



RESTORE OUR OCEAN & WATERS

Concrete solutions for our greatest challenges

EU Missions Info Days 17 May 2022

#EUmissions #HorizonEU #MissionOcean





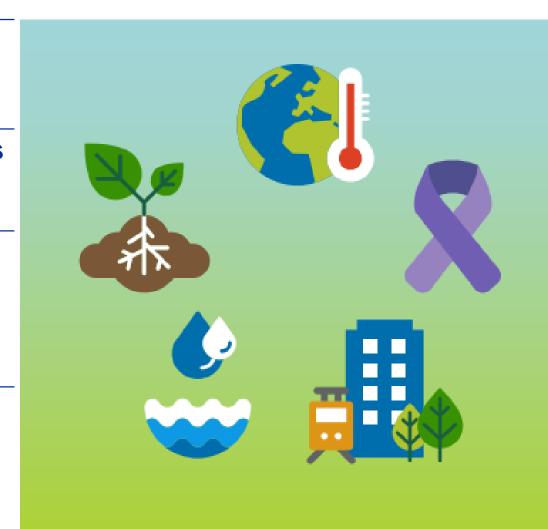
What are EU Missions?

The European Commission launched **five new EU Missions** – including the Mission "Restore our Ocean and Waters by 2030"

European Missions are **new broad mobilisation initiatives** to face the greatest challenges of our time

Rooted in the Horizon Europe research and innovation programme, **Missions go beyond R&I** and the existing instruments, cutting across policies, programmes and different levels of governance

They will develop and demonstrate innovative technological, social, business and governance solutions, and promote new forms of co-operation, allowing everyone to play an active role







"Every problem is an opportunity for innovation. But we need a clear and ambitious objective. We need a mission, like the European Green Deal. That is why we have launched the 'Mission to Restore our Ocean and Waters by 2030'. With EUR 0.5 billion in funding from the world's largest research and development programme, Horizon Europe, and other instruments."

President von der Leyen, 11 Feb 2022
https://ec.europa.eu/commission/presscorner/detail/en/SPEECH_22_962





Mission Restore our Ocean and Waters by 2030 a systemic approach





EC Communication 2021



Brussels, 29.9.2021 COM(2021) 609 final

COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS

on European Missions





Mission objectives and targets

Restore our Ocean and Waters by 2030

PROTECT AND RESTORE MARINE
AND FRESHWATERS ECOSYSTEMS
AND BIODIVERSITY

- Protect at least 30% and strictly protect 10% EU's sea areas
- Restore 25.000 km free flowing rivers
- Marine nature restoration targets (incl. degraded seabeds, coastal ecosystems)

PREVENT AND ELIMINATE
POLLUTION OF OUR OCEANS,
SEAS AND WATERS

- Reduce by at least 50% plastic litter
- Reduce by at least 30% microplastics
- Reduce by at least 50% nutrient losses, chemical pesticides

Make the blue economy carbon- neutral and circular

- Net zero maritime emissions
- · Zero carbon aquaculture,
- Low carbon multipurpose use of marine space

ENABLERS



Mission lighthouses:

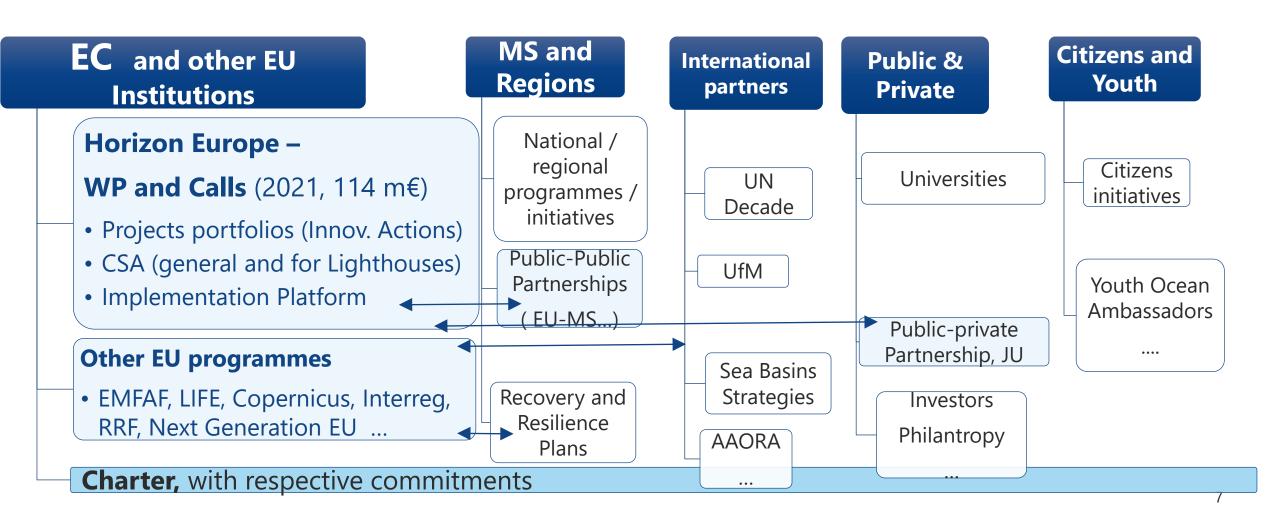
spaces of transformation to pilot, demonstrate, develop and deploy the Mission activities across EU







Implementing the Mission: WHO does WHAT and HOW?







EU Support for Mission

Baseline studies (HE)

Portfolio of projects and initiatives (HE and other programmes)

EU strategic and financial support for Mission lighthouses

Coordination and Support Actions (HE)

Mission Implementation Platform (HE)





Mission Charter: A joint commitment to Restoring our Ocean and Waters

Sense of ownership: join forces for a transformational change for a healthy ocean and waters, thus contributing to the EU Green Deal objectives

Community of practice: a **simple**, **inclusive**, **efficient** and **inspirational** framework to enhance cooperation to deliver **on Mission objectives**

Non-binding engagement, open to any public or private interested parties



Mission Charter action areas



- ✓ Research and innovation: mobilise your programmes, instruments and resources for healthy ocean and waters and a sustainable blue economy
- ✓ **Upscaling, deployment and replication of solutions**: support well-functioning innovation ecosystems and its different components: finance, investments, infrastructures, talents, regulations, ...
- ✓ Evidence-based knowledge and data: generate, use and share authoritative knowledge and data in marine, maritime and biodiversity domains in line with FAIR principles and feed the Mission Ocean Knowledge System and Mission baseline studies
- Outreach, public mobilisation and engagement: promote involvement and citizen-led initiatives; ocean literacy; awareness raising and participatory approaches
- ✓ Establishment of **communities of practice** to serve as fora for co-design, exchanges of experiences, tools and good practice, to coordinate actions and to take stock of progres®





SYNERGIES – Teaming up beyond EC / HE level

Across different EU Programmes

Horizon Europe, EMFAF, Life, Inter-Reg, InvestEU

With Member States and Regions

National and regional programmes / initiatives, partnerships

With International partners / initiatives

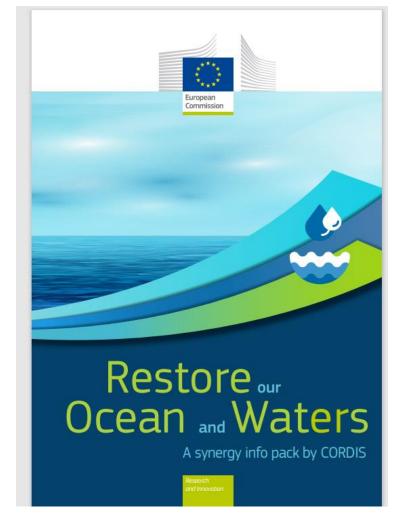
UN Decade Ocean Sciences, UfM, Alliances (e.g. AAORA)

With public & private sectors, and investors

Universities, Joint Undertakings, EIB, EBRD, philanthropy

With citizens and youth

Citizens initiatives, EU4Ocean, Youth ocean Ambassadors







Next steps in Mission implementation

Implementation
of Mission
lighthouses &
Blue Parks
technical support

Mission Charter

2nd Horizon
Europe Work
Programme for
Mission

Communication, outreach, literacy & citizen engagement

Actions to support digital ocean and water knowledge system





Q&A via Sli.do

- Ask questions during the presentations using Sli.do!
- To access Sli.do:
 - go to www.sli.do,
 - insert the #MISSIONSINFODAY to join the event,
 - and select the room on Restore our Ocean and Waters by 2030.
- Label the questions with topic number:
 - E.g. If related to topic HORIZON-MISS-2022-OCEAN-01-01: European Blue Parks – protection and restoration solutions for degraded coastal and marine habitats
 - Put numbers **01-01**: and then pose your question.





WP 2022 - Mission Ocean, seas and waters adopted on 11 May 2022: main features

- ✓ Follows the **impact-driven logic** of Horizon Europe and European Missions
- ✓ Supports major **EU policy objectives**: EU Biodiversity Strategy 2030, EU Action Plan toward Zero pollution, the Communication on a Sustainable Blue Economy
- ✓ Special focus on «**lighthouses**»: hubs for the development and deployment of transformative innovations (technological, social, business, governance) in **4 basins**:
 - Atlantic and Arctic sea basin
 - Baltic and North Sea basin
 - Mediterranean sea basin
 - Danube river basin
- ✓ Based on the Mission Implementation Plan, 2022 WP complements WP 2021 with further actions and new research & innovation areas
- ✓ Supports the Mission first phase: «*development and piloting*» for 2021-2025





WP 2022 - Mission Ocean, seas and waters adopted on 11 May 2022: main features

- ✓ **Single call** addressing 3 policy objectives as well the enabling activities:
 - Protect and restore marine and freshwater ecosystems and biodiversity
 - Prevent and eliminate pollution of our oceans, seas and waters
 - Sustainable, carbon-neutral and circular Blue economy
 - Enabling activities: digital ocean & water knowledge system (DTO) and public mobilisation and engagement
- ✓ Other actions: studies, individual experts, events
- ✓ **Indicative budget 2022:** EUR 117.9 million
- ✓ Call closing date: 27 September 2022





Mission objective 1 – protect and restore marine and freshwater ecosystems and biodiversity

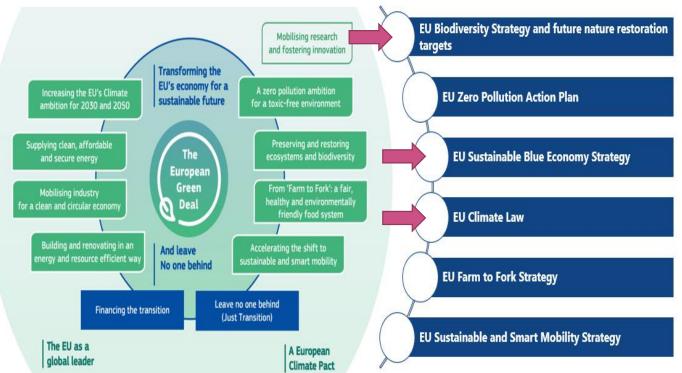






European Blue Parks – Protection and restoration solutions for degraded coastal and marine habitats

POLICY CONTEXT



EXPECTED OUTCOMES

- Protected, restored and sustainably used and managed marine biodiversity, blue natural capital, marine and coastal ecosystems, reinforced ecosystem services
- Seabed protection and restoration solutions, including preserving seabed carbon sequestration capacity
- Innovative solutions for ecosystem-based management of marine protected areas
- Enhanced resilience of coastal and marine ecosystems
- Extension of marine protected areas and/or a shift of their status from "protected" to "strictly protected", identification of ecological corridors
- Contribution to the Mission's Digital Ocean and Water Knowledge system
- Reinforced EU leadership in international efforts to combat biodiversity loss, including through the protection, conservation, restoration and sustainable use of marine ecosystems and biodiversity





European Blue Parks – Protection and restoration solutions for degraded coastal and marine habitats

SCOPE

- Address the degradation of coastal and marine habitats, develop and demonstrate protection and restoration solutions to enhance the EU's blue natural capital
- Site-specific and ecologically relevant actions addressing the connection between marine ecosystems, and their biodiversity
- Creation and long term maintenance of adequate conditions for habitats and/or for the movement of species
- Increasing climate resilience

INDICATIVE BUDGET

Total: EUR 17 million

Per project contribution: EUR 8.5 million

IMPORTANT

Additional eligibility conditions apply – use of Copernicus/Galileo/EGNOS

Scale up and reproduction emphasis

Involve national and local authorities and coastal communities

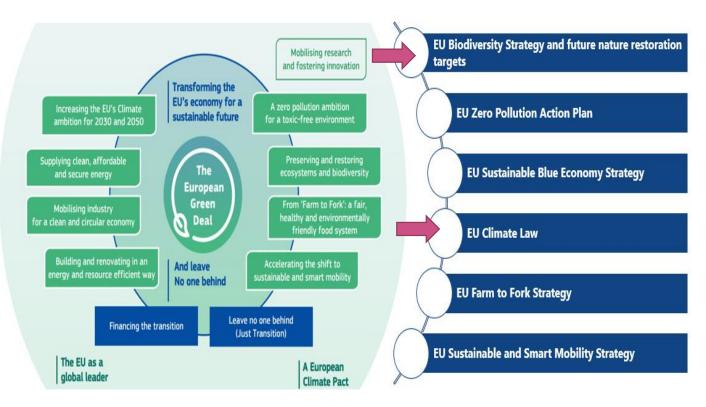
Contribute to implementation of existing legislation in relation to Marine Protected Areas





Danube river basin lighthouse – Protection and restoration of wetlands, flood plains, coastal wetlands and salt marshes and their biodiversity

POLICY CONTEXT



KEY EXPECTED OUTCOMES

- ✓ Reverse the deterioration of the state of wetlands, flood plains coastal wetlands and salt marches in the Danube river basin and in the adjacent Black Sea area, including solutions to restore lateral connectivity of rivers with their associated floodplains and wetlands
- ✓ Improve protection of local communities and ecosystems from extreme events (flood, droughts, storms) in the Danube river basin and its delta, in particular with nature based solutions linked to wetlands, flood plains, coastal wetlands and salt marshes
- Improved monitoring of carbon sequestration capacity of wetlands and coastal wetlands and salt marshes

19





Danube river basin lighthouse – Protection and restoration of wetlands, flood plains, coastal wetlands and salt marshes and their biodiversity

SCOPE

- Demonstration of active and passive restoration of wetlands, flood plains, coastal wetlands such as salt marshes including in the transitional waters of the Danube river delta at a large scale
- Holistic approach of returning the ecosystem to the conditions prior to its disturbance
- Long term protection and monitoring of the state of wetlands

INDICATIVE BUDGET

Total: EUR 17 million

Per project contribution: EUR 8.5 million

Number of grants: 2

IMPORTANT

Additional eligibility conditions apply
Third party cascaded grants/Associated regions

Scale up emphasis/impact-driven/ Naturebased solutions

Support local economy & social/ economic transitions



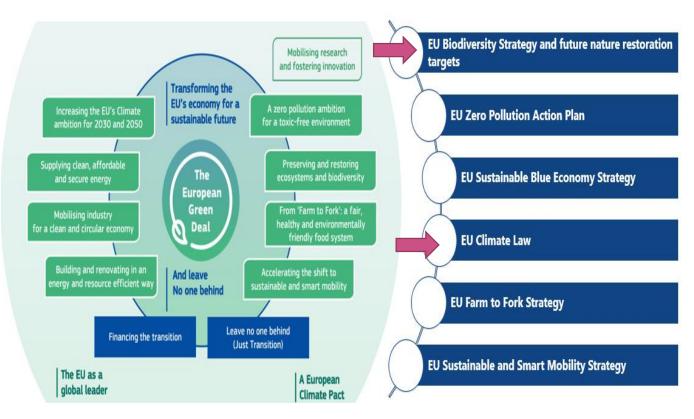
Cross-Mission topic Joint CALL HORIZON-MISS-2022-OCEANCLIMA-01



HORIZON-MISS-2022-OCEANCLIMA-01-01

Mission Climate adaptation and Mission Ocean and waters - Joint demonstration for coastal resilience in the Arctic and Atlantic sea basin

POLICY CONTEXT



KEY EXPECTED OUTCOMES

- ✓ Upscaling of innovative solutions building climate resilience for coastal areas, making communities climate-proof and weatherresilient, in particular by adapting to extreme weather events and sea level rise
- ✓ Technological, logistical, social and economic innovation for the restoration of marine, coastal and river ecosystems
- Basin-scale cooperation, including through transition arrangements that create socially and economically sustainable propositions for local stakeholders



Cross-Mission topic
Joint CALL
HORIZON-MISS-2022-OCEANCLIMA-01



HORIZON-MISS-2022-OCEAN-01-01

Mission Climate adaptation and Mission Ocean and waters - Joint demonstration for coastal resilience in the Arctic and Atlantic sea basin

SCOPE

- Full-scale demonstrations of innovative solutions with concrete measurable impacts leading to a measurable increase of the resilience and adaptation capacity of the regions involved, whilst contributing to climate change mitigation and biodiversity conservation
- Explore different pressures and climate change adaptation needs in a systemic way, such as the soil erosion and its impact on coastal areas resulting in marine ecosystem pressures

INDICATIVE BUDGET

Total: EUR 20 million

Number of grants: 1

IMPORTANT

Additional eligibility conditions apply
Third party cascaded grants/Associated regions
 Scale up emphasis/impact-driven
 Nature-based solutions
Climate change adaptation & mitigation
Involvement of local communities





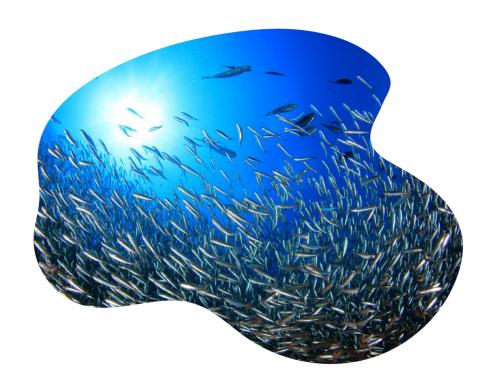
Q&A

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Mission objective 2 – prevent and eliminate pollution of our ocean, seas and waters



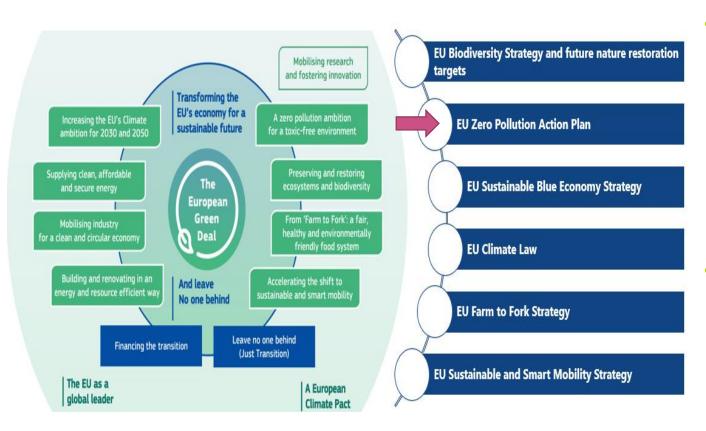






Mediterranean sea basin lighthouse - actions to prevent, minimise and remediate chemical pollution

POLICY CONTEXT



KEY EXPECTED OUTCOMES

- Innovative, reproducible solutions to reduce and remediate pollution from chemicals (such as mercury, persistent organic pollutants, plant protection products (pesticides, biocides), perand polyfluorinated alkyl substances - PFAFs, antifoulants as well as other chemical pollutants) the Mediterranean Sea Accelerated uptake of innovative solutions to prevent and minimize chemical pollution;
- Effective monitoring of chemical pollution in line with existing methodologies Support Water Framework Directive and Marine Strategy Framework Directive Empowered citizens taking action against pollution.





Mediterranean sea basin lighthouse - actions to prevent, minimise and remediate chemical pollution

SCOPE

- Demonstration of replicable solutions to prevent and minimise pollution in the Mediterranean Sea including its major river catchment areas and taking into consideration land-sea interactions through measures, such as:
 - Upstream prevention of pollution from chemicals;
 - Substitutes or alternative less polluting substances and materials for the most prevalent chemical pollutants found in freshwater and at sea.

INDICATIVE BUDGET

Total: EUR 17 million

Per project contribution: EUR 8.5 million

Number of grants: 2

IMPORTANT

Additional eligibility conditions apply
Third party cascaded grants/Associated regions

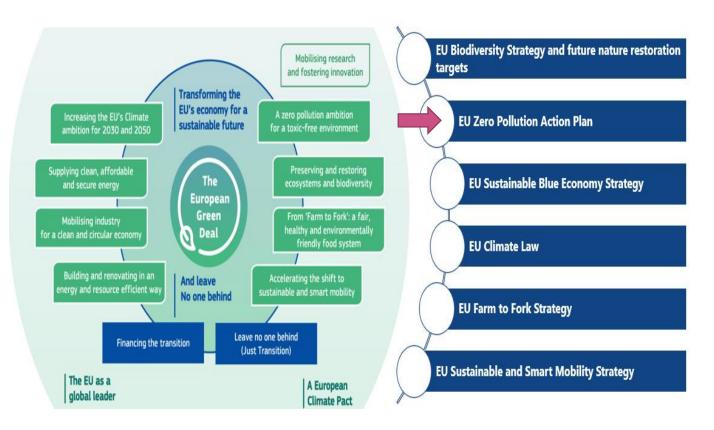
Scale up emphasis/impact-driven Multi-stakeholder engagement





Prevent and eliminate litter, plastics and microplastics: Innovative solutions for waste-free European rivers

POLICY CONTEXT



EXPECTED OUTCOMES

- Reduced pollution from litter, plastics and microplastics in European rivers;
- Accelerated uptake of innovative solutions to prevent and minimize pollution of rivers by litter, plastics and microplastics;
- Effective monitoring of litter, plastics and microplastics in freshwaters to implement the Water Framework Directive and Marine Strategy Framework Directive;
- Reduction by at least 50% plastic litter at sea and by at least 30% microplastics released into the environment;
- Contribution to the Mission's Digital Ocean and Water Knowledge system through marine observations and open data and knowledge sharing.





Prevent and eliminate litter, plastics and microplastics: Innovative solutions for waste-free European rivers

SCOPE

- Identify a set of innovative, cost-effective and sustainable solutions to be tested, validated and demonstrated to prevent and minimise pollution from litter, plastics and microplastics in major European rivers that flow out into the European seas and in their catchment areas;
- Select and test at least five innovative and costeffective solutions. The five solutions will include both solutions preventing as well as solutions eliminating litter, plastics and microplastics from rivers. At least 2 solutions should focus on elimination of microplastics from rivers.

INDICATIVE BUDGET

Total: EUR 10 million

Per project contribution: EUR 10 million

Number of grants: 1

IMPORTANT

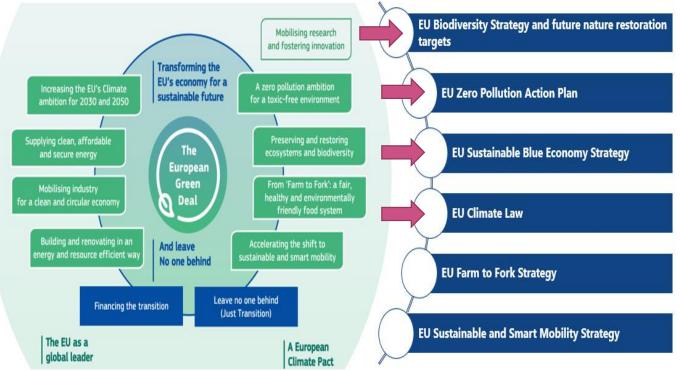
Innovation action /TRLs 7-8
Additional eligibility conditions apply
Third party cascaded grants/Associated regions





Marine litter and pollution- Smart and low environmental impact fishing gears

POLICY CONTEXT



EXPECTED OUTCOMES

- ✓ Portfolios of solutions for low-environmental impact fishing gears and zero end-of life waste;
- ✓ Increase users' choices and responsible behaviours;
- ✓ Reduced marine pollution;
- ✓ Innovative solutions for ecosystem-based management of marine protected areas;
- Preserved marine fauna and reduction of accidental catches (mainly of Endangered, Threatened and Protected (ETP) species), including the harmful effects of ghost fishing gears;
- Improved and preserved marine habitats, including seabed, and reduced negative effects of abandoned, lost or otherwise discarded fishing gears
- ✓ Contribution to the implementation of EU legislation, e.g.: the Directive on the reduction of the impact of certain plastic products on the environment (Directive 2019/904)31; Single Use Plastic Directive; Port Reception facility Directive





Marine litter and pollution – Smart and low environmental impact fishing gears

SCOPE

- Test, validate and demonstrate innovative smart and sustainable solutions to address negative impacts of fishing gears on marine life and habitats.
- Proposal will address either
 - Circular aspects of fishing gear design: life-cycle approaches; sustainable materials; recycling and reusing opportunities;

<u>or</u>

 Environmental impacts: minimise pollution (plastics and chemicals); reduce bycatch and selectivity requirements; tracking and recovery of ghost fishing gears;

INDICATIVE BUDGET

Total: EUR 10 million

Per project contribution: EUR 2.5 million

IMPORTANT

At least three solutions per project expected to be tested and demonstrated

Involvement of end-users is crucial

Awareness raising actions on plastic content; sustainable alternatives, re-use systems and waste management options

SMEs and early stage businesses invited to join the Bluelnvest community





Mission objective 3 – Make the Blue Economy sustainable and climate-neutral

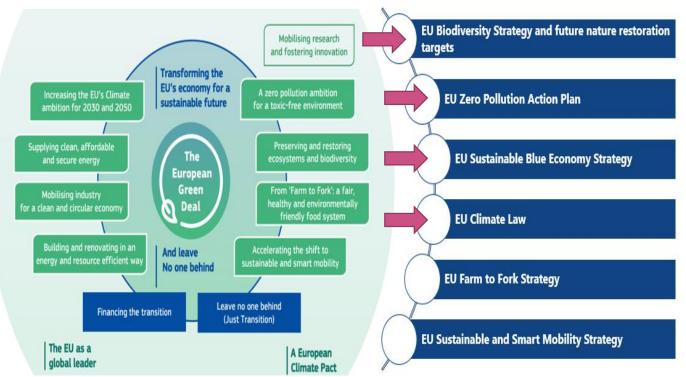






Lighthouse in the Baltic and North Sea – bringing sustainable algae-based products and solutions to the market

POLICY CONTEXT



EXPECTED OUTCOMES

- Increased market presence and further development of sustainable algae-based solutions and products for various uses and needs;
- Enhanced knowledge base on algae-based solutions;
- Enhanced public awareness and understanding of consumer acceptance issues of new algae based products:
- Identified and reduced market-entry barriers and barriers to uptake and scale up
- Expansion and integration of innovative and circular industrial ecosystems and industrial





Lighthouse in the Baltic and North Sea – bringing sustainable algae-based products and solutions to the market

SCOPE

- Demonstrate new and sustainable algae-based applications for uses e.g.: human consumption, animal feed, agriculture or pharmaceutical applications, waste water treatment, circular and sustainable textiles applications.
- Address technological, regulatory, economic and other barriers to bring algae-based products/solutions into the market and propose measures to overcome them.
- Develop and test commercialisation strategies
- Establish an algae-based community of practice and ecosystem
- Cost-efficiency and cost-reduction of algae processing

INDICATIVE BUDGET

Total: EUR 17 million

Per project contribution: EUR 8.5 million

IMPORTANT

Additional eligibility conditions apply Scale up and reproduction emphasis

Algae-based products and solutions for energy applications are excluded

Contribute to implementation of existing legislation in relation to Marine Protected Areas

Algae-based products and solutions for energy applications are excluded from the scopesof the topic





Conditions and features common to Mission Innovation Actions







Conditions common to Innovation Actions for Mission lighthouses

- Additional eligibility conditions:
 - Consortium must involve and include partners from at least three countries of the given basin, in which demonstration activities will be taking place
- Legal and financial set up of the Grant Agreement:
 - Support to third parties (local and/or regional authorities from 'associated regions') up to EUR 100,000 to showcase the feasibility, replicability and scale up of the solutions in other areas
- **Associated regions:** areas with ecosystems that can benefit from the demonstration activities (e.g. neighboring regions and/or regions in a different sea basin) and/or less-developed regions, with the need to build capacity to implement the innovative solutions to restore freshwater ecosystems. The proposals should ensure that the associated regions are located in Member States/Associated countries other than those that are part of the project





Q&A

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WORK PROGRAMME 2022 ~ MISSION ENABLING ACTIVITIES





HORIZON-MISS-2022-OCEAN-01-07: Integration of biodiversity monitoring data into the Digital Twin Ocean

AIM

- Expand the collection of ocean datasets related to biodiversity (species, habitats, ecological interactions, human activities, and their impacts)
- Make it available through the Digital Twin of the Ocean
- Support the development of tools for a better assessment of human activities on marine biodiversity





POLICY CONTEXT

EU Digital Twin Ocean

- To make ocean knowledge readily available to citizens, entrepreneurs, scientists and policymakers
- To provide an innovative set of user-driven and interactive tools, fostered by digital transition,
- To empowering all to collectively share the responsibility of marine and coastal habitats and act on their restoration, to support a sustainable blue economy and to mitigate and adapt to climate change.

INFRA-2022-EOSC-01-03 Models HORIZON-MISS-2022-OCEAN-01-07 MISSION 2027. ED TO UNDERNING MODELS. Physics, Fisheries, biodiversity Destinatio Other sources of data (NEMO, ECOPATH & ECOSIM,...) Research, citizen, private and other networks data Operational (Research Core DTO Ecosystems models: Harmonised data 2022-SPACE-01-41 CL6-2022-BIODIV-01-01 Marine Copernicus Marine Service RIS **EMODnet** Ocean Data Space Models outputs Co-working **Local Twins** Marketpace Ocean Climate Blue economy Baltic **Biodiversity** Coastal zone management LIGHTHOUSES **Pollution Atlantic** Danube Med Sea Maritime Spatial Planning





POLICY CONTEXT

EU Digital Twin Ocean

- To make ocean knowledge readily available to citizens, entrepreneurs, scientists and policy-makers
- To provide an innovative set of user-driven and interactive tools, fostered by digital transition,
- To empowering all to collectively share the responsibility of marine and coastal habitats and act on their restoration, to support a sustainable blue economy and to mitigate and adapt to climate change.

EXPECTED OUTCOMES

- ✓ Unlocked "sleeping" data on marine life, and human activities
- ✓ Harmonised data, protocols and vocabularies
- Secured, sustained and reliable data flows from biodiversity monitoring programmes
- Economies of scale for biodiversity monitoring
- ✓ Support to the Mission's Blue Parks and Lighthouses





SCOPE

- Collect and feed existing ocean and future datasets into the DTO infrastructure:
 - Nature Directives, fisheries, MSFD reports, citizen science, national and international monitoring programmes, programmes, industry, ...
- Development of the biodiversity digital component and its integration in the DTO architecture
- Case-studies

INDICATIVE BUDGET

Topic and project expected budget: EUR 10 million

IMPORTANT

Innovation Action

Use of Copernicus and/or Galileo/EGNOS
Linked action to 3 topics

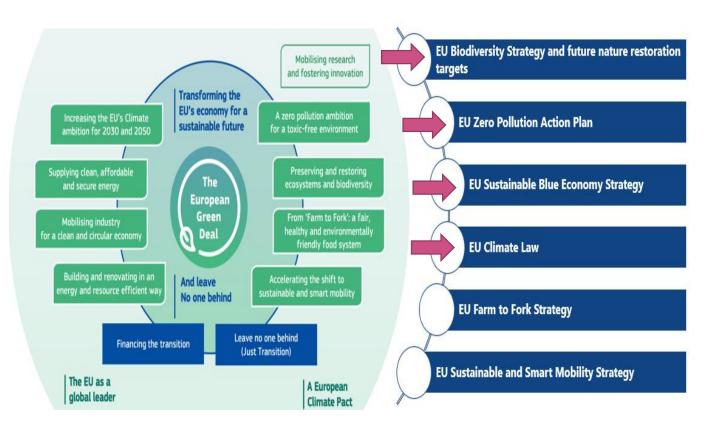
Cascading grants (EUR 60 000)





Student and school activities for the promotion of education on 'blue' sustainability and the protection of marine and freshwater ecosystems

POLICY CONTEXT



EXPECTED OUTCOMES

- ✓ Increased mobilization & engagement of children and youth in primary and secondary schools;
- ✓ Student and school projects implementing Mission objectives
- ✓ Increased ocean & water literacy among children, youth, teachers and schools
- ✓ Ramp up accreditation of schools in the Network of European Blue Schools





Student and school activities for the promotion of education on 'blue' sustainability and the protection of marine and freshwater ecosystems

SCOPE

- Expand and broaden ocean and water literacy programmes for primary and secondary schools, in cooperation with the Network of Blue Schools & EU4Ocean
- Expand the Network of European Blue Schools
- Develop a pipeline of student and school projects implementing the Mission objectives and engaging and mobilising students, teachers and schools for the Mission and monitoring the progress of their implementation
- Provide technical assistance and expertise for the proposed projects
- Highlight the contribution of student and school projects to achieving the Mission objectives through dissemination campaigns

INDICATIVE BUDGET

Total: EUR 3 million

Per project contribution: EUR 3 million

Number of grants: 1

IMPORTANT

Coordination and Support Action

Linked with the Blue Schools Network/EU4Ocean Coalition

Opportunity for schools & students to be part of the Mission

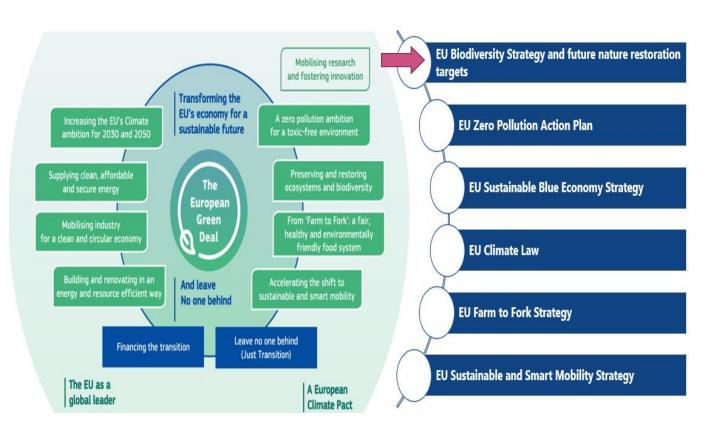
Cascaded grants (up to EUR 10 000 EUR/school)





Towards a European e-DNA library of marine and freshwater species

POLICY CONTEXT



EXPECTED OUTCOMES

- ✓ Development of the next generation marine monitoring programmes and mapping initiatives that focus on collecting and analysing environmental DNA of marine and freshwater species
- ✓ Assessment and promotion of synergies between EU/AC actions that entail collecting and analysing environmental DNA from marine and freshwater species
- Assessment of the feasibility of creation of an integrated European e-DNA library of all marine and freshwater species
- Assessment of ongoing international efforts on standards and interoperability of data, methods, techniques





Towards a European e-DNA library of marine and freshwater species

SCOPE

- Assessment of ongoing international efforts on standards and interoperability of data, methods, techniques.
- Developing plans for efficient data curation and storage
- Use cases to demonstrate the value of establishing an e-DNA library

INDICATIVE BUDGET

Total: EUR 2 million

Per project contribution: EUR 2 million

Number of grants: 1

IMPORTANT

Interdisciplinary

Involve relevant expertise, European Research Infrastructures, relevant end users such as environmental agencies, regional convention programmes, institutes in charge of the implementation of the MSFD, national and regional authorities

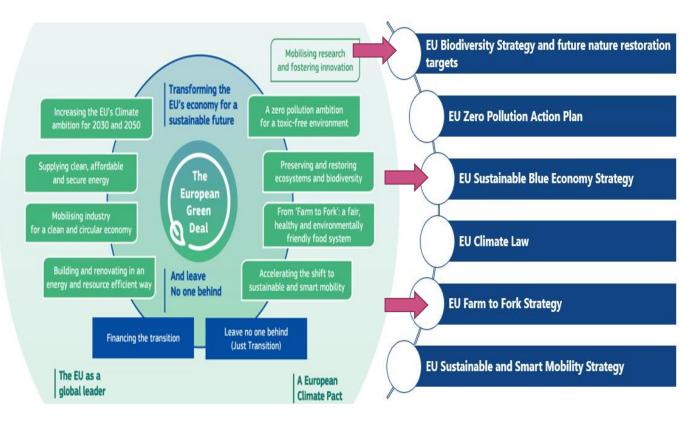
link with the Digital Ocean and Water Knowledge System





Towards local community-driven business models: regenerative ocean farming

POLICY CONTEXT



EXPECTED OUTCOMES

- Evidence-based business plans for local community-driven regenerative ocean farming initiatives
- Job creation and new skills
- New ecosystem services from marine and coastal ecosystems
- ✓ Preserved local marine and costal ecosystems, biodiversity and genetic diversity; increased resilience of coastal and marine areas to climate change
- Improved marine and coastal habitats and increased knowledge on the impact of ocean farming on local marine and coastal environment conditions

47





Towards local community-driven business models: regenerative ocean farming

SCOPE

- assessing the technical and operational feasibility and economic viability of communitydriven regenerative ocean farming initiatives
- Establishing partnerships and cooperation to build local expertise
- Address all key issues concerning the technical, organisational, financial, environmental and socio-economic feasibility of new communitydriven regenerative ocean farming initiatives
- Deliver thorough technical, organisational and financial plans underpinning the development of community-driven regenerative ocean farming initiatives

INDICATIVE BUDGET

Total: EUR 3 million

Per project contribution: EUR 1 million

IMPORTANT

Additional eligibility conditions apply

"community-driven" approach

at least three sites, each located in a different Mission sea basin

Support local economy & social/ economic transitions





Q&A

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Thank you!

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#MissionOcean

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