



TRANSNATIONAL COOPERATION ON THE MISSIONS APPROACH

Report on 2nd European Mission Forum EMiF, 07 March 2024

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DISCLAIMER

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The European Union is established in accordance with the Treaty on European Union (Maastricht). There are currently 27 Member States of the Union. It is based on the European Communities and the member states cooperation in the fields of Common Foreign and Security Policy and Justice and Home Affairs. The five main institutions of the European Union are the European Parliament, the Council of Ministers, the European Commission, the Court of Justice and the Court of Auditors.



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OVERVIEW

The [Second European Mission Forum](#) was the 2nd part 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

- Update of state of play of Mission policy and governance processes, including at European Commission (EC) and national level (strategies, policies, governance structures, good practice at governance and implementation level, etc.)
- Introduction and update from EU Mission implementation hubs and platforms and mission preparatory actions: added value, cooperation potentials, etc.
- Update on TRAMI results:
 - European Mission Network (EMiN), its vision, results and benefits for target groups and sustainability concept
 - EU Mission Data Platform and Survey results, including illustration of future input by national mission actors
 - Mission Playbook and TRAMI MLEs
 - Introduction of Meet-and-Monitor-the Mission format and concept of citizen engagement via a “Citizen Observatory”
- Engagement with stakeholders to provide support in navigating the EU Missions’ landscape, including via parallel sessions/workshops and panel sessions
- Networking opportunity for mission stakeholders

Methodology

The agenda was developed in close collaboration with the EC. 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. The format of an on-site format was chosen to ensure deep engagement with and networking between EU Mission stakeholders at this stage of mission implementation to ensure the longevity of outputs of TRAMI was facilitated.

Within the EMIF Programme, the following formats were chosen to benefit a variety of purposes:

- Panel session were used to inform and engage with key EU Mission actors and high-level discussion.
- Parallel sessions/workshops were used as interactive elements, to deepen the knowledge and provide learning opportunities.
- Poster sessions provided both opportunities for networking and information exchange.

SUMMARY

The 2nd European Mission Forum (EMIF) was successfully delivered on 7 March 2024 as an on-site event by the team of the FFG (Austrian Research Promotion Agency) and in collaboration with a range of TRAMI partners, including the Belgian project partners Vlaamse Gewest, and was designed as Belgian EU presidency event.

EMIF 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 and meet other EU Mission actors from outside their usual networks. The EMIF programme was designed in three distinctive parts:

1. Synthesising Results
2. Engagement with Key Stakeholders
3. Perspectives and Next Steps

EXPECTED OUTCOMES

- Better Understanding of Missions governance structures and implementation needs/processes to a wide stakeholder group
- Potential for stakeholder's needs and requirements to be better incorporated in the further implementation of EU Missions
- Potentials of EMiN (European Mission Network) are communicated and follow up activities explored
- Potential of Mission Data Platform is illustrated and broader contribution is invited
- Mission Playbook, Use Cases and MLEs are introduced as learning formats/tools
- Meet and Monitor the Missions design and potential "Citizen Observatory" and its members introduced
- The European Mission Forum as a forum for exchange for a wide range of relevant EU Mission governance actors is further established
- Establishment of a collaborative working environment, including with the EU Mission hubs and platforms preparatory actions to support the EU Missions' implementation processes at EU and at national/regional/local level is furthered
- Information sharing: data, footage and slides of the event to be made available via the TRAMI website to ensure the information created remains available to all stakeholders
- Blueprint and report on Meet-and-Monitor-the-Missions that is made available as a design for citizen and other stakeholder engagement in the EU Mission context

SPEAKERS

Moderator – Master of ceremony: Maggie Childs

Welcome and Introduction by the Hosts

Margit Noll, FFG – Austrian Research Promotion Agency, Head of European and International Programmes

Johan Hanssens, Flemish Public Administration, Secretary General

Opening Words from the European Commission

Joanna Drake, European Commission, Deputy Director-General in charge of Implementation, Impact & Sustainable Investment Strategies – Directorate-General Research and Innovation (RTD)

Keynote: Results and Learnings on EU Missions

Rowan Conway, Policy Fellow and Visiting Professor of Strategic Design at UCL's Institute for Innovation and Public Purpose

TRAMI: Putting Results and Good EU Mission Practice on Stage

European Mission Network EMiN: **Angela Schindler-Daniels**

TRAMI Mission Data Platform: **Cornelia Reiter**

Mission Playbook, Use Cases and TRAMI MLEs: **Jonathan Nylander**

Citizens Engagement: **Zoya Kuzmina & Gratian Mihăilescu**; **Patricia Stark, Thomas Palfinger** (JKU x LBG) and **Elisabeth Hajicek** (FFG)

Updates from EU Mission Implementation Platforms/Hubs

Ian Borda, ECHO Cancer Missions Hubs (A Mission on Cancer)

Matthias Watzak, MIP4Adapt (Mission Adaptation to Climate Change)

Nikos Maroulis, Mission Ocean Implementation Platform (Mission Restore our Ocean and Water)

Roxana Vilcu, Mission Soil Platform (A Soil Deal for Europe)

Carine Valette, Net Zero Cities (Mission Climate Neutral and Smart Cities)

Parallel Session: National, regional and European Mission Governance

Host: **Wolfgang Polt**, TRAMI Coordinator, Director, Joanneum Research - Policies

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

Patries Boekholt, Director at Innovation Policy Matters

Pirita Lindholm, Director at European Regions Research and Innovation Network (ERRIN)

Parallel Session: Monitoring the EU Missions

Host: **Matthias Weber**, TRAMI Co-Coordinator, Head of Center for Innovation Systems and Policy at AIT Austrian Institute of Technology AIT Austrian Institute of Technology

Erkki Karo, Professor at Tallinn University of Technology

Philippe Larrue, Policy Analyst, OECD

Mireille Matt, Research Director, INRAE

Parallel Session: How to Engage Citizens in the EU Missions? A Workshop

Hosts: **Patricia Stark**, Open Innovation in Science Impact Lab | JKU x LBG, **Thomas Palfinger**, Programme Manager, Ludwig Boltzmann Gesellschaft

Andrea Hoffmann, Elisabeth Hajicek, European and International Programmes, FFG

Zoya Kuzmina & Gratian Mihăilescu, Citizen Representatives from Rumania and Austria

Parallel Session: European Mission Network EMiN – Future Work

Host: **Angela Schindler-Daniels**, Head of the Brussels Liaison Office of the DLR Project Management Agency at DLR Projektträger

Hannah Kamionka, DLR Project Management Agency at DLR Projektträger

Kristin Danielsen, Special Adviser, The Research Council of Norway

Tor Ivar Eikaas, The Research Council of Norway

Parallel Session: Engaging with the Private Sector

Host: **Sascha Ruhland**, Mission Management Unit at European and International Programmes, FFG

Taina Tukiainen, Research Director Vaasa University, Member Climate Adaptation Board

Matti Hiltunen, Business Finland

Heikki Uusi-Honko, Business Finland

Panel Discussion: Advancing the EU Missions

Marnix Surgeon, Acting Head of Unit, Common Missions & Partnerships Service, European Commission

Barbara Kerstiens, Head of Unit, Combatting Diseases, Cancer Mission, European Commission

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

Taina Tukiainen, Research Director Vaasa University, Member Climate Adaptation Board

Matthias Weber, TRAMI Co-Coordinator, Head of Center for Innovation Systems and Policy at AIT Austrian Institute of Technology

Moderator: **Margit Noll**, FFG – Austrian Research Promotion Agency, Head of European and International Programmes

Final Remarks and Outlook

Wolfgang Polt, TRAMI Coordinator, Director, Joanneum Research - Policies

AUDIENCE

150 participants from over 22 countries (Austria, Belgium, Czech Republic, Estonia, Finland, France, Germany, Hungary, Italy, Latvia, Luxembourg, Malta, Norway, Poland, Portugal, Romania, Slovakia, Spain, Sweden, The Netherlands, Turkey, and United Kingdom) took part. The attendance was more than 60% of registered persons.

Registration to EMIF per country:

Belgium	56%
Austria	11%
The Netherlands	5%
France	3%

Finland	3%
United Kingdom	3%
Germany	2%
Norway	2%

Spain	2%
Sweden	2%
Czech Republic	1%
Estonia	1%

Italy	1%
Malta	1%
Poland	1%
Romania	1%

Hungary	1%
Latvia	1%
Luxembourg	1%
Portugal	1%

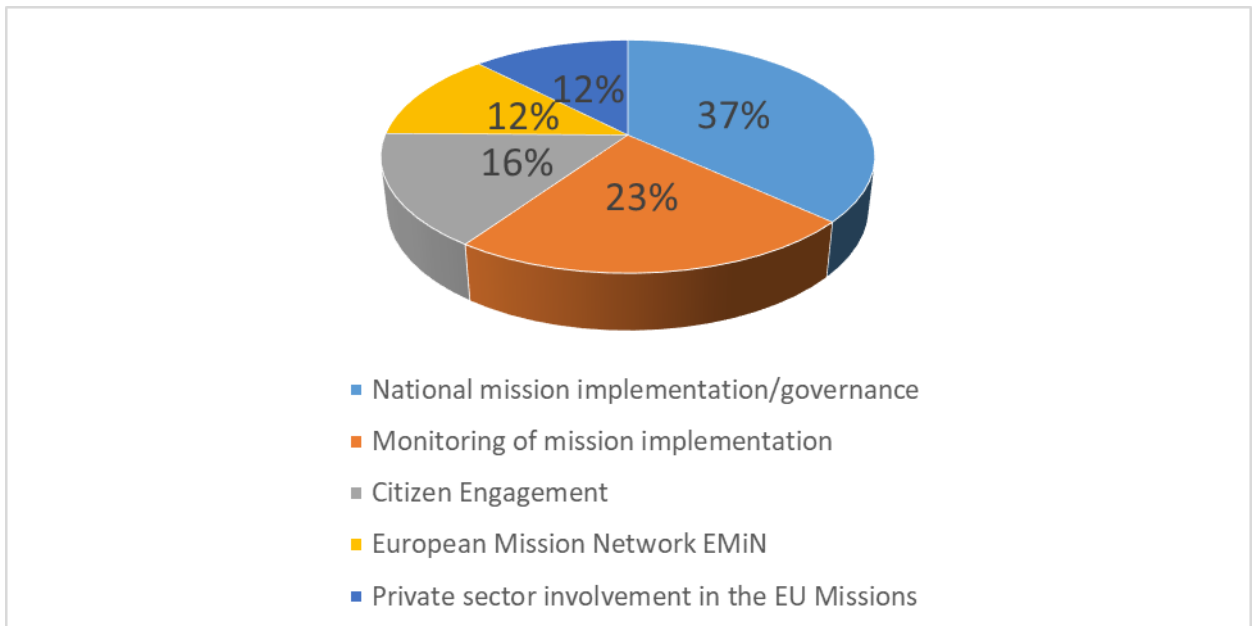
Slovakia	1%
Turkey	1%

INTEREST BY TOPIC

During the registration process, we asked for the audience’s interest in the following five topics (aligning with the focus of the parallel sessions). No more than topics were to have been chosen:

- National mission implementation/governance (37%)
- Monitoring of mission implementation (23%)
- Citizen Engagement (16%)
- European Mission Network EMiN (12%)
- Private sector involvement in the EU Missions (12%)

Whilst the “traditional” Mission topics remained most, the indication of interest in learning about Citizen Engagement, Private Sector engagement and the EMiN were notably high and sessions were organised to reflect that interest to gain the maximum output from the event.



SUMMARY PARALLEL SESSION: “NATIONAL, REGIONAL AND EUROPEAN MISSION GOVERNANCE”

Host: Wolfgang Polt, TRAMI Coordinator, Director, Joanneum Research - Policies

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

Patries Boekholt, Director at Innovation Policy Matters

Pirita Lindholm, Director at European Regions Research and Innovation Network (ERRIN)

Intro: Mission-oriented policies are a great challenge to the existing structures of governance (not only) of STI policies. They call for coordinated action between different departments and layers of government as well as with broader stakeholder groups – some of them even asking for a ‘whole of society’ approach. The current phase of implementation of missions is also an experiment in how to adapt governance structures. In this session, experts in the field shed light and commented on the current state of how these challenges are met in the interplay between European, national and regional level and discussed ways forward to new governance structures.

Summary: The session on National, Regional and European Mission Governance brought together representatives and experts from these different levels of governance. It started off with a presentation from Patries Boeckholt, who provided an overall view on the implementation of the EU missions, based on her participation in the EC’s expert group to support the monitoring of the missions (see report of the expert group here: [bitte link einfügen](#)) as well as the rapporteur of the current ‘Mutual Learning Exercise’ of EU countries on Whole-of-Government Approaches to STI policy formulation. The main observations from these groups were that (i) the implementation is still in an early phase. The EU mission being a novel – and demanding – policy approach need time to be digested and put to work, (ii) the current EU missions lack co-ownership in many Member States and regions, (iii) there is an apparent lack of political buy-in at higher policy and political levels. Among research community as well as in policy quarters, often missions are seen as yet another mechanism to get EU funding with the effect that missions, instead of being a way out of it, can add to the ‘pillarisation’ of (R&I) funding programmes and instruments. Definitively, at the outset, there was an underestimation of the resistance to missions from outside and inside R&I community. Very much in line with the consensus among policy makers and experts, she pleaded for a ‘long breath’ in the implementation of the missions. The second contribution from Christian Naczinsky focused on the national level, describing the steps and current status of implementation in Austria. Austria applied a thorough Whole-of-Government Approach, bringing together all relevant stakeholders into a unified governance structure. This very methodical approach, which earned some recognition internationally, was also time consuming and at times faced resource constraints, but has now reached the stage of maturity where full-fledged ‘mission action plans’ for each of the missions can be rolled out (foreseen for later in 2024). In addition, a support infrastructure was created in the form of a ‘Mission Management Unit’ (located at FFG, the largest funding organization) and a ‘Mission Support Facility’ will be created, aiding the conceptual development, the international comparison, as well as monitoring and evaluation approaches. He stressed that we need (both on the national as well as on the EU level) continuous learning and dedicated fora for such learning and that Member States and the EC need to work in real partnership to create the sense of ‘collective ownership’ currently missing. Finally, he underlined that a good governance structure is not enough: there needs to be a change in administrative culture and behaviour, most of all in accepting responsibility to tackle the challenges (together). Finally, Pirita Lindholm, as Director of ERRIN in a very good position to assess how the missions

are being taken up by the regions, noted that – as all Missions inherently possess a strong local and regional dimension - the EU Missions have in fact already contributed to increased collaboration at local level and across governance levels, e.g. through the various National support frameworks for the Cities Mission and for Mission Adaptation and the visible stakeholder engagement at local level e.g. through Climate City Contracts / Cities Mission. She also underlined that collective ownership of the EU Missions is key and that EU Missions need to resonate and have to be aligned (more) with local, regional and national missions. With a view to the next Framework Programme (FP10), she strongly advocated for broadening the funding, e.g. by synchronising it to regional funding (while still having a role in the FP) and changes in governance structures to ensure high level support from policy, e.g. through coordination by a Commission Vice President. With this, she echoed some calls for needed changes in governance structures also at the EU level for the next round of mission implementation.

The discussion with the audience raised a few other topics: some pointed to the fact that there is a gap between the Member States in their ‘implementation capacity’, especially for the ‘widening countries’. Others, while recognising unevenness, observed that also in the countries with more elaborate STI governance structures and greater role of STI in policy making, there are – sometimes very strong – capacity problems. These might concern not only the HR and budgetary side, but also the ‘learning capacity’. There was also a discussion about which missions could reasonably be called ‘successful’. As a general consensus, it emerged that any measure of success – at the current degree of implementation – could only address the state of implementation and not yet outputs or outcomes. In this vein, though with very different paths, the cancer and the cities missions, were mentioned as being successful in mobilising their respective communities and stakeholders. The most overarching question, though, was whether FP10 would be ‘the right place for the missions’. While most argued in favour of securing an important part of FP10 for the missions, the need for widening of ownership and funding (to include regional and sectoral policies) seemed undisputed.

SUMMARY PARALLEL SESSION: “MONITORING THE EU MISSIONS”

Host: Matthias Weber, TRAMI Co-Coordinator, Head of Center for Innovation Systems and Policy at AIT Austrian Institute of Technology AIT Austrian Institute of Technology

Panel: Erkki Karo, Professor at Tallinn University of Technology

Philippe Larrue, Policy Analyst, OECD

Mireille Matt, Research Director, INRAE

Intro: The implementation of both EU Missions and mission policies needs to be monitored at different levels and in terms of their intended systemic effects, as a basis for an informed adjustment of these complex initiatives. The session revisited the monitoring approach proposed by an EC Expert Group recently, and discussed it in light of national experiences with the monitoring of EU Missions and the need for complementary formative support to making R&I programmes more mission-oriented.

Summary: In this session on the Monitoring of Missions Erkki Karo from Tallin University of Technology presented the methodological considerations of the EC expert group to support the monitoring of EU missions, whereas Philippe Larrue shared some of the experiences of the OECD with the monitoring and evaluation of mission-oriented policies. These two presentations were complemented by the experiences from the accompanying and formative evaluation activities by Mireille Matt from INRAe, which were implemented to support research projects that are part of a mission-oriented programme on the zero pesticides mission in France.

The discussion was organised along the lines of the following three main questions.

1. *What are essential aspects and elements that need to be taken into account in the monitoring of missions, and what is distinct about monitoring of missions as compared to other, more conventional programmes and initiatives?*

In order to monitor EU Missions, it is essential to look beyond Horizon Europe in order to be able to assess progress against their overarching objectives and learn how to improve mission policies. “Looking beyond Horizon Europe” has three dimensions:

- Looking beyond the time horizon 2030, because missions stretch well beyond the time frame of Horizon Europe;
- Looking beyond R&I policy, because other policy fields and levels with their respective instruments well beyond R&I funding (e.g., regulation, planning, organisational and institutional change, mobilisation of actors, etc.) play a decisive role for achieving missions;
- Looking beyond the achievement of mission-specific goals and targets, because missions are also about governing differently and require changes in the way system transformation is governed.

Given the complex, systemic, uncertain and longer-term nature of EU Missions, new ways of governing are needed in terms of actor and stakeholder involvement, alignment of activities in line with a longer-term goal, and continuously adjusting problem definition and possible

solutions to new insights and achievements made. In other words, missions are an evolving and moving target, which is why more agile, adaptive and inclusive governance processes need to be set up.

The intervention logic that underpins the monitoring approach developed by the EC expert group distinguishes six key elements, namely Inputs, Outputs, Enabler Outcomes, Transformer Outcomes, Transformative Outcomes, and Impacts. It stresses the importance of looking in particular at outcomes that will ultimately trigger system transformation as main impact.

The novel and unique character of missions is reflected in four dimensions or pillars that are captured in key indicators: knowledge creation, governance, participatory engagement, pooling of resources and scaling. This set of indicators operationalises the aforementioned need to look beyond Horizon Europe. In particular, it highlights the importance of taking into account national and regional organisational, institutional and other context conditions when monitoring EU missions. Furthermore, it implies that the monitoring of EU missions needs to be performed in a decentralised way yet guided by some common principles.

2. *What are the main challenges for the monitoring of EU missions? How can we ensure the coherence of mission monitoring across policy levels and domains? And who should be in charge of monitoring, and what capacities and capabilities are needed?*

While EU missions have largely progressed in line with the overall objectives and design approaches as specified in the respective Mission Implementation Plans, they are not yet at a stage of advancement where monitoring against the substantive transformative outcomes of each Mission can be done. For now, the progress of EU missions is confined to the scope of what Horizon Europe funded activities can deliver within the two or three years since their launch.

As regards the three “beyond Horizon Europe” dimensions of Mission activities, most actors of relevance are still in a process of making sense of the mission approach for their respective fields, i.e., they are still in search of appropriate roles and logics for action.

In cases where the objectives of EU missions are closely aligned to pre-existing European and national policy strategies, and where the introduction of EU Missions has overlapped with national policy planning cycles, a better integration of Missions with national policies and processes has been achieved.

The inclusion of citizens and stakeholders beyond traditional engagement practices has been rather limited. Similar, the mobilisation of business in EU missions, by opening up promising economic cases for engagement needs to be further developed, if the necessary pooling and leveraging with private resources shall be achieved.

These difficulties are due to a number of reasons, six of which were discussed at the session:

- First, *missions differ from each other*. Not only there are different types of missions (e.g., accelerators vs. transformers), but also idiosyncrasies of each individual mission. The current vocabulary and policy approaches do not give sufficient justice to these differences.

- Second, *missions have fuzzy boundaries*. This poses major difficulties for monitoring, because looking at the initial core of mission initiative only does not capture the systemic scope of what they are about. But the further you look beyond the core, the more difficult it becomes attribute any observable changes to the initial mission initiative. Defining and map a mission as clearly as possible is crucial to make clear what is in and what is out, and to distinguish the formal scope from its performative scope. While this fuzziness may be inevitable due to the emergent character of missions, it poses serious problems for building an economic case to engage with missions. Tracing how the understanding of a mission evolves within the community of mission actors, and reformulating this evolving understanding clearly and regularly is thus an important part of monitoring.
 - Third, *missions are 'nested'*, i.e. they draw on building blocks at different levels of aggregation. This implies that insights from evaluations of these different building blocks – from local to European levels - need to be combined. Subsidiarity is thus essential for the monitoring of missions, as is the consideration of systemic and capillarity effects (rather than just aggregating decentral effects) when it comes of monitoring and evaluation EU missions.
 - Fourth, missions can make a difference as compared to prevailing forms of (STI) policy, because they not only aim at fostering innovation, but add a directional and transformative component (2nd level of additionality). Missions are about effects well beyond the scope of STI systems and traditional STI policy instruments.
 - Fifth, a *decentralised monitoring approach is needed* due to the high specificity and uniqueness of missions. This implies that cross-mission harmonisation and analysis becomes very challenging. Instead, it is suggested to pursue a more developmental and formative approach to monitoring and evaluation, with a focus on harmonising processes rather than defining standardised indicators.
 - Sixth, given these challenges, *changes of practices and mindsets* of those individuals who drive missions through their concrete research, innovation, planning, investment, etc. activities will be crucial for the success of missions. Monitoring and formative evaluation of mission-oriented research programmes and institutions thus needs to help researchers i) build the necessary skills to anticipate the effects and potential impacts of their research on the achievement of the mission, in which this research is embedded, and ii) take theses insights into account in designing their research. This requires, for instance, (collective) visioning of a desired future, developing and embedding alternative and embedded solutions, and envisioning (and building) the networks needed to make these alternative solutions flourish.
3. *What next steps are needed (across all levels) to implement an effective and useful monitoring approach? What can be left for a later stage of mission implementation? And who shall be the main envisaged users of such a monitoring system?*

Move from loosely defined to more specific missions, to prepare the ground for informed exchange among the actors and stakeholders involved in missions.

Clarify the formal scope of a mission-oriented initiative and its performative scope of what and whom it is likely to affect.

Collectively envision desired futures as guideposts and orientation for mission implementation as well as monitoring and evaluation.

Mobilise actors well beyond research and innovation, and clarify the potential and the limitations of R&I (policy) in progressing along the mission implementation path.

Support actors in adopting a mission-oriented mindsets and endow them with the necessary skills to make that mindset effective in their work.

Take into account the embedding of missions in their contexts, and map, monitor and assess the change of that context in terms of its 'mission readiness'.

In view of the variety of monitoring approaches currently being developed, bring these competing monitoring approaches together after an initial exploratory phase in order to collect lessons learned and establish improved practices.

SUMMARY PARALLEL SESSION: “HOW TO ENGAGE CITIZENS IN THE EU MISSIONS? A WORKSHOP”

Hosts: Patricia Stark, Open Innovation in Science Impact Lab | JKU x LBG, Thomas Palfinger, Programme Manager, Ludwig Boltzmann Gesellschaft

Panel: Andrea Hoffmann, Elisabeth Hajicek, European and International Programmes, FFG
Zoya Kuzmina & Gratian Mihăilescu, Citizen Representatives from Rumania and Austria

Intro: Join us for an interactive workshop exploring ‘How to engage Citizens in the EU Missions?’. Drawing from diverse perspectives of both participants and our expertise within TRAMI and beyond, we will navigate this crucial question together. Do not miss out on the opportunity to be part of shaping innovative ideas that enhance citizen engagement in EU missions.

Summary: Engaging citizens and the public general public

A short synthesis of intent:

The objective was to familiarize the participants of the 2nd European Mission Forum EMIF with the outcomes of the workshop design crafted within TRAMI for citizen engagement. This involved translating the design into a practical format to provide a sense of how such workshops operate, while also facilitating direct learning experiences within the group. To achieve this, a workshop component was tailored for the event and executed collaboratively with the participants.

What are the lessons learned and observations made:

The workshop garnered positive feedback from participants, and the streamlined design sparked engaging discussions. During the core segment of the workshop, attendees engaged in a World Café-style discussion focusing on three facets of citizen participation: established good practices, encountered obstacles, and actionable steps individuals can take to foster citizen engagement. This facilitated discussions at an accessible level for participants, irrespective of their prior experience. Yet, it was intriguing that inquiries about direct adaptation within one's own professional sphere elicited rather general responses. This suggests that individuals within institutions may require further empowerment to effectively engage citizens, thereby emphasizing the need for enhanced involvement strategies.

Which format worked for which purpose?

The World Café format, accompanied by brief introductions, proved effective for facilitating swift idea exchange among participants with diverse backgrounds. It yielded satisfactory outcomes within the context of the 2nd European Mission Forum EMIF. However, for deeper collaboration or addressing the challenges raised with more intensity, a longer workshop format, as outlined in the TRAMI project's Blue Print, would have been necessary. The workshop at the event allowed for a quick exploration of topics and provided participants with a deeper immersion into this workshop style.

What learning efforts will be needed in the future?

The majority of participants at the event and therefore the workshop had institutional backgrounds. Given the theme of citizen engagement, it would be advantageous to include a more substantial representation from this group. While there were some citizen representatives present at the event, due to the efforts undertaken by the TRAMI project, their numbers were relatively limited. To scale up citizen engagement effectively, the program of such events would need to be more attuned to the specific needs and interests of citizens.

SUMMARY PARALLEL SESSION: “EUROPEAN MISSION NETWORK EMiN – FUTURE WORK”

Host: Angela Schindler-Daniels, Head of the Brussels Liaison Office of the DLR Project Management Agency at DLR Projektträger

Panel: Hannah Kamionka, DLR Project Management Agency at DLR Projektträger
Kristin Danielsen, Special Adviser, The Research Council of Norway
Tor Ivar Eikaas, The Research Council of Norway

Intro: EMiN is a young network, joining over 150 institution, equaling more than 400 individual mission stakeholders in EMiN events thus far. Initiated as a top-down network, EMiN is now changing gears and taking a bottom-up approach to its activities and structure. This session was intended to allow interested parties to help shape the next phase of the EMiN.

Summary: In the session on the future of European Mission Network (EMiN), participants discussed the benefits and challenges of the EMiN and elaborated on the value of its sustainability. The participants considered the overarching goal of the EMiN, the creation of a Community of Practice, to play a significant role in supporting the implementation of the EU missions at national and regional. The rapid acquisition of members, with over 240 registrations over the past 18 months, representing government bodies (from EU to local), research organizations, business and civil society is considered a solid indicator that the network is going in the right direction. The heterogeneity of EMiN membership is considered an asset, as it is the prerequisite for creating an authentic Community of Practice. Participants particularly appreciate the basic “mission-orientation” EMiN offers to EU Mission “newcomers”. The EMiN is often considered to be the “go-to” for stakeholders new to the mission-approach and looking for strategies and direction for implementation practices in the context of their realm of responsibility. The exchange in the session underscored the value of the EMiN:

- As the vehicle for promoting the mission approach
- Promoting knowledge exchange, including national, non-EU oriented approaches
- By focusing on horizontal and cross-cutting issues
- By connecting networks and practitioners across the EU Missions
- And offering a “safe-space” for exchange

With a view towards the post-TRAMI future, participants noted that the EMiN needs to find touchpoints between existing networks and specify their target group. The debate also made clear that the topics discussed in the EMiN should be broader than the EU Missions. The participants discussed the possibility of introducing subgroups within the EMiN so as to allow for a regular exchange amongst target groups and create a better interaction with the Coordination and Support Actions (CSAs).

The session concluded that the EMiN should:

- Continue to build a Community of Practice
- Offer a platform for “safe” exchange and mutual learning

- Network the mission networks – and other relevant networks
- Include subgroups – (e.g. regional stakeholders, governance approaches, co-creation etc.)
- Support the development of the Missions in FP 10“
- Provide regular practice-based feedback on mission implementation
- Provide an “all” mission calendar
- Be adequately funded

With closer collaborations with Horizon Europe CSAs and other Mission networks and widening the fields of expertise beyond the missions, the session concluded that the EMiN, as a crosscutting network, has the ability to create an encompassing Community of Practice past the TRAMI project.

SUMMARY PARALLEL SESSION: “ENGAGING WITH THE PRIVATE SECTOR”

Host: Sascha Ruhland, Mission Management Unit at European and International Programmes, FFG

Panel:

Taina Tukiainen, Research Director Vaasa University, Member Climate Adaptation Board

Matti Hiltunen, Business Finland

Heikki Uusi-Honko, Business Finland

Intro: The implementation of the five EU Missions is in full swing in the EU Member States, albeit at different speeds, with different national approaches and conditions. The challenges are numerous and range from finding the right way to communicate the missions to extending the missions beyond research and innovation. Engaging with the private sector is also proving to be challenging.

An open exchange format on what approaches could make this engagement work better was chosen to allow broad participation, i.e. whether attendees mainly had questions or wanted to share insights on the involvement of companies in the implementation of EU Missions – the session catered for this

Summary:

- Private companies need to be involved in designing the missions and especially in their implementation. In many cases, part of the solution(s) will be some sort of technology (and newly developed ones since we cannot reach the mission goals with existing technologies). These technologies as well as applications and scalable business models will have to come from industry. There is a number of companies already involved in national and European funding programmes and these should more readily be involved. However, industry’s awareness for the missions is still lacking.
- In order to engage with the private sector successfully, policy makers have to be aware of the fact that top-down approaches are generally less attractive for the private sector as companies prefer a more bottom-up approach. It is also important to understand that although companies are willing and open to contribute to finding solutions for our societal challenges, they will use mission-oriented approaches in the context of their own strategic development processes (e.g. companies included in the public-public partnerships such as the Finnish climate contract with cities). A challenge-based approach appears to be an especially good way to provide the much needed bottom-up element (e.g. including market dialogues with companies when developing pathways to Net Zero).
- The private sector and even different departments of individual companies are not and will not be equally open to engaging in implementing the missions. Addressing these companies and those departments (often the R&D department) and forming a “coalition of the willing” will be much more successful than trying to develop an all-encompassing approach.
- Companies (have to) make profits and implementing the missions with their engagement will not work until there is a market for that. Therefore, the missions have to address the

issue via regulation and setting standards, and by utilising the particularly powerful public procurement.

- The Private sector is not just large companies and a lot of (new) regulation linked to the missions might be challenging to SMEs and other smaller companies.
- Coordinating the mission implementation largely driven by STI-policies with sectoral policies is well-understood prerequisite but it is even more important for industry.

Lessons learnt: Main messages:

- There is a lack of awareness for the missions
- Companies find the missions to be too complex
- Companies to some extent are locked-in in their respective markets etc. and need incentives, e.g. through public procurement, to break free
- Breaking the missions down into smaller issues and focus on spill-overs instead of reaching and including everyone at the same time will be necessary = start with a coalition of the willing
- Add a bottom-up element to the missions, e.g. by way of challenges
- Find and use synergies with existing programmes private sector players know and understand, instruments such as the partnerships, European Investment Bank, EIC Accelerator
- Utilise public procurement

OUTCOMES

As during the first event, 2nd European Mission Forum provided participants the 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. The aim remained to support stakeholders on their journey of EU Mission implementation on national, regional and EU level. However, this time the focus was illustrating the status quo of EU Mission implementation after nearly two years of the TRAMI platform, integrating additional and non-usual actors and thematic platforms, thereby giving them an opportunity to connect in person and support the activities beyond the TRAMI lifespan.

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. Equally, the panel session provided an opportunity for high-level discussion and to look at future challenges.

In particular, the opportunity to pitch and have a thematic poster session was important in meeting TRAMI's objective as a horizontal platform.

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

An update on TRAMI services, tools and formats were provided, many of which will continue to enable the implementation of the EU Missions.

RECOMMENDATIONS

The great interest in the event was indicative of the continued interest in learning about the EU Missions. The available data gives a good indication of which stakeholder groups are already engaged and where further work needs to be done. Details on the status quo of understanding of the EU Missions and needs of the audience can be found in the summary of the parallel sessions, which provide specific session results and recommendation.

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

As the discussions during and feedback following 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. Whilst the TRAMI project is coming to a close, TRAMI formats, including the European Mission Forum provides a good and now established format to build on and continue such engagement. It was vital that the European Commission was seen as supportive and an active part of the event and provided excellent input. Thus, this cooperation should continue in similar future actions.

The deeper engagement formats offered good practice examples, learning opportunities and the possibility to begin utilising synergies with other “non-usual” actors from outside the established, often thematically linked networks, to help drive EU Missions towards success. The indication in topics during registration are indicative of the desire to engage with these actors.

Thus, the conversations started at EMiF need to continue. The Mission Network EMiN is ideally placed to continue as a vital element of such engagement by continuing to grow, potentially in affiliation with yet to be established bodies such as the “Citizen Observatory” and a body that can capture the private sector’s needs, to make this a truly co-creational process, thereby supporting the successful implementation of the EU Missions. Discussions around such formats should involve the EC as its participation in the network will contribute to its success.

APPENDIX

Feedback

The web link to the online feedback form was shown during event. Furthermore, it was included in the follow-up e-mail to the participants.

It included the following questions:

- Overall, how would you rate this event? (5 is best)
- What did you like most about this event?
- Any other comments or feedback you would like to share?
- I belong to ...Academia & Research, Business Sector, Public Administration/Governmental Actor, Civil Society/Citizen

EMIF received feedback from 38 persons, which is a **response rate of 25%**. The event received an average score of 4.3 (out of 5). In terms of feedback, in particular the keynote by Rowan Conway, and the parallel sessions and the possibility the network and connect were noted as positive.

The distribution among the sectors is the following:

