



## Making Missions Work: the TRAMI project

## **EMIN** Meeting

# addressed to Strategic Configuration and EU Mission Subgroups

## 23. June 2023 Online

Wolfgang Polt (Joanneum Research POLICIES) Matthias Weber (AIT Austrian Institute of Technology, Center for Innovation Systems and Policy)



Missions: Unterlying rationales



- "If we can land a man on the moon, why can't we solve the problems of the ghetto?" (Nelson 1977) → different types of missions (Kuittinen/Polt/Weber 2018):
  - 'accelerator' (scientific, technological, economic)
  - 'transformative' (large-scale socio-technical systems)
- …"initiatives [which] … have clearly defined (societal or technological) goals with preferably qualified and/or quantified targets and progress monitored along predefined milestones. Directionality and intentionality of these initiatives is what differentiates them from other types of initiatives, such as systemic or challenge-oriented policies"



Implementing Missons ...



...a multitude of activities ...

- Several activities have been launched to accompany the implementation of EU Missions: Mission-specific CSAs, Mutual Learning Exercises, Expert Groups etc. ... and: TRAMI as crosscutting project focusing on mission governance
- Duration: 04/2022 04/2024
- 26 partners from 17 MS and AS, mostly public administrations and agencies tasked with the implementation of missions with the ambition of creating sustainable structures and processes to support the governance of mission implementation





To support the **alignment and coordination** between national, regional and local initiatives

To **exchange best practice** on how national, regional and local efforts and related funding can contribute to missions' objectives

To **facilitate the engagement of regional and local actors** in support of EU-level and national activities;

To map the relevant national, regional and local stakeholders (incl. civil society organisations and institutions) and funding streams

To prepare for potential hubs at national level

To develop the basis for a mission governance model

To raise awareness and to engage and mobilise key stakeholders and citizens to actively participate in EU Missions processes and activities

...across the missions and governance levels ...with a view to build sustainable 'infrastructures'

To build and consolidate a sustainable European Mission Core Network

To provide policy intelligence related to the missions

To promote knowledge exchange, mutual learning and dissemination and engagement of stakeholders

To engage and mobilise key stakeholders and citizens



Creating formats for SUSTAINED learning and collaboration ...



EMIN	<ul> <li>European Mission Network</li> <li>Intended to be sustained and link to EU decision making processes</li> </ul>
MAPPING	<ul> <li>Data base and survey</li> <li>Monitor the implementation of the missions</li> </ul>
MLE	<ul> <li>Mutual Learning Events</li> <li>Flexible, varying topics, user oriented / driven</li> </ul>
EMIF	European Mission Forum     Addressing broader stakeholder groups



## Assessment of the advancement of missions



"Mission readiness" is uneven

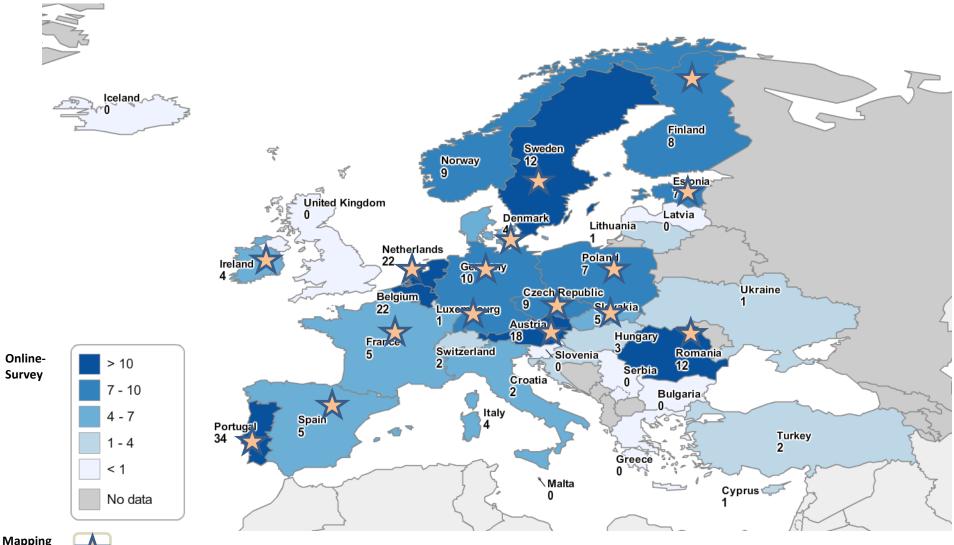
No single best model

**Need for alignment** 

STI and policy trap



- Some countries and regions have set up mission governance structures and programmes already; others only about to start
- Trajectories of national political systems matter; missions need to be embedded in and aligned with existing structures, institutions and initiatives, including preexisting national missions
- Need for EU missions to be aligned and synchronised with pre-existing strategies, initiatives, and even missions on the national and regional leveland synchronization
- Mission-oriented policies need to go beyond STI policy ("whole of government"), and beyond policy circles. Involvement of business and citizens still to be strengthened in the individual missions.





Funded by

the European Union

Mapping (Country Self Assessment): 16 Countries (Austria, Belgium, Czech Republic, Denmark, Estonia, Finland, Germany, Ireland, Luxembourg, Netherland, Poland, Portugal, Romania, Slovakia, Spain, Sweden)

Survey: Geographical background of respondents (Sample size n=210, 26 countries)



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#### **CHALLENGES OF THE IMPLEMENTATION OF EU MISSIONS (1)**

Alignment, pre-screening, definition, priority setting

Alignment with the objectives and scope of EU Missions (n=10

International coordination and alignment (n=9

Coordination and balance of interest at the national and regional level (n=10

Priority setting (n=10

Awareness and

*Motivation* Motivating and engaging the R&I community (public, private) (n=9

Motivating and involving / engaging the civil society (n=9

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L00)	10,0%		34,0%				37,3%		18	<b>,8</b> %
07)										<b>–</b> 40/
=97)	<mark>7,5%</mark>		46	,0%				39,2%		7,4%
L01)	2	<mark>3,2</mark> %	43,4%					6 10,7%		
L01)	21	. <b>,7</b> %		31,9%	0			41,6%		<b>4,9</b> %
=99)	10,8%		30,3%				44,4%			14,5%
=95)		36,69	<u>/</u>			35,0%			27,7%	
-55		30,0	/0			33,070			21,1/0	

Major challenge Considerable challenge Slight challenge No challenge at all



Assessment of the advancement of missions (2)



Good and promising practices emerging

Institutional capacity-building

Missions still receive too limited attention and funding

- Willingness of advanced countries and regions to share their innovative and promising experiences meets strong demand from other countries
- Building institutional capacities for mission governance (at strategic and operational levels) takes time.
- Attention to (longer term) missions overshadowed by pressing concerns over 'polycrises'. Not all missions convey a strong "sense of urgency"



#### CHALLENGES OF THE IMPLEMENTATION OF EU MISSIONS (2)

Governance				Major ch	allenge	Conside	erable chal	llenge	Sligh	t challeng	e ∎N	o challe	enge at all
Structures		Capacity building in public administration (n=99)	on (n=99)	38,2%			43,6%				17,0% 1,2		
and capacity													
S	etting up governand	ce arrangements between the European, national, regiona	ls (n=92)	30,9%				45,4%				23,0%	
S	nce arrangements across different thematic domains, secto	ors (n=94)		<mark>32,1%</mark>			44,5%				17,8%	5,6%	
Dedication of national funding and adaptation													
		Provision of funding and resource allocation (n=99)	on (n=99)	53,3%				32,7%				13,7% 0,3	
of existing instruments	iments	Use or reorientation of existing policy instrumen	struments (n=90)		29,6%			40,9%			24,8%		<mark>4,7</mark> %
		Monitoring and evaluation	on (n=90)	2	2,8%		42,	2,6%			28,2	.%	6,4%
			(	0% 10	)% 20	)% 30%	6 40%	50%	6 60	% 70%	80	1% 9	0% 100%





### Join and actively support EMiN

- Regular meetings, events and information on missions in Europe
- Participate and promote EMiF European Missions Forum 2024
  - EMiF 2023 (31 January 2023) attended by ~1000 participants
  - EMiF 2024 planned for March
- Contribute to Mapping
  - In focus: MS/AC beyond TRAMI members (country correspondents)
- Initiate and participate in Mutual Learning Events
- Help creating sustainable structures to support mission implementation (on national and EU level) beyond the duration of the project



Questions for discussion



- Share your experiences with implementing the EU missions?
- What are the key challenges?
- Where do you see potential for further develoment of the missions?
- How could TRAMI support you?



#### **Upcoming events**



# EMIN

- European Mission Network
- Currently >135 Members
- Register at <u>www.trami5missions.eu</u>
- Give us feedback
- Tell us what you need
- Stay informed check our Website
- Participate in our activities
- Help us build the EMiN by being an active member!

**Recent Events** on Governance of Missions, on the conceptual foundations of Missions, ...

Upcoming: 23 June SPC Missions Subgroups (invitation only)

Upcoming: 5 July: Getting Citizens Engaged open for all

Join us any time: @EMiN Coffee Chat - every 2nd Thursday of the month 9:00-10:00 Except in June, Wednesday -7th





MAKING MISSIONS WORK



To learn more about the project and its partners, visit our Website: <u>www.trami5missions.eu</u>

To learn more about EMiN Website: <u>https://www.trami5missions.eu/about-emin</u>

- Stay informed about current activities, suscribe to the TRAMI Newsletter (registration on the website)
  - Connect via LinkedIn (just look for #TRAMI)

wolfgang.polt@joanneum.at matthias.weber@ait.ac.at

