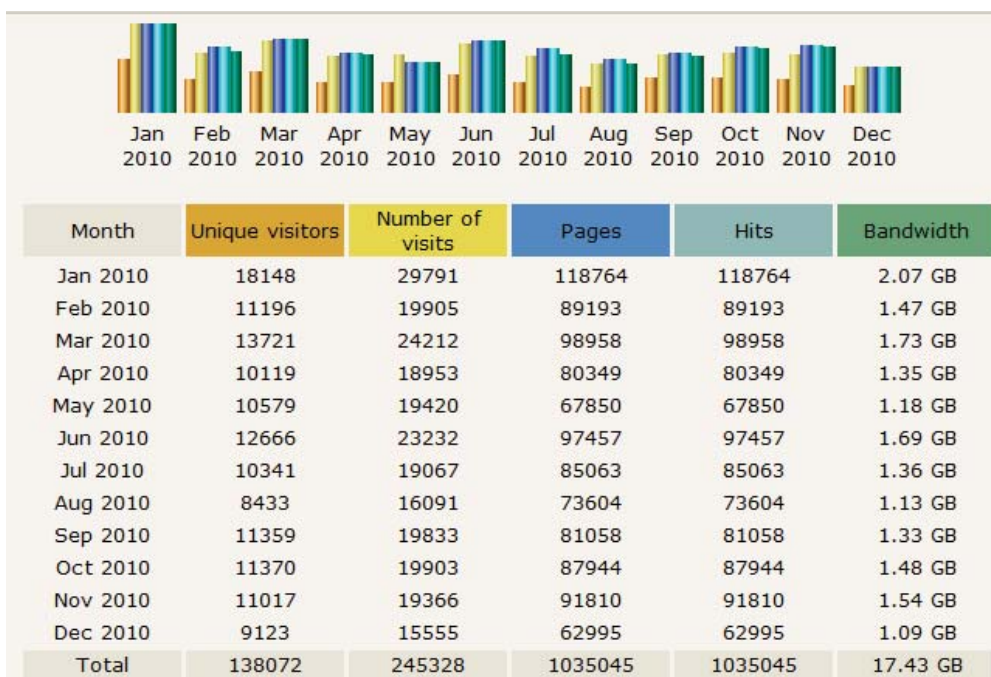
Members of the Governing Board regularly accepted speaking engagements at conferences in order to participate in relevant debates and increase the EIT's visibility as a driving force of innovation and entrepreneurship across Europe. The Chairman of the EIT Governing Board, Dr. Martin Schuurmans, for example, participated in two events organised by the Lisbon Council "Setting the Right Course for the Barroso II Commission: The Future of EU Innovation Policy in a Changing World" in March 2010 and as follow-up to this event, he also took part in "Innovation Union: European Priorities for the Post-Crisis World".

Dr. Schuurmans was also invited in March 2010 to update the European Parliament's Industry, Research and Energy (ITRE) Committee on the selection of the EIT's first three KICs, the role of the EIT in the EU2020 strategy as well as the set-up of the EIT Headquarters. The EIT and the newly designated KICs also participated in a meeting in April 2010 with European Commission President José Manuel Barroso and Commissioner Androulla Vassiliou (Commissioner for Education, Culture, Multilingualism and Youth).

Additionally, the Chairman of the EIT Governing Board participated in meetings with Commissioner Geoghegan-Quinn in Brussels on 17 June 2010, and met with other relevant stakeholders at events such as the Meet the Future Science and Technology Summit in The Hague (18 November 2010), a reception organised by Microsoft Research in September 2010 or a lunch with the members of the ERB Board in June 2010.

3.4.4 The EIT website

The EIT website is the EIT's most widely used source of information. It was regularly updated and, as illustrated by the figure below, traffic on the website remained fairly constant throughout the year. Following the selection of the KICs in December 2009, the website saw a very large number of visits in January 2010.



Website Traffic January - December 2010

3.5 The EIT Foundation

Following a restricted tender procedure launched by DG EAC in 2009, the Dutch notary firm Pels Rijcken NV prepared the statutes of the EIT Foundation (EITF) during the course of 2010. The EIT Foundation was established on 14 September 2010 by notarial act for the Chamber of Commerce of Rotterdam by the first three Board members of the EIT Foundation Board: EIT Governing Board members João Caraça and Yrjö Neuvo as well as Frans van Vught. The EIT Foundation is hosted by ERBS BV, a holding company located at the Campus of Erasmus University Rotterdam.



The EIT Foundation, which is a legal entity separate and independent from the EIT, is a philanthropic foundation under Dutch law with the unique objective of promoting and supporting the activities of the EIT. The charitable status of the EIT Foundation will facilitate donations from private sponsors in Europe and beyond.

The EIT Foundation Board met for the first time in Schiphol (The Netherlands) on 16 November 2010 and appointed Sir Colin Lucas (Former Vice-Chancellor of Oxford University) as the fourth member of the EIT Foundation Board. The appointment of Christian Jourquin (CEO Solvay) as the fifth and last Board member and Chair of the EIT Foundation occurred in February 2011.

The EITF will be used as a vehicle to attract and channel funding for EIT activities which fall outside the scope of its regular funding, but which will bring the benefits of the EIT closer to EU citizens. In this way, the Foundation will play a crucial role in both safeguarding the EIT's financial sustainability and autonomy, as well as enhancing its social outreach.

The activities funded by the EIT Foundation will be concrete, cross-cutting, representing a multi-stakeholder interest and will, moreover, be profiled as well as distinct from regular EIT and KIC funding. The action programme will place a strong emphasis on talent and people. In December 2010, the EIT Foundation applied for a loan (at no interest and signed in 2011) of 150,000 EUR from the EIT to support the set up and the preliminary works of the EITF.

The relationship between the EIT and EIT Foundation is maintained at a strategic level by the participation of two EIT Governing Board members in the EIT Foundation Board, which also ensures an open dialogue between the EIT Foundation and the EIT HQ on the types of activities to be funded by the Foundation. The EIT's aim is to have the EITF fully operational and to start EITF fundraising activities during the course of 2011.

4. Creating a European label for excellence in education

The EIT's educational mission is to deliver a unique brand of excellent and relevant education which is responsive to both business and societal demands, and focused on innovation, entrepreneurship and creativity in order to breed the next generation of highly skilled, creative, entrepreneurial, young Europeans. EIT labelled degrees and diplomas, awarded by Higher Education institutions within the KICs, were determined to be the key element for achieving this goal.

4.1 EIT labelled degrees and diplomas

In 2010, the key EIT educational activity consisted of working closely with the KIC higher education institutions to develop and start implementing coherent quality criteria for EIT labelled Master and PhD programmes. To this end, the EIT HQ established an EIT-KIC working group on education, comprised of representatives from the three KICs, the EIT, the European Commission, and an external expert.

EIT labelled Master and PhD programmes build upon the experience gained in the context of setting up other EU actions and are in line with the main achievements of the European Higher Education Area (Bologna Process).

A set of criteria, which will characterise the EIT labelled degrees was developed, focusing on excellence in innovation and entrepreneurship (see Annex II). These quality criteria form an integral part of the Framework Partnership Agreement signed between the EIT and the KICs.

4.2 EIT education conference: "The role of the EIT in the Education landscape"



As mentioned in section 2.2.2 above, the EIT organised a conference in Leuven (Belgium) on 2 and 3 December 2010, hosted by the Katholieke Universiteit Leuven in order to gain input for the development of EIT labelled degrees and further refine its role in the European education landscape. The event gave visibility to EIT activities in the field of higher education, showcased the KICs' first achievements, positioned and developed higher education as an important cornerstone of the EIT's Strategic Innovation Agenda (SIA) and consulted around 130 leading representatives from higher education institutions, research centres, innovative businesses and the political arena from Europe and beyond.

To further develop the EIT's educational mission, key topics, such as entrepreneurship and creativity, cross-disciplinary and -sectoral mobility, new cooperation mechanisms between academia and industry as well as quality assurance were discussed. This resulted in 10 key messages for the EIT. The outcome of the conference was summarised in a conference report, which is appended to this Annual Report as Annex III and can also be accessed on the [EIT website](#).

5. Building the EIT Entrepreneurship Agenda

Entrepreneurship is seen by the EIT as one of the key drivers of future business and job creation in and via the KICs. The development of the EIT Entrepreneurship Agenda commenced in mid-2010 and encompasses a continuously expanding range of instruments and activities applied by the EIT to achieve the objective of business creation through entrepreneurship. Some activities are aimed explicitly at the KICs whereas others were designed to have a broader societal scope.

By means of successive cross-KIC Entrepreneurship Workshops, the Entrepreneurship Agenda is being further developed, in a process of exchanging ideas and best practice. In 2010, the EIT organised the first two **EIT/KIC Entrepreneurship Workshops** in order to facilitate cross-KIC learning and joint strategy development where vision and ambitions are tested against real experience on the ground. The EIT and KICs' common understanding of entrepreneurship may serve to give guidance for the development and implementation of future activities in the field, including education. The EIT will continue to lead and facilitate such workshops in order to help KICs driving entrepreneurship at both KIC management and co-location level.

Among the outcomes of the 2010 workshops, two major concepts to support KIC activities were agreed and developed for finalisation and implementation in 2011 and 2012. These are the "EIT Entrepreneurship Award" and the "EIT Academy of Entrepreneurs":

The **EIT Entrepreneurship Award's** main feature will be a structured mentorship programme, based on an annual competition. The Award was designed to help nominated ventures to grow and develop in a fast, successful and sustainable way by means of a mentorship scheme with highly accomplished entrepreneurs and senior industry leaders. In a wider context, the Award will aim to promote European public understanding and cultural acceptance of risk-taking in the context of high-growth businesses. It will do so by showcasing resilience, targeting especially serial entrepreneurs and entrepreneurial teams who have linked with other actors (researchers, business angels, etc.) in order to bring to the market and/or scale up breakthrough innovations. The Award will leverage the EIT brand and extend the EIT ecosystem, while at the same time giving nominated ventures an opportunity to make use of management know-how, access to new markets and raise venture capital financing, which will allow them to expand their business operations and sales to global markets.

The **EIT Academy of Entrepreneurs** will be crucial to the EIT Entrepreneurship Award since Academy members will form the core of the Award mentorship scheme. Conceptually developed during 2010 and to be gradually launched over a two-year period, the EIT Academy of Entrepreneurs will act as an internal sounding board to the EIT and to the KICs. Integral to the EIT itself, it will also link the EIT to other leading communities and institutions in the field of entrepreneurship and venture capital and thus help build the EIT brand for innovation and entrepreneurship.

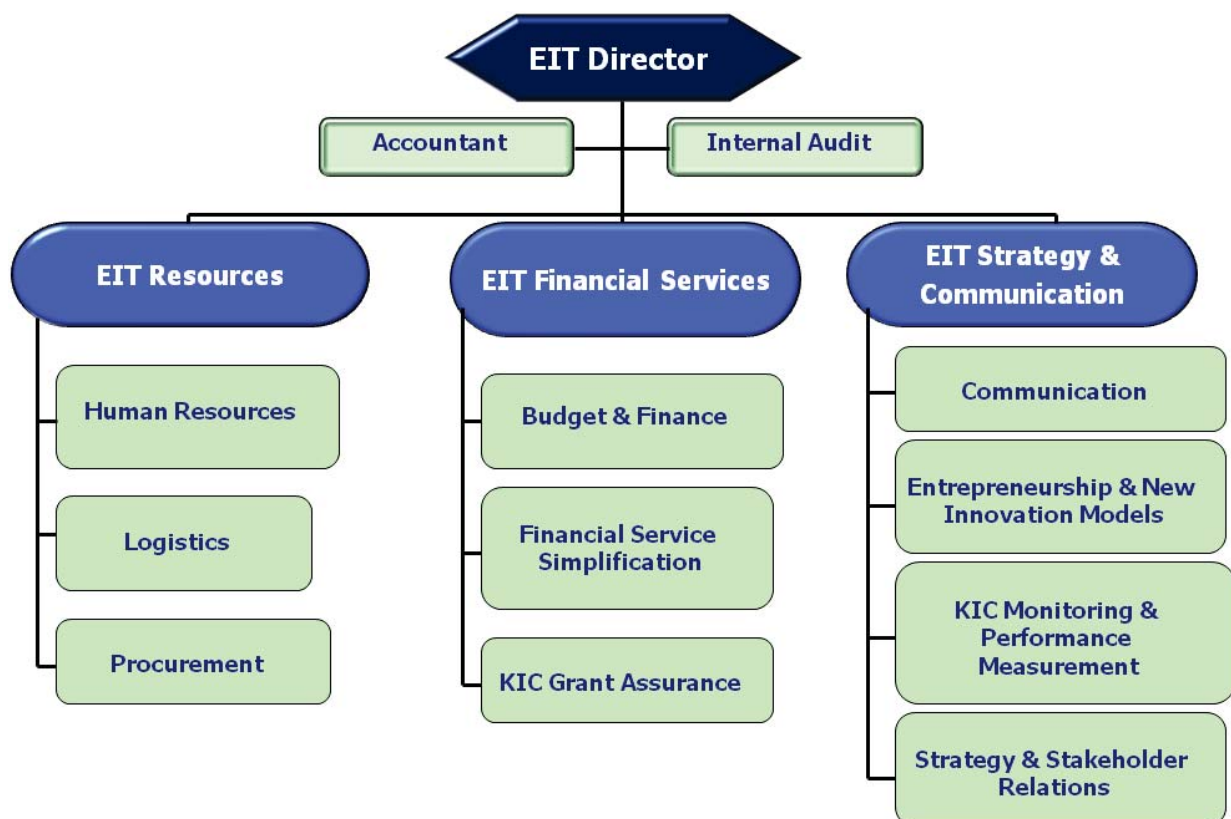
6. Setting up the EIT Headquarters in Budapest

6.1 The EIT Director

Dr. Ronald de Bruin was appointed EIT Acting Director by the EIT Governing Board following the resignation of the EIT Director, Gerard de Nazelle, for personal reasons on 1 September 2010. The Acting Director played a key role in guiding the EIT and KICs to signature of the first Framework Partnership Agreements (FPA) and an Annual Grant Agreements at the end of 2010.

6.2 Structure of the EIT HQ

The Governing Board also decided to optimise the EIT's organisational structure to become a service-oriented support structure for the KICs. The below structure for the EIT Headquarters was thus adopted and has been in place since 1 October 2010. It reflects a straightforward, flat organization allowing for efficient operation and decision-making.



As part of the re-organisation of the Headquarters, the then accountant was appointed Acting Head of the newly established Financial Services Unit in October 2010, while the Senior Communication Officer became Acting Head of the Strategy and Communication Unit in November 2010. The process for the recruitment of a new director was launched in October 2010 and driven by the European Commission.

6.3 Human Resources Activities

Human Resources (HR) Management activities at the EIT focused strongly on recruitment, in order to strengthen the team that started operating from the Budapest Headquarters in April 2010. The foundations for several other HR processes, such as learning and career management, were further developed in 2010.

Furthermore, the EIT established its own specific legal framework governing the engagement and the use of Temporary and Contract Agents at the EIT and a Code of Conduct and Ethics was adopted. The importance of social policy and well-being of staff was recognised as an important factor in attracting the best talent. Accordingly, in order to enhance the working conditions and benefits for its members of staff, cooperation agreements were signed with international schools in Budapest.

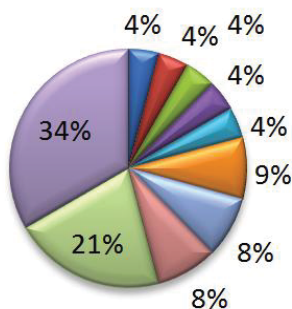
6.3.1 Recruitment of EIT Staff

In 2010, the EIT foresaw the completion of the recruitment of the administration and the budget and accounting units, as well as recruiting core staff for units dealing with planning and policy development and KICs monitoring, in line with the EIT's Multiannual Staff Policy Plan for the period 2010-2012. Accordingly, the EIT carried out five waves of recruitment during 2010 to fill the 35 posts outlined in its Establishment Plan.

At the end of 2010, 24 posts (15 temporary agents and nine contract agents) were filled and three Commission officials were placed at the EIT's disposal according as planned. The Director and three staff members unfortunately left the EIT during 2010. Additionally, one staff member previously employed as a contract agent was appointed as temporary agent. The recruitment procedures to refill the remaining empty posts were launched subsequently.

By the end of 2010, the EIT had another nine confirmed appointments for 2011, including five new staff members who took up duty on 01 January 2011. In 2010, a total of 26 staff members joined the three staff members already employed by the EIT on 31 December 2009.

Geographical distribution



6.3.2 HR forward planning

During 2010, the HR processes were managed on the basis of the priorities identified in the HR core areas. These priorities led to the adoption of the EIT's Multiannual Staff Policy Plan for the period 2011-2013 in April 2010, which served as a reference to plan further steps in Human Resources Management. Moreover, a roadmap and action plans with key milestones in HR were drawn up in the context of achieving financial autonomy for the EIT.

Implementing Rules to the European Commission Staff Regulations were adopted for the engagement and use of staff of Temporary and Contractual Agent status. Rules were established regarding the role and responsibilities of middle management staff and a decision was adopted concerning the appraisal mechanism for the EIT Director.

Job descriptions and objectives were set for each member of staff, together with a Training Map covering their annual training needs. Any member of staff with financial responsibilities attended courses required for the performance of their duties in the context of preparing for financial autonomy. As part of this process, DG EAC provided substantial support by means of job shadowing and knowledge-sharing sessions.

6.3.3 Contractual relations with service providers

In order to manage its staff to the highest standards, the EIT has put in place a number of agreements with different services of the European Commission, in particular Service Level Agreements (SLA) concluded with DG HR (Learning and Development Unit), the EAS (European Administrative School) for training services and the Paymaster's Office (PMO) for individual entitlements and missions related services. Furthermore, the EIT played an active role in the network of EU Regulatory Agencies, in the framework of which best practices are exchanged and mutual support is provided.

6.4 Moving to the EIT Headquarters in Budapest

After office space in the 'Infopark' area of Budapest was earmarked for the EIT Headquarters by the Hungarian authorities in 2009, a Host Agreement between the EIT and the Hungarian authorities was signed in March 2010 and ratified by the Hungarian Parliament in December 2010.

The initial set-up of the offices started in mid- February whilst the arrival of staff was planned for 1 April 2010. The furnishing was carried out in 2 phases and ended mid- March. During the first phase, the offices were equipped, meeting rooms were fitted out and the installation of the EIT's IT infrastructure in the dedicated server rooms began. This included deliveries of the hardware and installation of the software, as well as running systems checks. Following the basic operational infrastructure set-up, the Logistics team deployed all PCs and telephones.

During this second phase, contact was successfully established with local suppliers for mobile phones, landlines, internet connection and office supplies. Additionally, the EIT put in place a security service to carry out regular evening/night patrols both as security enforcement and as deterrent. During the summer of 2010, additional furniture and IT was procured. Additionally,

the Governing Board was provided with conferencing facilities (including video and teleconferencing) of professional quality. By the end of 2010, the EIT had catered for all of its basic office needs, including cleaning, security, stationery, and ICT.

6.5 Procurement

During 2010, the EIT started launching its own procurement procedures on the basis of a Memorandum of Understanding (MOU) setting out the transitional working arrangements for the implementation of the 2010 EIT budget between the EIT and DG EAC. In application of this MOU, DG EAC supported the EIT in developing the relevant templates for the tender documents which reflect the specific derogations granted to the EIT.

The use of the templates and the specific procedures to be applied were endorsed by the EIT Governing Board Decision of 12 May 2010 on the adoption of the procurement procedures at the EIT.

On the basis of the new procedures, the EIT managed almost twenty actions linked to the set-up phase and responding to the developing needs of the expanding offices in Budapest. The main actions were related to the issuance of contracts for the provision of cleaning services, the hosting of the website, the purchase of office supplies, various printing services (e.g. business cards), language training courses and bank services. The procedures were launched and finalised between April and December 2010. As a general rule, the negotiated procedure for low-value contracts was applied.

7. BUDGET AND FINANCE

7.1 Preparations towards EIT financial autonomy

The EIT and the Directorate General for Education and Culture (DG EAC) services worked together in 2010 to set up the appropriate internal structures and procedures necessary to manage EU funds in accordance with the principles of sound financial management.

To this effect, the following were adopted: the instrument of delegation, the charter of tasks and responsibilities of authorising officers by delegation, and the financial circuits including segregation of duties (respecting all the governing principles as set out in the Financial Regulation). At that point, sufficient staff was in place to appropriately implement financial circuits. The EIT Accounting Officer was nominated by the Governing Board and took up his duties in March 2010.

DG EAC conducted a verification mission on 10 and 12 June 2010 with the objective of assessing the status of preparations for EIT financial autonomy. Although the enormity of the task was recognised, the Commission verification mission identified some areas of operations for which it sought further assurance regarding implementation before the decision on financial autonomy could be taken.

As a result the EIT continued to implement the Commission's recommendations throughout 2010, and the decision on conditional or full financial autonomy was postponed to 2011. To reinforce the implementation of its financial responsibilities, the EIT went through on a restructuring process during the second half of 2010 and established a separate Financial Services unit (see section 6.2 above).

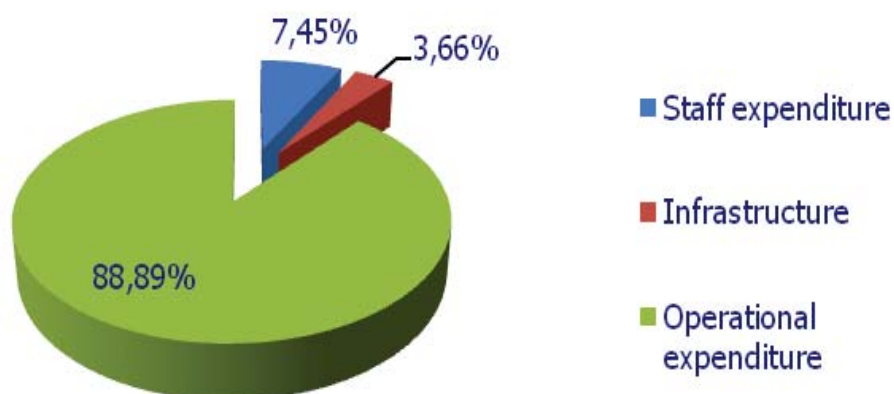
7.2 Budget implementation

Since the EIT was not financially autonomous in 2010, the Commission implemented the 2010 EIT budget on the basis of the Commission Decision of 17 December 2009¹ adopting the financing decision for the European Institute of Innovation and Technology's activities in 2010. According to this decision, DG EAC (the parent DG), was responsible (in close cooperation with the EIT) for the budget implementation.

In 2010, 88,89 % of the EIT budget was assigned to operational activities:

¹ C(2009)10145 of 17 December 09

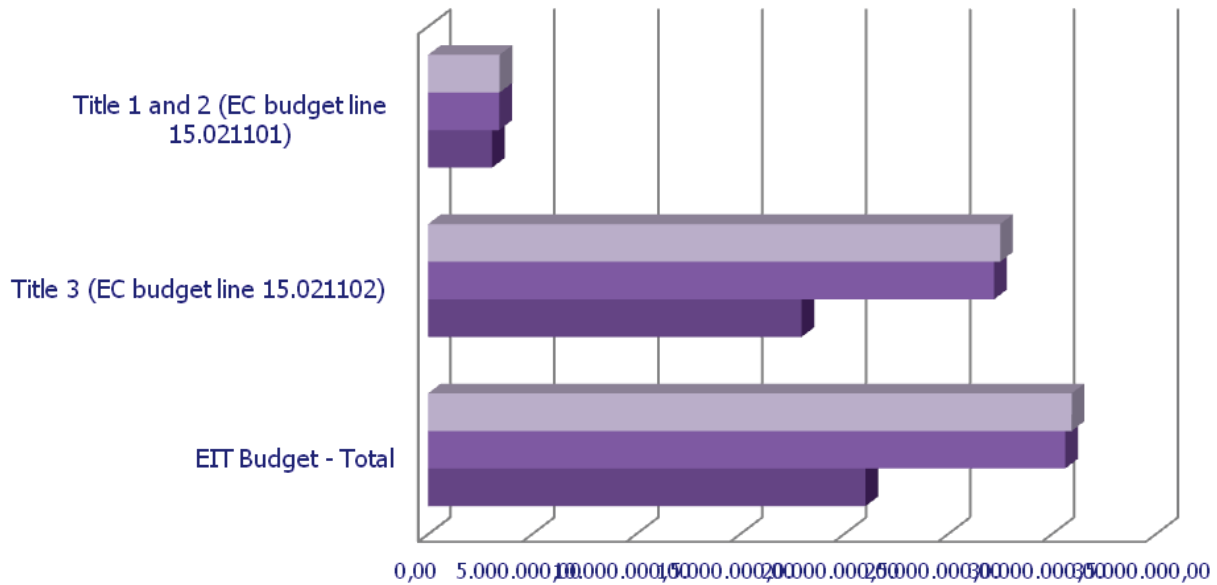
2010 EIT budget



The EIT implemented 98,99% of its budget:

	Administrative budget (EC budget line 15.021101)	Operational budget (EC budget line 15.021102)	Total EIT Budget
Commitment appropriations after transfers	3 440 400,00	27 520 640,00	30 961 040,00
Committed	3 419 899,56	27 229 381,50	30 649 281,06
Implementation %	99,40%	98,94%	98,99%

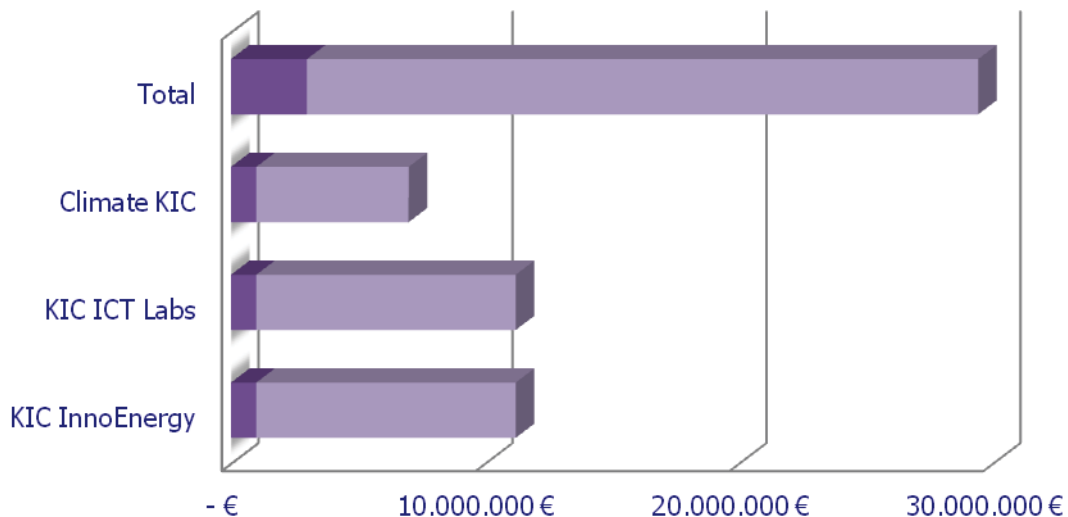
EIT budget execution 2010



	EIT Budget - Total	Title 3 (EC budget line 15.021102)	Title 1 and 2 (EC budget line 15.021101)
■ Commitment appropriations	30.961.040,00	27.520.640,00	3.440.400,00
■ Committed	30.649.281,06	27.229.381,50	3.419.899,56
■ Paid	21.047.315,42	17.971.195,94	3.076.119,48

The main element of the budget is the KIC grants, in 2010 the EIT awarded both the preparatory² and the first annual grants.

KIC grants 2010



	KIC InnoEnergy	KIC ICT Labs	Climate KIC	Total
■ Preparatory grant	1.000.000 €	1.000.000 €	1.000.000 €	3.000.000 €
■ Annual grant 2010	10.215.000 €	10.215.000 €	6.000.000 €	26.430.000 €

² commitment credits were carry forwards from 2009

List of Acronyms

EIT - European Institute of Innovation and Technology

KIC - Knowledge and Innovation Community

DG EAC - European Commission's Directorate General for Education and Culture

DG HR - European Commission's Directorate General for Human Resources

EITF - European Institute of Innovation and Technology Foundation

EIT HQ - EIT Headquarters

EIT GB - EIT Governing Board

KIC LE - KIC Legal Entity

SIA - Strategic Innovation Agenda

Annexes

Annex 1: 2010 List of KIC Partners

Annex 2: EIT Labelled Degrees and Diplomas: Quality Criteria

Annex I - 2010 List of KIC Partners



Climate-KIC 2010 Partners

	Name	Type of institution/company
1	ARIA Technologies S.A.	Business
2	Bayer Technology Services GmbH	Business
3	Centre national de la recherche scientifique /CNRS	Research
4	Commissariat a l'Energie Atomique et aux Energies Renouvelables (CEA)	Research
5	Deutsches Geoforschungszentrum Potsdam - GFZ	Research
6	DSM	Business
7	Eidgenossische Technische Hochschule Zurich / ETH	University/ Higher education
8	Electricite de France S.A. / EDF	Business
9	Forschungszentrum Julich GmbH	Research
10	Foundation Digiteo-Triangle de la physique	Research
11	Hamburg University	University/ Higher education
12	Imperial College of Science, Technology and Medicine	University/ Higher education
13	Institut National de la recherche agronomique (INRA)	Research
14	L'Association pour le developpement du pole de competitivite Advancity	Research
15	L'Institut des sciences et technologies de Paris (ParisTech)	Research
16	L'Universite de Versailles Saint-Quentin-en-Yvelines (UVSQ)	University/ Higher education
17	Meteo - France	Research
18	Netherlands Organisation of Applied Scientific Research / TNO	Research
19	Noveltis	Research
20	NUMTECH	Research
21	Potsdam Institute for Climate Impact Research	Research
22	Stichting Deltares	Research
23	Technische Universitat Berlin	University/ Higher education
24	Technische Universität München	University/ Higher education
25	TU Delft	University/ Higher education
26	Utrecht University	University/ Higher education
27	Wageningen University	University/ Higher education



EIT ICT Labs 2010 Partners

	Name	Type of institution/company
1	Aalto University Foundation	University/ Higher education
2	Alcatel-Lucent Bell Labs France	Business
3	Deutsche Telekom	Business
4	Deutsches Forschungszentrum für Künstliche Intelligenz (DFKI) GmbH	Research
5	ERICSSON AB	Business
6	FRAUNHOFER	Research
7	INRIA	Research
8	Institut Telecom	Research
9	Kungliga Tekniska Högskolan (KTH)	University/ Higher education
10	NOKIA	Business
11	Philips Electronics Nederland B.v.	Business
12	SAP AG	Business
13	SICS, Swedish Institute of Computer Science AB	Research
14	Siemens AG	Business
15	Stichting Novay	Business
16	Technical University of Twente	University/ Higher education
17	Technische Universität Berlin	University/ Higher education
18	Technische Universiteit Eindhoven (TU/e)	University/ Higher education
19	TU Delft	University/ Higher education
20	Université Pierre en Marie Curie – Paris 6 (UPMC)	University/ Higher education
21	VTT - Technical Research Centre of Finland	Research



KIC InnoEnergy 2010 Partners

	Name	Type of institution/company
1	ABB	Business
2	AGH University of Science and Technology	University/ Higher education
3	Central Mining Institute (GIG)	Research
4	Commissariat a l'Energie Atomique et aux Energies Renouvelables (CEA)	Research
5	Electricite de France S.A. / EDF	Business
6	EnBW	Business
7	ESADE Business School	University/ Higher education
8	Gas Natural Fenosa	Business
9	Grenoble Ecole de Management (GEM)	University/ Higher education
10	Institut de Recerca en Energia de Catalunya (IREC)	Research
11	Institut National des Sciences Appliques (INSA)	Research
12	Institut Polytechnique Grenoble (INPG)	University/ Higher education
13	Institute for Chemical Processing of Coal (ICHPW)	Research
14	Instituto Superior Tecnico (IST)	University/ Higher education
15	Karlsruhe Institute of Technology (KIT)	University/ Higher education
16	Katholieke Universitet Leuven (KUL)	University/ Higher education
17	Kungliga Tekniska Högskolan (KTH)	University/ Higher education
18	Netherlands Organisation of Applied Scientific Research / TNO	Research
19	Silesian University of Technology (SUT)	University/ Higher education
20	Silesian University in Katowice	University/ Higher education
21	Technische Universiteit Eindhoven (TU/e)	University/ Higher education
22	Total	Business
23	Universitat Politecnica de Catalunya (UPC)	University/ Higher education
24	Universität Stuttgart (US)	University/ Higher education
25	Uppsala University (UU)	University/ Higher education
26	Vito	Research
27	Wroclaw TU	University/ Higher education

Annex II - QUALITY CRITERIA FOR EIT LABELLED DEGREES AND DIPLOMAS

The following quality criteria for EIT labelled degrees shall be applied to degree programmes in order to foster excellence in innovation and entrepreneurship. In order to apply the EIT labelled degrees and diplomas, the Higher Education Institutions participating in a KIC shall fulfil the following quality criteria:

Preconditions:

The EIT labelled degrees shall build on the experience gained in the context of other EU actions and be in line with the main achievements of the European Higher Education Area (Bologna Process), in particular in the field of Quality Assurance (European Standards and Guidelines) and recognition tools like the European Qualifications Framework, the European Credit Transfer and Accumulation System (ECTS) and the Diploma Supplement.

1. Robust entrepreneurship education, through:

An open concept to innovation and entrepreneurship, encompassing but not confined to setting up a business or running an SME.

In view of enhancing employability of graduates across sectors, coherent Master programmes and structured Ph.D. trajectories, in order to facilitate the acquisition of transferable skills, in particular entrepreneurial skills. These skills could include personal skills (e.g. team working, communication, self-confidence, taking initiative, problem-solving, taking calculated risk, leadership) and business skills (e.g. basic economics, financial literacy, developing market research, drafting a business plan, raising finance, sales techniques, running a business meeting).

Entrepreneurship embedded in the curricula and learning offer in order to provide relevant training for future entrepreneurs.

A climate in which entrepreneurship is nurtured and where students are offered a comprehensive array of technical, financial and human services and means (e.g. incubators, mentoring and coaching, "business angels", seed money) to test out the commercial potential and viability of their ideas/research outcomes.

Structured opportunities for on-the-job learning, exposing students to the reality of professional life in industry and business.

2. Highly integrated, innovative "learning-by-doing" curricula, through:

A strong trans-disciplinary approach (e.g. via joint courses across sectors) going beyond the borders of science and technology but also reaching out to social sciences to address broad societal challenges and to link up with new business and innovation processes

Responsible partnerships between universities and enterprises in the development of curricula, in teaching activities and by joint supervision of Master and PhD projects.

Use of the latest developments in innovative teaching by e.g. favouring interactive learning methods.

A coherent support structure for knowledge transfer (e.g. knowledge transfer units, incentives schemes for researchers, co-location centres).

The promotion of joint or multiple degrees and qualifications awarded by the different partner universities of the KIC on the basis on jointly agreed curricula involving different strands of the KIC partnership (education-research-business and industry).

3. Mobility, European dimension and openness to the world, through:

An approach oriented on "learning outcomes" in the development of the EIT labelled curricula in accordance with the European Qualifications Framework and the common transparency instruments (learning outcomes, ECTS, DS), thus facilitating recognition, at least in the countries of the awarding universities.

Integration of "mobility windows" or structured opportunities for international mobility integrated in each study programme, both for intra-KIC and international mobility (within and outside KICs), with built-in mechanisms for the recognition of periods of study undertaken in partner institutions, based on the European credit transfer and accumulation system.

Smooth transitions between academia and industry via e.g. student internships, recruitment of teaching staff from the industry and business sector, etc.

A culture of quality in alignment with recent developments in the European Higher Education Area (Bologna Process) in European cooperation in quality assurance by defining procedures for internal and external evaluation of quality of the study programmes. On top of this new European and international approaches to quality of entrepreneurship education could be developed.

A strategy for global cooperation.

4. Outreach strategy and access policy, through:

A joint strategy involving the different strands of the KIC partnership (universities, research bodies, business and industry) for knowledge sharing with society at large. In this context provision of open educational resources could be encouraged.

An equitable access merit-based access policy with defined entry requirements in view of attracting entrepreneurial talent.

Structured links with future "EIT" alumni.

As the KIC and the EIT work together, they may agree on more specific guidelines and measures, implementing the above. The EIT may verify the implementation of the quality criteria and, if necessary, agree with the KIC on appropriate measures to meet them.