



TRANSNATIONAL COOPERATION ON THE MISSIONS APPROACH

Report on 1st European Mission Forum EMiF, 25 January 2023

July 2023

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DISCLAIMER

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This project has received funding from the European Union's Horizon 2030 (call HORIZON-MISS-2021-COOR-01) Horizon Coordination and Support Actions under grant agreement No. 101056814.

OVERVIEW

The First European Mission Forum <https://www.trami5missions.eu/1st-european-mission-forum> was the initial of a two-part series of events that focusses on the broad outreach to a variety of stakeholders and actors in the context of the TRAMI project.

Objectives

- Provide an overview of state of play of Mission policy and governance processes at European Commission (EC) and Member States (MS) level (strategies, policies, governance structures, good practice at governance and implementation level, etc.)
- Introduction of the mission preparatory actions: thematic actions as well as TRAMI: added value, cooperation potentials, etc.
- Presentation of the European Mission Network (EMiN), its vision and potential benefits for target groups
- Understand the needs and expectations of stakeholders for support in the emerging Missions' landscape
- Getting to know / networking opportunity for stakeholders
- 1st Meet and Monitor event to support Citizen Engagement in the EU Mission context

Methodology

The agenda was developed in close collaboration with the European Commission and the thematic preparation actions, incl. Prep4Blue, UNCan, PrepSoil, CapaCITIES and the Implementation Platform of the Climate Adaptation Mission – MIP4Adapt. This was done in order to coordinate the activities around EU Missions and to ensure synergies between the actors were identified. Collaboration took place with all TRAMI Work Packages and the event provided an opportunity to support the wide range of their activities. The preparatory work for EMiF included aligning the message to successfully present and showcase the EU Missions during the event. An online format was chosen to ensure accessibility and the widest possible reach.

Slido was used as in-session tool to gather data and enable interaction.

SUMMARY

The 1st European Mission Forum (EMIF) was successfully delivered on 25 January 2023 as a large online event (via Zoom) by the team of the FFG (Austrian Research Promotion Agency) and in collaboration with a range of TRAMI partners. It connected EU Missions stakeholders from the business sector, civil society organisations, governmental actors and the wider research and innovation community. The event provided participants with the opportunity to learn about other EU Mission actors from outside their usual networks. EMIF was designed in three distinctive parts:

1. **The EU Mission Approach:** Overview over the governance structure, introduction of the Big Idea and TRAMI
2. **Making Mission Work:** Focus on Mission Implementation - Parallel sessions (incl. the 1st Meet and Monitor the Missions event, see below.)
3. **Thematic EU Missions and Projects:** Introduction of the Mission Boards and the EU Mission CSAs

SPEAKERS

Keynotes

Julien Guerrier, European Commission

Kirstin Dunlop, CEO Climate KIC

Dan Hill, Melbourne School of Design

Wolfgang Polt, Joanneum Research POLICIES (TRAMI coordinator)

Yousef Yousef, CEO LG Sonic and Ambassador of the European Innovation Council, Young Global Leader of the World Economic Forum, Chairperson of “Greenups” in the Netherlands

Moderators and Session Leads

Alberto Anfossi, Segretario Generale di Compagnia San Paolo

Angela Schindler-Daniels, DLR-PT (TRAMI WP1 Lead)

Aureo Díaz, Spanish Federation of Technology Centers (FEDIT)

Cecilia Caballo, FECYT (TRAMI WP4 Co-Lead)

Chloé Jego, UNCAN (UNderstanding CANcer, Mission Cancer)

Christian Naczinsky, Austrian Federal Ministry of Education, Science and Research

Christina Robledano, Portico

Christine Chomienne, Université de Paris (Mission Board Member Cancer, FR)

Elena Simion, CapaCITIES

Enrico Balli, ECSA

Eveline van Leeuwen, Amsterdam Institute for Advanced Metropolitan Solutions

Helmut Habersack, Institute of Hydraulic Engineering and River Research (IWA)

Johan Schot, Utrecht University

Lucía Otero, Spanish Foundation of Rheumatology (FER)

Margit Noll, FFG Austria
Matthias Weber, Austrian Institute for Technology (TRAMI WP2, Co-Coordinator)
Natalia Martin Palenzuela, PREP4BLUE
Niels Halberg, PREPSOIL
Philippe Larrue, OECD
Richard Smithers, Climate Adaptation
Tatiana Fernández Sirera, Generalitat de Catalunya
Vanesa Abón, AECC Foundation (Cancer Science Foundation)
Waters: Alice Vadrot, University of Vienna
Xosé Ramil, Climate Foundations

AUDIENCE

1,200 participants from over 50 countries (Albania, Algeria, Armenia, Austria, Belgium, Brazil, Bulgaria, Canada, Colombia, Croatia, Cyprus, Czech Republic, Denmark, Ecuador, Estonia, Faroe Islands, Finland, France, Germany, Greece, Hungary, Iceland, Iran, Ireland, Israel, Italy, Kosovo, Latvia, Lithuania, México, Moldova, Morocco, Netherlands, Nigeria, North Macedonia, Norway, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Tunisia, Turkey, Ukraine, United Kingdom and the United States of America) were registered.

More than 700 unique users attended the forum.

The attendees, stakeholders and specific interests are available from a Slido poll (see [Appendice 1](#))

EXPECTED OUTCOMES

- Better Understanding of Missions governance structures and implementation needs/processes. In order for stakeholder's needs and requirements to be better incorporated
- Introduction of the format of EMiN (European Mission Network) and an illustration of the opportunities and benefit for EMIN members to be communicated
- Introduction of the format of Meet and Monitor the Missions
- Establishment of the European Mission Forum as a forum for exchange for a wide range of relevant EU Mission governance actors
- Establishment of a collaborative working environment, particularly with the EU Mission preparatory actions to support the EU Missions' implementation processes at EU and at national/regional/local level
- Information sharing: footage of the event to be made available via the TRAMI website to ensure the information created remains available to all stakeholders.

SUMMARY WORKSHOP 1: “PURPOSE AND PERSPECTIVES – EUROPEAN MISSIONS ACROSS POLICY AREAS AND LEVELS”

Moderator: Matthias Weber, AIT

Panel: Christian Naczinsky, Austrian Federal Ministry of Education, Science and Research | Johan Schot, Utrecht University | Philippe Larrue, OECD | Tatiana Fernández Sirera, Generalitat de Catalunya

Purpose and objectives: This workshop session aimed at revisiting the status quo of EU mission implementation as seen from the perspective of governmental actors at European, national and regional levels. In particular, it discussed

- the understanding of the purpose of EU Missions, and whether the different governmental actors from various policy fields and levels have converging expectations when addressing EU Missions from their respective angles
- the main challenges faced by governmental actors when implementing EU Missions at national and regional level
- first experiences with promising approaches for addressing these (and other) challenges

Target Audience: Policy-makers and practitioners from public administration were the main target audiences of this session. They ideally came from all policy levels involved in EU-Missions, and also from sectoral or cross-cutting policy fields well beyond the remit of R&I policy. This was because the accomplishment (of blockage) of missions hinges upon the contributions of all these policy fields and levels.

Outcome: The outcome of the interactive session were captured and served as input in the note “First observations on the current state of mission implementation from the TRAMI project” (Wolfgang POLT / Matthias WEBER (TRAMI project co-ordinators) which can be found in the [Appendix 2](#).

SUMMARY WORKSHOP 2: “THE PATH TO A MISSION ORIENTED RESEARCH AND INNOVATION SYSTEM”

Moderator: Margit Noll, FFG

Panel: Yousef Yousef, LG Sonic | Christina Robledano Norena, Porticus | Eveline van Leeuwen, Amsterdam Institute for Advanced Metropolitan Solutions | Helmut Habersack, University of Natural Resources and Life Sciences

Background of the Workshop: EU Missions’ focus is on a transformative innovation agenda. It is important to understand Missions as a substantive game changer in the R&I sector and thus as a disruptor to the status quo that crucially puts societal challenges centre stage. For this reason, EU Missions involve different actor groups working together for the first time, bringing to life the notion of the Quadruple Helix within the EU Missions context.

Therefore, it was important to fully understand the tools, instruments and processes, some of what may have been done already in the preceding sessions of the Forum. This session aimed to identify hurdles, which may differ by stakeholder group, and spell out what is needed in a changing environment to Make Missions Work. Access to finance may be shared point of interest between the actors. Speakers that can illustrate good practice example can help to ensure a positive, solutions based approach to the EU Missions.

Target Audience: The working assumption was that this session would most appeal to R&I actors many of whom may have already been familiar with an EU framework programme and grapple with the application of the Missions concept in practice. This may include agencies such as the FFG and other TRAMI partners who need to understand how to communicate the concept better with their stakeholders to ensure buy-in. There would also be actors who are new to the wider environment and are keen to learn more. Some of them would bring vital new ideas to the table to enable EU Missions to work.

Outcome: A better understanding of how to implement the Missions local/national/transnational/EU level across the wider Mission environment was developed. The interactive session provided an opportunity to bring together EU Mission stakeholder groups (Governmental actors, Business sector, R&I sector, Civil Society Organisations) and gather, through the use of SLIDO (see [appendix 3](#)), feedback to the level of familiarity with the missions approach and involvement with implementation measures. Speakers were chosen to represent these stakeholder groups and speak to their experience of implementation of EU Missions and the needs of the stakeholder groups to achieve the transformation of the R&I system that is required by the mission’s approach.

Governmental actors (29) were the dominant group in this session, followed by R&I actors (24) (see Slido poll [appendix](#)). The session reached a majority of people involved (14 “strongly”, 22 “a bit”) but with actors not yet involved (33) in the missions but interested in learning more, this session was a great tool to engage new stakeholders.

The most critical aspects for creating highest impact of the mission approach was seen as “Alignment of EU, national, regional and local strategies”, followed by “Science-policy-society cooperation to leave no one behind”. Biggest impact was said could be reached by (multiple

choice, up to three options) “New forms of cooperation and transdisciplinary projects” and “Raise awareness and empower all stakeholder groups”.

In summary, the key points of necessary actions included:

- Translation of scientific language beyond academia to enable other stakeholder groups to be part of the communication
- Linking the skills of scientists and to meet the expectations from all stakeholder groups
- New coalitions and diversity of partners (in consortia)
- Commitment to drive change underpinned by empirical and trusted data
- Budget to deliver and trust for mission activities to overcome early challenges and build towards success
- Facilitation and trust between supported by dialogue to enable change
- Utilisation of the concept of the quadruple helix
- Funding streams designed to create ownership for activities within institutions
- Experimentation mind set that allows failures and learning
- Institutionalising exchange between Missions to support building capacities
- Suitable regulation to support activities: inspiration to be taken from emerging sectors and new stakeholder groups and settings
- Explore new avenues of dissemination of scientific results
- Citizens and business as key actor groups: align communication in order for values to be captured and needs to be reflected

SUMMARY WORKSHOP 3: “ENGAGING CITIZENS - MEET AND MONITOR THE MISSIONS”

Moderator: Cecilia Cabello Valdes, FECYT

Panel: Enrico Balli, ECSA | Aureo Díaz, Spanish Federation of Technology Centers (FEDIT) |
Vanessa Abón, Scientific Foundation of the Spanish Association Against Cancer |
Xosé Ramil, Climate Foundations | Lucía Otero, Spanish Foundation of Rheumatology (FER)

Background of “Meet and Monitor the Missions”:

The goal of the “Meet & Monitor the Missions” activity is to design the means to engage citizens with the work of the EU Missions and include them in deliberative processes by setting up a citizen observatory community. The process of setting-up the engagement activities are envisaged to be very open and adaptive towards the ongoing work of the TRAMI project. Close coordination with the other WPs, thematic mission actors, the other EU-Mission preparatory actions, upcoming mission hubs, networks of foundations interested in R&I, cancer patient associations, other associations related to the themes of the Missions, and the EC are also essential.

Meet and Monitor the Missions materializes through debate and reflection workshops with different civil society organizations (the best interface to reach citizens and encourage their participation). The objective of these workshops is to determine the role that citizens play in the EU Missions and to share good practices of communication and dissemination of results, share information on citizen engagement efforts. They are also focused on supporting the co-designing of EU Missions with citizens and to open up science and innovation to citizens and to collect ideas for support needed to implement societal engagement towards a Meet and Monitor the Missions initiative.

This was the first Meet and Monitor the Missions initiative entitled “Engaging Citizens – Meet and Monitor the Missions”.

Citizens should always be considered the heart of the European agenda for research and innovation. Europe does not regard scientific solutions as an end in themselves, but rather a means of bettering the lives of our communities and environment.

Therefore, citizen engagement is a key element for the EU Missions. Missions have the potential to mobilize EU citizens around common goals and to offer meaningful opportunities to participate in change. EU Missions are intended also capture the insight that opening science and innovation to civil society advances human knowledge and accelerates the transformation of societal communities towards more sustainable and resilient practices. Citizens play a key role in the research and innovation cycle by providing feedback on new technologies and by ensuring societal uptake of disruptive solutions.

The objective of this workshop was to understand how to engage citizens with the work of the missions and include them in the processes relating to mission policies. Citizen’s engagement activities are important to ensure good coordination and to ensure societal needs are being met.

The questions we asked the panel and audience were:

1. What does civil society expect from the Missions?
2. What can civil society contribute to the missions?
3. What should be the role of civil society? What are the advantages and disadvantages of citizen participation in public policies?

Outcomes: The main ideas and proposals that emerged, and that we will continue to work on and build upon in the context of Meet and Monitor the Missions:

1. The importance of communicating the Missions, which facilitates and promotes the participation of civil society that includes foundations, patients, SMEs, etc.
 - a. The individual citizens need an umbrella (foundations, associations, federations...)
 - b. Interfaces are needed for this interaction.
 - c. Focus is also needed on business associations.
 - d. Interesting comment: When the citizen is a citizen or a stakeholder.
2. It is necessary to have a communication campaign for citizens (civil society) that clearly have medium/long term goals, expected results, the role of citizens, why they are important:
 - a. Efficiency with the communication channels
 - b. Messages need to be adapted to each target audience: patients, foundations, companies...
3. Create new collaborative structures to achieve greater citizen involvement.
4. Innovation to reach citizens.
5. Connect citizens and science, this is always important.
6. Maintain a fluid dialogue between researchers and patients.
7. Participation in research projects (provide input about the patient experience and participate in advisory patient committees):
 - a. The Community of patients (balance gender, range of age and cancer stadium)
 - b. Patient experience / practical research projects.
8. The importance of using networks to work with other sectors can be a goal or target. For example, Cities Mission: space of collaboration with all agents, climate contracts to involve all sectors.
9. Share and exchange experiences to make Missions Work.

OUTCOMES

The event provided participants with the unique opportunity to learn about other EU Mission actors from outside their usual networks and gain more detailed understanding of the policies underpinning the EU Mission agenda. This supports stakeholders on their journey of EU Mission implementation on national, regional and EU level.

A diverse group of attendees engaged deeply in relevant topics, including in parallel sessions that focused on their specific needs. The outcomes of these are documented above.

In particular, the opportunity to discuss implementation with thematic EU Mission CSAs and introduce their respective project provided an opportunity to engage also on a thematic relevant level.

A broad range of speakers, including from the EC, EU Mission Boards provided the necessary backdrop with focus on policy and regulation.

TRAMI services, tools and formats were successfully introduced to help enable the implementation of the EU Missions.

SUMMARY

The data shows that the vast majority of participants were from established communities governmental sector (46.15%) and R&I Community (29.86%), with only 5.88% attendees from the Business sector (1.81%) and the remaining 16.29% of attendees identifying as others.

Overall the interest in the thematic Missions was spread as below:

Oceans & Waters	5.43%
Soil	5.43%
Cancer	13.57%
Cities	15.38%
Climate	19.00%
General/All	40.27%

In terms of interest in the EMiF programme, the audience declared as follows:

Thematic Focus	17.65%
General Information section on what TRAMI and the Missions offer	38.46%
Parallel Sessions to learn more about Mission Implementation	43.44%

RECOMMENDATIONS

It was important to see the great interest in the EU Missions as was indicated by the large audience joining EMiF. The available data gives a good indication of the status quo of understanding of the EU Missions and needs of the audience. The summaries of the parallel sessions provide specific session results and recommendation.

However, more broadly, these are the recommendation resulting from the EMiF as a whole:

As the discussions during the European Mission Forum indicated, it will be vital to continue working both horizontally as well as vertically within the mission context with all relevant stakeholders. Learning from and cooperating with a wide range of actors outside the direct EU Missions environment, as was done in the first section of the event *The EU Mission Approach: Overview over the governance structure, introduction of the Big Idea and TRAMI*, will be vital for the EU Missions' success. This type of engagement offers good practice examples and helps share lessons learned, but also provides inspiration and motivation, as well as the opportunity to utilise synergies with other actors to help drive EU Missions towards success. This means the conversations started at EMiF need to continue. The Mission Network EMiN is ideally placed to continue as a vital element of such engagement.

It will be important to engage with all stakeholders, including less established actors, such as from the business sector and citizen organisations, as was illustrated in the second part of the event, *Making Missions Work: Focus on Mission Implementation*. The available data strongly supports this. The declared interest (43.44%) in the parallel sessions focusing on engaging more deeply with implementation topics should guide the way in the development of TRAMI and other EU Mission relevant services towards these vital conversations with all stakeholder groups. Meet and Monitor the Missions and MLEs are tools that can provide such focus during the remaining project life span of TRAMI. In addition, the European Mission Network EMiN should utilise the instruments, i.e. accessible formats for exchange, webinars, etc. that have been built and continues to embed, in order to support enabling such sustainable engagement.

Working with thematic actors, as was discussed during *The Road Ahead: Thematic EU Missions and Projects*, i.e. CSAs (who are also part of the TRAMI Advisory Board) and Mission Boards will further enable successful implementation strategies. Therefore, it will be the EMiN and the communication strategy developed during TRAMI that can provide sustainable platforms to deliver on this.

The final EMiF will provide an opportunity to summarise progress made and continue to build on the engagement achieved, including during this first EMiF.

APPENDICES

Appendix 1 - Audience

Stakeholder Group/Reason for joining by which EU Mission	Attendees
Business Sector	5,88%
General Information section on what TRAMI and the Missions offer	2,26%
Climate	0,90%
General/All	1,36%
Parallel Sessions to learn more about Mission Implementation	1,36%
Cancer	0,45%
Climate	0,90%
Thematic Focus	2,26%
Cities	0,90%
General/All	0,90%
Soil	0,45%
Civil Society	1,81%
General Information section on what TRAMI and the Missions offer	0,45%
Climate	0,45%
Parallel Sessions to learn more about Mission Implementation	0,90%
Cancer	0,90%
Thematic Focus	0,45%
Cities	0,45%
Governmental Actors	46,15%
na	0,45%
Cities	0,45%
General Information section on what TRAMI and the Missions offer	17,19%
Cancer	1,36%
Cities	2,71%
Climate	3,62%
General/All	8,60%
Soil	0,90%
Parallel Sessions to learn more about Mission Implementation	21,72%
na	0,45%
Cancer	2,26%
Cities	3,62%
Climate	4,07%
General/All	8,60%
Oceans & Waters	0,45%
Soil	2,26%
Thematic Focus	6,79%
Cancer	0,90%
Cities	0,45%
Climate	2,71%
General/All	1,81%
Oceans & Waters	0,45%
Soil	0,45%

Other	16,29%
General Information section on what TRAMI and the Missions offer	4,52%
Cancer	1,36%
Cities	0,90%
Climate	0,45%
General/All	1,36%
Oceans & Waters	0,45%
Parallel Sessions to learn more about Mission Implementation	7,24%
Cancer	0,45%
Cities	0,45%
Climate	2,71%
General/All	2,26%
Oceans & Waters	1,36%
Thematic Focus	4,52%
Cancer	0,90%
Cities	0,90%
Climate	0,90%
General/All	0,90%
Oceans & Waters	0,45%
Soil	0,45%
R&I Community	29,86%
General Information section on what TRAMI and the Missions offer	14,03%
na	0,45%
Cancer	1,36%
Cities	1,36%
Climate	1,36%
General/All	8,60%
Oceans & Waters	0,45%
Soil	0,45%
Parallel Sessions to learn more about Mission Implementation	12,22%
Cancer	2,71%
Cities	2,26%
Climate	0,90%
General/All	4,98%
Oceans & Waters	0,90%
Soil	0,45%
Thematic Focus	3,62%
Cancer	0,90%
Cities	0,90%
General/All	0,90%
Oceans & Waters	0,90%
Total	100,00%

Data from Slido poll, 25 January 2023

Appendix 2 - Note on EU Mission Implementation (WS1)

The note aims to synthesize some first observations and tentative lessons for the implementation of the EU Missions made in the context of the TRAMI project [[TRAMI \(trami5missions.eu\)](https://trami5missions.eu)]. The note should serve as an input to the current public consultation on the missions. The basis of this observation are (i) the first results of the survey on mission implementation currently underway in TRAMI, (ii) the different 'Mutual Learning Events' which were carried out in TRAMI, (iii) the first European Mission Forum from January 2023, (iv) the meetings of the European Mission Network, a community of practice established by the TRAMI project.

1. The **process and stage of implementation of the EU Missions is still very uneven in the Member States**. While a few countries (and regions) have already established more elaborate governance structures, many are only in the early stages of doing so. A considerable number are still grappling with how to go about this task. However, these activities seem to have gained speed though, and activities in this vein are becoming broader and more elaborate. Apparently, the implementation of (transformative) missions needs long time horizons and cannot be expected to change policy approaches within the short-term.
2. The implementation of missions is **very dependent on the "trajectory" of the respective political system** (e.g. with respect to the weight of regional and central policy actors): National (and regional) framework conditions are important to address missions. It is essential to know and understand the specificities of the framework conditions and take them firmly into account in the design and implementation of mission governance.
3. Currently, the **implementation of the EU Missions seems to be largely driven by (STI) policy makers and research actors**. One could say that the current stage of mission implementation can still be considered to be in the **"STI Trap"**. Missions continue to be dominated and driven by STI policies, with limited involvement of sectoral policies (and their decision making and stakeholder management processes and structures). More holistic ('whole-of-governance') approaches must be pursued; respecting existing policies (see also point 6). However, this may also be strongly influenced by the existing governance structures (as mentioned in the previous point).
4. There also seems to be a kind of **"Policy Trap": Business community and societal actors are present, but in most countries these actors have only limited roles and weight in the process**. In the case of the business community, the business opportunities were not yet made sufficiently clear, and the involvement of societal actors is only partially taking off (e.g. in cities missions). The involvement of these actors should be given higher priority in the next stages of mission implementation - when moving from strategy to implementation. Substantial amounts of finance are needed, with private finance ultimately having to contribute a larger share than public finance. Better and more targeted communication and promotion of missions is essential to attract new (private) investors putting a focus on potential business opportunities.
5. It is at the regional level, where ultimately many of the strategies and actions relevant to missions come together. There are several **promising examples of ambitious and proactive regional governments engaging in missions**. At the same time, regions often lack the necessary resources, capabilities and political competencies to determine mission implementation and make a smart use of the funds available. This includes harmonisation of mission strategies with smart specialisation strategies and their respective implementation.

6. We also observe an “alignment” issue: **the five EU Missions did address policy areas which were not ‘blank slates’, but needed to be aligned with pre-existing strategies, initiatives, and even missions on the national and regional level.** Synchronizing targets, funding streams and time horizons is a challenging task for many policy areas. Quite often, the EU mission poses the (complex) task for national and regional actors to re-arrange existing instruments and patterns of institutional cooperation. **An alignment will need lengthy processes of “policy convergence” in the areas of EU Missions** – which of course does not rule out the existence of ‘national missions’ in parallel.
7. We also can observe that **pre-existing national missions may ease a successful uptake of the EU Missions.** The more successful examples of EU mission governance implementation indeed tend to draw on a preceding history of corresponding national programmes that have prepared the ground for more ambitious EU Missions. This has to be taken into account when designing future missions.
8. Due to the complexity of most (transformative) missions, the strategies to address them need to rely on a good **balance between orientating targets and open-ended learning processes for implementation** to move from (political) coordination to (broad-based) transformative action.
9. What is to be seen in all countries is that in the age of ‘poly-crises’ (pandemic, war, climate ...) the five EU Missions risk losing out in the competition for policy attention. Quite often, current policy priorities are elsewhere and the **mission topics with their longer-term orientation do not receive the attention (and the funding) they need.**
10. Against the background of these observations we propose:
 - To invest **“patient” public and private capital** into the missions and give them time to develop and mature;
 - To broaden the scope of missions from an STI focus towards a **“whole-of-government”** approach;
 - To endow the actors with appropriate resources and capabilities to engage in **institutional capacity-building** with a long-term view;
 - That the **missions to be selected in the future should reflect the sense of urgency** needed for their timely and successful implementation.

Some initial framing observation (we made some important ones during the sounding board meeting)

11. The “STI Trap”: Missions continue to be dominated and driven by STI policies, with still too limited involvement of sectoral policies
12. Due to the systemic nature of missions, implementation is facing major challenges in terms of mobilising sectoral policies, private sector (industry, investors) and parts of the research community to form a community of practice that includes a wide range of actors and stakeholders
13. While missions are in their current form and orientation a quite new concept, it is necessary to link it well to existing structures and activities of the governance system in STI and other related policies.
14. National (and regional) framework conditions matter for how missions can be best addressed. It is essential to know and understanding their specificities and take them firmly into account in the design and implementation of mission governance.

15. *The “Policy Trap”: missions rely on a too limited range of too traditional and mainly public policy and funding instruments. This needs to change when moving from strategy to implementation, for which very substantial amounts of finance are needed, with private finance ultimately having to contribute a larger share than public finance.*
16. *It is at the regional level, where ultimately many of the strategies and actions relevant to missions come together. At the same time, regions often lack the necessary financial resources and political competencies to determine mission implementation and make a smart use of the funds available. This includes harmonisation of mission strategies with smart specialisation strategies and their respective implementation.*
17. *Due to the complexity of most (transformative) missions, the strategies to address need to rely on open-ended learning processes rather than on clear targets.*
18. *Communication and promotion of missions is essential to attract new (private) investors.*
19. *Overall, it is time to move from (political) coordination to (broad-based) transformative action*

Appendix 3 - Slido results WS 2

<p>SLIDO QUESTIONS AND RESPONSES. Scale from 0-10</p>
<p>SLIDO 1 Which stakeholder group do you belong to? List of stakeholder groups to pick from: Governmental actors (34), Business sector (3), R&I sector (29), Civil Society Organisations (0), Other (10)</p> <p>(1) How familiar are you with the mission approach? 5.4</p> <p>(2) Are you already involved in mission implementation measures? Yes, strongly (14) / yes, a bit (22)/ no, but would like to (33)/ no, not interested (5)</p>
<p>SLIDO Round 2:</p> <p>(1) How important are such missions to deliver change compared to traditional R&I approaches? 7.3</p> <p>(2) From your stakeholder perspective, where do you see the main potential for the mission implementation to deliver change? Stakeholder engagement, getting scientist out of their typical activities, shared vision, cooperation, etc.</p>
<p>SLIDO Round 3:</p> <p>(3) What are the most critical aspects for creating highest impact of the mission approach?</p> <ul style="list-style-type: none"> • Science-policy-society cooperation to leave no one behind 22 • Cross-sectoral policy cooperation to ensure integrated approaches 19 • Starting and scaling up of green business 10 • Financing and funding 17 • Alignment of EU, national, regional and local strategies 26 • Participatory approaches to strengthen democracy 8 • Capacity building to empower all stakeholder groups 17 • Other 1
<p>SLIDO Round 4:</p> <p>(4) What measures do you think are essential to successfully implement the missions? (pick max 3)</p> <ul style="list-style-type: none"> • Intensify research and innovation 7 • Raise awareness and empower all stakeholder groups 23 • New forms of dissemination and public relations 14 • New forms of cooperation and transdisciplinary projects 28 • Foster citizen science or similar approaches 10 • Focus on small scale place based experimentation 8 • Realise large scale demonstration projects 10 • Strengthen policy support for new decision making 17