



# Panel: Monitoring the EU missions

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# Specificities and challenges of mission monitoring and evaluation

## Specificity/challenge

- Developing an evaluation framework that is valid for different types of MOIP



## Implications for mission M&E

- Adapt the evaluation questions and criteria to the type of missions  
(Accelerator/transformer missions; challenge-based scheme or overarching systemic missions)

Type	Main characteristics	Example of relevant MOIPs
Overarching mission-oriented strategic frameworks	Large policy framework aiming to achieve ambitious, high level, member or transmember missions to address systemic challenges	Horizon Europe's missions [EU] Mission-driven Top Sectors policy [NL] High Tech Strategy 2025 [DE]
Challenge-based programmes and schemes	Targeted agency schemes, aims to bring concrete solutions to a challenge	Pilot-E [NO] The Future Innovator Prizes [IE] DARPA/ARPA agency programmes [US]
Ecosystem-based mission programmes	Mechanisms delegating to ecosystems of actors the development and implementation of strategic agendas to address societal challenges	Strategic Innovation Programmes [SE] InnoMission [DK] Strategic Innovation Areas [BE, Wallonia]





# Specificities and challenges of mission monitoring and evaluation

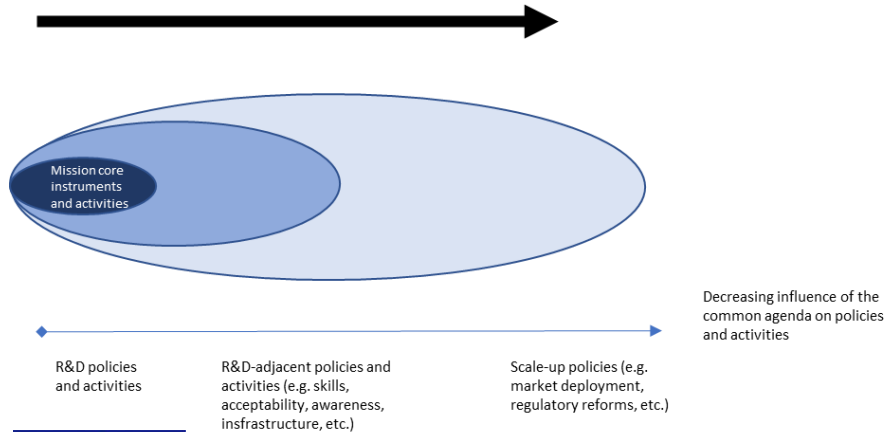
## Specificity/challenge

- Accounting for the complex geography of MOIPs



## Implications for mission M&E

- Map' the missions and define as precisely as possible 'what it is in and what is out' in terms of programmes, projects and activities
- Distinguish the 'formal' and 'performative' scopes of the mission





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## Specificity/challenge

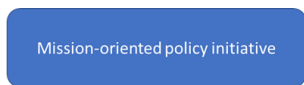
- Leveraging the different nested levels of MOIPs



## Implications for mission M&E

- Combine, coordinate and balance evaluations of the different nested entities at different levels
  - Principle of capillarity
  - Principle of subsidiarity

1 Mission-oriented policy initiative level



2 Mission level  
*Individual missions with their own objectives, governance, policy mix and portfolio*



3 Policy mix level  
*The package of interventions tailor made to realise the objectives of each mission*



4 Portfolio level  
*Consistent sets of projects and activities contributing to realise the objectives of each mission*



5 Individual projects and activities level  
*Each project and activity of the portfolios, taken individually*





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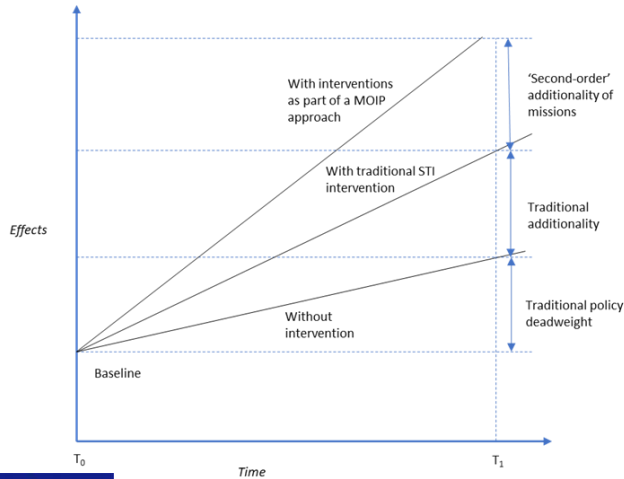
## Specificity/challenge

- Assessing the double additionality of missions



## Implications for mission M&E

- Need a 'Process theory of change' to map the expected additional effects from the specific design of the mission (assembling different partners, pooling various fundings streams, combining different instruments, etc.).





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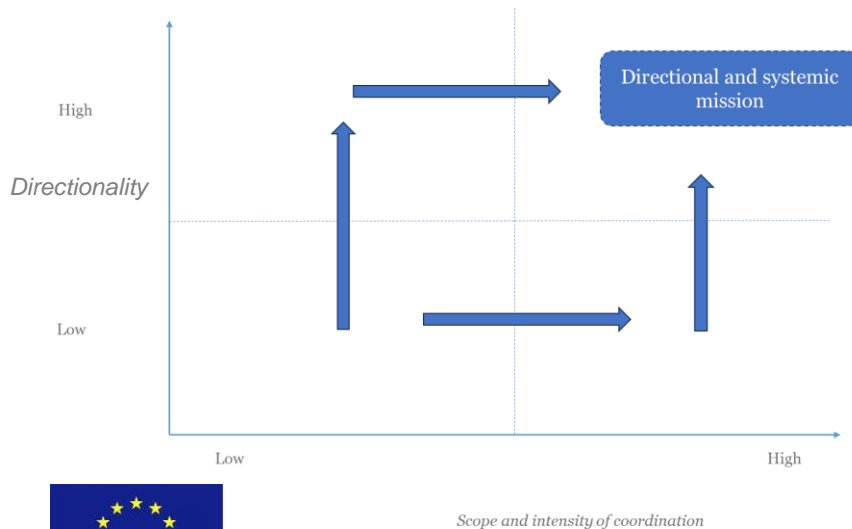
## Specificity/challenge

- Considering the different level of 'mission-readiness'



## Implications for mission M&E

- Call for a developmental evaluation approach, with a more continuous and more in-depth involvement of the experts/evaluators in the mission
- 'Process monitoring', monitoring of the mission becoming a mission



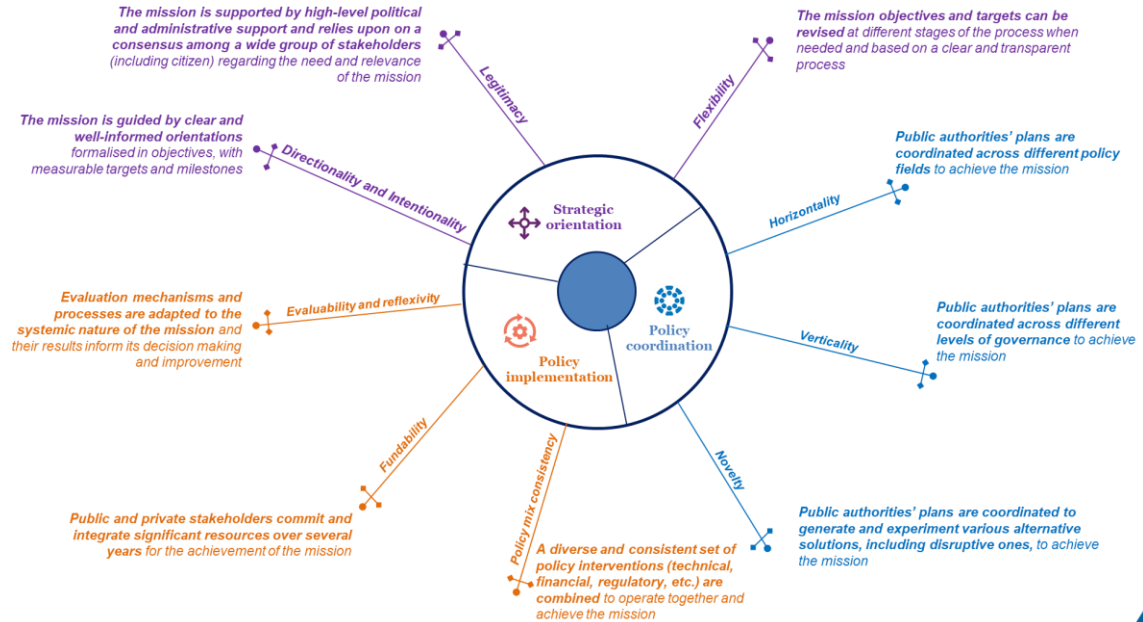


WHAT NEXT STEPS ARE NEEDED  
(ACROSS ALL LEVELS) TO  
IMPLEMENT AN EFFECTIVE AND  
USEFUL MONITORING APPROACH?



# The Austrian mission monitoring demonstrator

- Objective: track the progress and added value of EU missions in Austria along key 'axes of mission readiness'



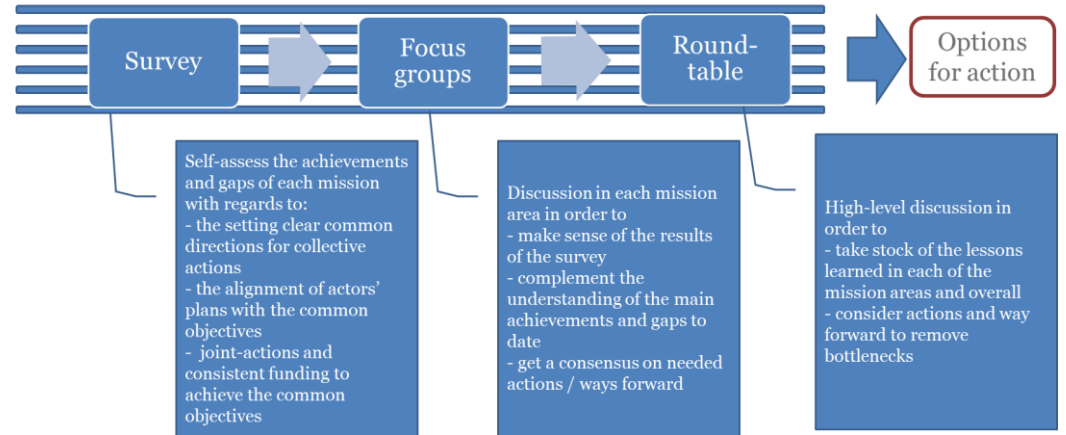




# The Austrian mission monitoring demonstrator

- Process: Three main steps in each of the 5 missions areas and overall

## EU MISSIONS





# The Austrian mission monitoring demonstrator

- Results: a map of the mission readiness and a compass for future actions to inform missions' action plans

