



EU Missions – how to make them deliver **Co-creating structures and governance for missions at EU, country and regional levels**

Online workshop, 28 April 2021

www.eu-missions-workshop.eu

1. Summary and key outcomes

The one-day online workshop ‘EU Missions – how to make them deliver’ on 28 April 2021 (09:30-16:30) brought together several hundred representatives from 31 countries to discuss the need for a joined-up approach for missions between the EU and the national level, and extending to the regional level, as well as possible practical solutions.

The event was very well received, with some countries reporting that they are already using the findings to move ahead with their national missions effort. In the afternoon the innovative set up of the breakouts worked well, being facilitated both professionally and supported by the mission secretariats which brought their own expertise. At the same time, the event highlighted the need to develop practical solutions for multi-level governance further.

Key takeaways included:

- strong support for the idea of national hubs, although the understanding by participants was not always consistent (i.e. single national structures that coordinate across all missions; a digital platform for sharing previous research and best practice; a mix of national- and regional level structures etc.);
- clear willingness to support and embrace missions but also calls for more clarity on their content, implementation and budget;
- encouraging progress with national-level work has been made in some countries (i.e. Austria, Spain, Norway), but other countries seem to expect top-down guidance on what national authorities should do;
- calls to use existing structures to the largest extent possible.



The speakers in the plenaries provided very positive feedback on the event.

Speaker feedback:

“The event has taken the discussion on missions a substantial step forward. Worth to be repeated soon – and on national / regional levels.”

“Thank you for the opportunity to share our national views with others and to see how much our thoughts and challenges converge. I benefited a lot from the different national, regional, OECD and Commission perspectives.”

“It was a very useful and well-organized workshop, and the large interest probably reflects the need of stakeholders and civil society to discuss Missions and understand where they may connect and contribute.”

2. Next steps

As follow-up, RTD.G.4 will – in full co-creation with the secretariats – undertake further work on what could be involved in multi-level governance. It will specifically develop the idea of national hubs for missions, which received strong support from the participants.

This work will include a survey among the participants on what form of hubs or networks they would consider most useful.



3. Format and participation

The workshop comprised three plenary sessions in the morning with a total of ten presentations, combined with 'Slido' sessions to develop interactivity with the participants, and breakout sessions in the afternoon. These were designed to dig deeper into how to develop a joined-up mission approach and what specific structures and governance could be used. Each mission was covered by two 'meeting rooms', with a professional facilitator in each and including several participants from the respective mission secretariats.

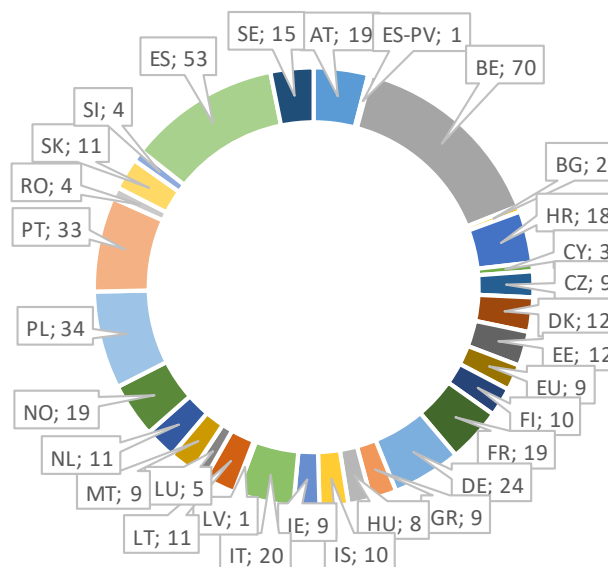
The event was organised and run in full co-creation with the mission secretariats, both during the preparations as well as in the breakouts.

There were 475 registrations and 227 unique viewers (271 unique loads) on the day of the event. The afternoon breakout sessions hosted an average of 25 participants each, with numbers having been restricted to ensure a good discussion. Given the ambition for a technical meeting, and the intention agreed with the mission secretariats not to include stakeholders, this was a very credible proportion of those actively involved in missions from national administrations. Several of the MS brought members of agencies for implementation of mission approaches.

In total, the event saw participants from 31 different countries (indicated as country of organisation). Representatives of all 27 EU MS were present, plus Iceland and Norway as Associated Countries.

The graph below shows participant numbers per country (indicated as country of organisation).

Country of organisation as indicated by participant; total number





4. Plenary sessions

Session 1: The missions approach will deliver solutions at the EU, national and regional level

The introduction by Director-General Jean-Eric Paquet and pitches from each of the five Mission managers highlighted how much there is to be gained from a joined-up approach, underlining the mutual benefits and potential impacts. They also made it clear that missions' multi-level governance must engage with multi-level programmes and other European actions, including EU level.

Slido 1: What is the main added value of the missions approach? 192 votes in total; multiple choice (single answer)



Session 2: Fitting the needs of national and regional variation and specificities

Whatever systems for governance are developed must be grounded in the reality of national and regional setups, which vary enormously in scale and orientations. The session provided some perspectives on these variations and offered views on the types of approaches that may be needed or desired.

Speakers:

Christian Naczinsky, Head of the Department "EU and OECD Research Policy", Ministry of Education, Science and Research, Austria



EUROPEAN COMMISSION
DIRECTORATE-GENERAL FOR RESEARCH & INNOVATION

David Gonzalez Martinez, Senior Adviser, Ministry of Science and Innovation, Spain

Eivind Lorentzen, Department for Research and Innovation, Royal Norwegian Ministry of Trade, Industry and Fisheries

Thomas Wobben, Director for Legislative Works, European Committee of the Regions

Presentations are available on the workshop website: www.eu-missions-workshop.eu

Slido 2: Rank the top five suggested hurdles to a European joined-up approach for missions

1. Connection between EU missions governance, the national and regional level
2. Understanding of how to get involved
3. Links between missions and other EU policies
4. Visibility of the missions and understanding of their added value
5. Trust and channels of communication between stakeholders, citizens and civil society
6. Strategic intelligence to inform the governance process

Session 3: Learning from wider experience

This session highlighted lessons from the analysis of other models and as well as initiatives to provide EU governance on R&I through the ERA.

Speakers:

Learning lessons from missions in other systems – Philippe Larrue, Political Analyst, OECD

What can the ERA approach provide for missions – Patrick Brenier, European Commission

Moderated by Wolfgang Polt, Director POLICIES, JOANNEUM RESEARCH, Austria

Presentations are available on the workshop website: www.eu-missions-workshop.eu



Slido 3: Example questions from the open Q&A:

Are Missions already being included as part of individual countries' National Innovation Strategies?

What are the main expectations of the mission preparatory actions, especially of the proposed action „Complementing missions through national activities“?

Which practical suggestions do you have to ensure that the governance of Missions is more efficient, faster than the existing governance of relevant policies?

Beyond Horizon Europe, is the Commission, together with the Member States, analysing the role of Missions, and its funding, in the different EU programmes?

Are there technologies or thematic areas where the missions approach doesn't work?

Is there an optimal time frame for a mission?

Are the plans of making (partly) new Mission Boards in the summer valid? Will their role, composition and competences change?



5. Breakout sessions

Participants in the professionally moderated breakouts were given the opportunity to discuss two questions:

1. How could countries and regions contribute to the EU missions?
2. What new forms of implementation structures and governance are needed?

Full Padlets with participants' ideas and comments are included in the Annex.

The discussions in the breakout groups touched on a wide range of issues and examples, but there were a number of common themes that are worth considering for further development either with the participant group or more widely.

Hubs and networks

Hubs were a popular recommendation, generally at national level, but the term was not used consistently. Some participants talked of a single national structure that would co-ordinate across missions and with a wide range of stakeholders. Others seemed to see the hub as a digital platform for sharing previous research and best practice. Still others saw hubs as existing at both national and regional levels at the same time. These approaches are in principle compatible, but the definition of the role of a hub clearly needs more development.

Networks was a term used with a similar level of inconsistency, but whereas hubs were seen as new creations, networks were seen as an asset that was (in part) already present. There was a strong interest in connecting existing networks and building on what was already available. Again, this area would benefit from deeper conversations on how such networks could work.

Connections

Regions as the space for horizontal connections. Several groups discussed the right geographical level to bring together connections between different actors around their individual mission, and across the different missions. The regional rather than the national level was slightly favoured, though both were mentioned. The city conversation naturally focused on cities and groups of similar cities rather than regions or nations.

Functional connections. Some participants proposed variable geometry - on oceans, for instance, macroregional river catchments were also considered. On oceans and in the soil sessions there was a focus on bringing together different geographical areas (inland/shore, different types of farming land or



land use patterns) while also creating tighter interest groups for particular types of land, or particular water uses.

Close citizen connections. Part of the joining up that participants sought was with citizens. Each group considered citizen engagement important, and most thought it was best delivered at the level closest to citizens (though there was also much support for information and awareness-raising to come from the centre).

Knowledge sharing

Ensuring that research built on earlier work and parallel projects was mentioned several times as a goal for any national or regional structures. Participants who expressed this view were concerned that projects might unknowingly reinvent prior work, and that regional and national information resources could help project designers and others build on what had already been funded. The existence of parallel projects, and the need to integrate national and regional funding arrangements, was brought up by several participants.

Connection between missions. Particularly in the Oceans, Cities and Climate missions conversations, there was a strong sense of connection with other missions. Cities and climate were seen as having considerable synergies (and important differences, not least on scale). The idea of a climate city contract, planned for the Cities Mission, came up as a way of bringing accountability to commitments in these two areas.

Clarity and direction – the role of the centre

Clarity on objectives and purpose was frequently mentioned. Some participants expressed uncertainty about what national and regional structures would be expected to do, and the *modus operandi* of the mission concept as a whole. The co-ordination of message and information was generally seen as a task for the EU level, while dissemination and co-ordination of practical action was seen as something that would be delivered best at a regional or national level.

Common metrics. Monitoring and metrics were mentioned by some participants as a role for greater central co-ordination. Some participants also talked about common governance frameworks or models for national or regional co-ordination. In both cases, the role of the centre participants described was setting the boundaries and providing patterns and templates, while allowing regional or national structures the flexibility to respond to local concerns.



Conclusion

Across the different groups it is not difficult to see an emerging three-level division of responsibility: central purpose and mission-setting, regional or national co-ordinating entities, and networked communication and collaboration. Although all these pieces were individually described, no participants expressed that as a single coherent view.

The concepts of hub and network clearly came out from the discussions, and it would be useful to undertake some further co-creation work on what these could look like in practice.

Rather than starting with a blank sheet of paper, the next stage of thinking could start with a proposed list of tasks, attributes or elements that could be prioritized or refined by a representative group of potential hub users or network members. This could then be used to create templates or patterns for different services that hubs could choose to offer, and help missions understand how they can support effective networks.

The different possible roles of the centre could be developed and prioritized using a similar process.

Slido 4: In one word: what are your main takeaways from today?





6. Post-event survey

Subsequent to the workshop, a post-event survey was sent to all participants. From the 27 responses received 74% said the fact they enjoyed most about the workshop was “getting a change to hear from other countries and stakeholders”. 52% said they enjoyed “listening to experts about the EU Missions” and another 26% said getting the “opportunity to contribute to discussions about the future of EU missions” was what they enjoyed most. Multiple answers where possible.

When asked about what participants got out of the experience, 70% said that they “learnt form experiences and examples presented during the morning sessions”. Another 44% said they “learnt something new” and approximately 30% indicated that they felt they could “contribute to the discussion about co-creating structures and governance for missions at EU, country and regional levels”. Multiple answers where possible.

Regarding the future development and setup of the EU Missions, following views where presented by the participants:

Question 1: According to your opinion, hubs and networks are worth considering for further developing EU missions in the form of:

		Answers	Ratio
Single national structures that coordinate across all missions		7	25.93 %
A digital platform for sharing previous research and best practice		6	22.22 %
A mix of national- and regional level structures		11	40.74 %
Making use of already existing structures (e.g. networking the networks)		18	66.67 %
I don't see the need for additional structures like hubs or networks in the further development of EU missions		1	3.70 %
Other		4	14.81 %

Other:

- Key is to link research policy actors and the sector covered by the mission
- Bringing together the parties that work on similar innovation missions at regional, national, EU level e.g. cancer or climate change, in a workshop to compare approaches and show practices, to see where we can possibly collaborate



- The hubs and networks are useful but should be organized by Member States and regions themselves building upon different needs and existing mechanisms
- National structures adapted to each mission

Question 2: According to your opinion, what would be the main tasks or elements an EU mission hub/network would need to fulfil?

		Answers	Ratio
Information and knowledge sharing		16	59.26 %
Liaison between the different political levels and actors		15	55.56 %
Providing guidance on implementation and direction		16	59.26 %
Dissemination and coordination of practical action		17	62.96 %
Monitoring and metrics		11	40.74 %
Communication and awareness		11	40.74 %
Other		2	7.41 %

Other:

- Capacity building for less advanced actors



ANNEX

Padlets

Climate Group 1, Part A: How could countries and regions contribute to the EU missions?

The image shows a screenshot of a Padlet board with a brown, textured background. The board is titled "Climate Group 1 - A) What and how could countries and regions contribute to the EU Missions?" and is organized into several color-coded clusters of sticky notes. The clusters are: Engagement (pink), Resources (green), Governance (blue), Questions (yellow), and Examples / References (white). Each sticky note contains text from participants, often including their name and a heart icon indicating likes. The notes discuss various aspects of the EU missions, such as engagement strategies, resource allocation, governance structures, and resilience assessments. Some notes are interconnected with arrows, showing a flow of ideas and responses.

Engagement (Pink)

- EU Missions 12d: Engagement
- Jaroslav Mysiak 4d: Yes, the Mission sets out to improve understanding of risks, vulnerabilities and differentiated impacts (on those most vulnerable and marginalised)
- EU Missions 12d: 5 approaches for the same city
How to do the engagement?
Common narrative?
- Anonymous 12d: Ines
What should be the role for countries and regions in the climate adaptation mission?
- EU Missions 12d: Questions
What do we mean by regions?
Flexible definition, it should be an entity we can talk with legal status

Resources (Green)

- EU Missions 12d: Resources
- Anonymous 12d: Lydia
Right now the only clear resources/funding is coming from HE but... what about other EU programmes???

Governance (Blue)

- Anonymous 3d: Efficient governance
Countries and regions can prove with the EU that multilevel governance can deliver fast and forcefully.
- EU Missions 12d: Governance
- Jaroslav Mysiak 12d: Should we distinguish the governance at EU (overall) and national/regional (implementing) levels?
- Anonymous 3d: The mission should work as the connector between existing initiatives. Therefore, it should expand synergies.
- Anonymous 3d: Others
Philippe
Look at the region of Normandy in France and the management of water in the NL, excellent examples
- Anonymous 3d: Governance
We in Iceland are just starting to I hear from this morning some advanced: who is participating in working groups you have for each mission? Are you already involving larger stakeholder like you national Climate Councils?
- EU Missions 12d: A common approach for the 5 missions: a systemic approach
- Anonymous 12d: Lydia
It is clear that there are some synergies among the missions (at least the 4 under EU Green Deal). How these interrelation are going to be addressed? E.g. in many cases regions have a key role but how are they going to contribute to the different missions, one by one, identifying common areas to work at the same time????
This has to do with governance and also with citizen/stakeholder engagement.
- Anonymous 12d: Are the consortia and types of actions to be supported under H2U somehow like the Regions of Knowledge projects under FP7? Maybe just with a broader scope?

Examples / References (White)

- EU Missions 12d: Examples / References
- Anonymous 12d: Philippe
Have you looked at Climate Adapt (EEA) for good examples that exist?
- Anonymous 3d: from Philippe
Some regions and territories are quite advanced in knowing the risk faced and they are taking action to increase their resilience. Best practices around Europe need to be better known
- Anonymous 12d: Eric Brun
Knowing the risks is one thing, assessing its own vulnerability to these risks is much more difficult and requires a standard methodology and approach. Will it be available early enough?

Questions (Yellow)

- Anonymous 12d: Eric Brun FR Resilience assessment ?
The main difficulty today for designing an adaptation policy does not primarily stem from the lack of knowledge about the climate risks but from the methodological difficulty to assess its own vulnerability to those risks. Will the Mission Adaptation develop innovative and science-based methodologies to assess the vulnerability and the resilience of systems such as regions, cities or sectors? I think it is the most critical issue for selecting projects and for assessing the progress made in increasing the resilience of a region or sector.
- Anonymous 12d: We have seen some examples of how Member States (MSs) prepare for the Mission. Has there been a systematic survey across all MSs?
- EU Missions 12d: Climate risk
Perhaps a quick clarification - when relating to climate risk we implicitly include climate related hazards (and their impacts), vulnerability and adaptive capacity



Climate Group 1, Part B: What new forms of implementation structures and governance are needed?





Climate Group 2, Part A: How could countries and regions contribute to the EU missions?

padlet

EU Missions + 10 3d

Climate Group 2 - A) What and how could countries and regions contribute to the EU Missions?

Engagement

EU Missions 12d: National Adaptation Strategy. Have countries make National Adaptation Strategy more public – use for the missions. NL willing to share.

Anonymous 12d: difficulty to reverse the speed from regional stakeholders asking how can they get funding from HE for the mission to ask them to contribute including financially.

Anonymous 12d: We organise a citizen engagement event for the mission in our country so this is feasible but key questions were about 1) how to manage expectations of citizens a) timewise b) and make them relate to "R&I"; 2) discrepancy between the "technical mandate" of the organisers and the expectations of the citizens in terms of action at political level.

Anonymous 12d: The national level can encourage politicians at the national, regional and local level of the impacts at stake - the political level is key to avoid urban development in risk areas.

Anonymous 12d: how can NCPs put concretely for better coordination with EU structural funds at regional level?

Anonymous 12d: Communicate early to key actors, and in particular cities and regions, on how they can participate in the H

Anonymous 12d: Create co-creation workshop about specific topics (e.g. forestfire prevention) of the mission and hear what stakeholders have say in terms of good practice. Ask the MS to that at national level and complement that with European wide event. Invite the non-usual stakeholders

Anonymous 12d: Create dialogue with regional and national actors to coordinate priorities and funding - national mirror groups with key actors operational as soon as possible

Implementation and co-evaluation

EU Missions 12d: Funding and civil/citizen involvement misaligned. Need more accessible, longer term funding options if we are getting citizens involved.

Anonymous 12d: Fine tune the national strategies in order to achieve the goals under EU missions

Anonymous 12d: Best practices on NBS handbook on green blue watermanagement NL

Anonymous 12d: Create dialogue with regional and national actors to coordinate priorities and funding - national mirror groups with key actors operational as soon as possible

Resources

Anonymous 12d: lack of financial and human resources to engage (because this was not planned)

Anonymous 12d: cities and from all parts, including and East

Anonymous 12d: Sharing knowledge. Countries and regions could exchange their plans how to cope with climate change

Anonymous 12d: Example: EU LIFE Project C2C CC. An example of a region coordinating and facilitating a quadruple helix effort on CCA

Anonymous 12d: Co-create programme in Brussels <https://innoviris.brussels>

Anonymous 12d: Develop bottom-up approach

Anonymous 3d: Actively involve citizens in national actions (because citizens are one of the key elements to achieve EU missions). Examples: Boost the communication and dissemination activities to better engage the citizens. Simplifying the application process for financial instruments could also help. Overcome the administrative process. Create mechanisms to better explain the added value to and for the citizens. Develop regional plans that include activities for behavioral changes and social aspects

Anonymous 12d: Feed in ideas ideas and experience with climate transition in the various sectors. Horizontal sharing as well.

Anonymous 12d: The EU adaptation strategy has just been approved by the Member States.

Anonymous 12d: Topics for focused collaboration. we could pick a theme like floods: how to cope? excess water buffers in cities, in rivers, in soils, and what joint R&D would be needed

Anonymous 12d: Different opinion on citizen engagement. I am sceptical about citizen involvement in innovations, too. Key is to have experts on board and drawing up a good analysis of climate change and plans to cope with that



Climate Group 2, Part B: What new forms of implementation structures and governance are needed?

padlet

EU Missions + 9 • 3d
Climate Group 2 - B) What new forms of implementation structures and governance are needed?
Made with a curious mind

Engagement

- EU Missions 12d: Platform/Place were citizens can meet e.g. ambassadors
- Anonymous 12d: Mission Climate Stakeholders Platform (like Circular Economy Stakeholders Platform), sort of one stop shop for the Missions

General ideas

- Anonymous 12d: Clear structure is needed, Missions should be discussed also within HEU Thematic Programme Committees, not only Strategic Configuration
- Anonymous 12d: Starting with EU level, different aspects of the mission program are discussed in different committees at national level (strategic, thematic sub-group...). It is sometimes requires from us to put pieces of information together. Then, as regards synergies, some information provided about European partnerships appear to be useful for missions. Again, there are so many groups where EU R&I policies are discussed that some form of coordination mechanism would be welcome.
- Anonymous 12d: Need [infrastructure] to increase visibility And to get the other stakeholders to also contribute. (Help needed)
- Anonymous 12d: political endorsement of the climate ministries is needed and have to be organized on a EU level similar to the ERA collaboration on research.
- Anonymous 12d: Governance follows content. So first define 'why and what', then 'how' and whom to involve in the governance.

Resources

- Anonymous 12d: Example: EU LIFE IP C2C CC www.c2ccc.eu
- Anonymous 12d: Example GD call 1.3 Inspiration from the structures given in the submitted proposals

Examples / References

- Anonymous 12d: Necessary criteria for the governance structure
- Anonymous 12d: Bringing together the levels (EC groups and national structures/groups), coordinating "thematically" between research and innovation related initiatives as well as all other policy areas
- Anonymous 12d: We need to increase the visibility of the Mission well beyond the R&I policies in EU Member States: ENV, CLIMA, AGRI.
- Anonymous 12d: Governance needs to consider the cross-cutting thematic dimension of adaptation and at the same time the different multi-level approach (urban- regional- national- European)
- Anonymous 12d: Commission to bring the discussion on the Mission to other sectoral committees beyond R&I.
- Anonymous 12d: The Commission should make the contribution to the Mission (climate adaptation) a mandatory requirement for regional / recovery funds.
- Anonymous 12d: We should rather ensure that climate is a key objective in all programmes than creating conditionalities
- Anonymous 12d: I think that basic conditions for climate change adaptation are include already, so do not complicate it too much ...

Questions

- Anonymous 12d: You ask about how to implement. Implement what? EU calls for R&D proposals - for demos - for regional plans to adapt to droughts or floods? Proposals should demonstrate that they are to be funded from many sides, incl local/regional govt.
- Anonymous 12d: involve all actors from R&D&I and education to work together on a joint agenda for climate adaptation: droughts, floods, nitrogen, fires etc, and the R&D actions needed. A region could take the lead on one of the issues?
- Anonymous 12d: problem that many things are asked from structural funds and structural fund programme managers have to arbitrate between these and the mission came a bit late here, the timing was better for the Resilience and Recovery Plans, but again these plans are asked to do a lot of things
- Anonymous 12d: Hor and vert governance needed: between policy fields, and between levels reg-nat-EU
- Anonymous 12d: Clim adapt indeed needs R&D, but also public procurement, spatial planning, regional funds, agriculture etc. So bring all these actors together to hammer out a joint agenda

Other comments:

- Anonymous 12d: Raise Mission often The WAY it is communicated. Formatted to think about these as calls and funding mechanisms. Shift thinking - strategy, mechanism. How do we make communication (framing?) better? More aligned with the ask/expectations.
- Anonymous 12d: Find the mechanisms to turn expectation (at regional level) into action. In order to do so, have a clear message about what you expect to do and what you could be receiving back
- Anonymous 12d: Different national structures in some countries the local level - the municipalities - have the authority for water and CCA. The regional level can have a very limited role. In these countries governance structures are to be established for inter-municipal CCA e.g. in relation to flood issues from rivers or coastal protection.
- Anonymous 12d: Funding coordination starts with recognition of the crucial role of regions and creation of a meaningful collaborative and governance model



Cancer Group 1, Part A: How could countries and regions contribute to the EU missions?

padlet

EU Missions + 7 • 12d

Cancer Group 1, Part 1 How could countries and regions contribute to the EU missions?

How could countries and regions contribute to the EU missions?

Funding, cooperation & alignment

♥ 0

Match EU funds with national funds where possible

♥ 0

Funding research in Spain- contribution to try to align to the Cancer Missions as it evolves and on the other hand structure the activity of the cancer research & community- contribute to the aims of the mission. The mission could serve as alignment in what we do.

Spain- trying to have citizens (not as evaluators) but to evaluate proposals before the activity is conducted to capture always visible a . Consider cert: focus- cancer get citizens mo

Design a project timeline and activities for each of the measures included in the Mission Board recommendations report

♥ 1

Facilitate synergies in the use of EU funds

♥ 2

Comprehensive Cancer Centers & Seals of excellence

Close cooperation between ministries of research and health, cancer mission feeding into EBCCP?

(not concrete what's going to happen) helpful on having idea of how we will progress with the report i.e Gantt chart. For example, if have limited capacities how to use this in the best possible way/use.

♥ 2

Use "Seal of Excellence" to fund research projects that could not be supported by the EU --> don't waste ideas and potential!

This connects to synergies of the EU funds.

♥ 6

Connect to national cancer plans

Structurally and financially

Consider and connecting many already existing assets as it is the case of national and EU research infrastructures

♥ 5

success o is commu between E governme important Should be cancer pla place. Car already in place- could 'e connected into lORIZON missions

♥ 2

To contribute to the Mission, Member States and stakeholders have to know much more clearly how Missions are intended to function.

♥ 9

Framework of actions not clear, organisations contributing

♥ 0

because there is organisations out there that could contribute to the Missions but just don't know how-experienced in relations. Waiting for a framework and it's highly formalised at a policy level but not in a basis level where something can be done i.e indications on when to start

There's a link missing in between- what does it mean to take action for the EU policy?

Clear expectations

At the moment, missions are generating a lot of insecurity with actors that normally could contribute very well, because there is no clear frame of how to contribute.

Comprehensive cancer care & knowledge centres starting at different time- don't know how and when we can contribute and what we are expected to do and advice our counterparts about- needs to be more organised

♥ 2

Involvement of citizens including patients

Citizens, including patients, should be involved through the whole Mission to promote a higher impact of the Mission outcomes and a higher proximity between research and citizens

Survivorship

How do we involve structures widely that are currently a potential hindrance for a normal life after cancer? Insurances, work places, ...

(we speak about patients & their families- probably not reaching out to people as much as we could i.e person who has survived cancer or lives with cancer in a chronic way- they are treated differently by insurances etc- life-long implications. We should take up that dialogue with them- a lot of that could be done from a state side).

Hasn't been integrated in patient discussion.

♥ 1

Success strategies for citizen engagement could be disseminated among countries

♥ 1

Question

Is there a platform on which individual patients or citizens can contribute or post their input?

♥ 0

share (safely) data among all countries

♥ 1

How has a regional or local capacity taken a lead and realised they are at the front where they can bring others along. Maybe an organisation that has taken leadership- how to bring these to the attention of others

Make use of successful cases (not only EU infrastructures) with standardised procedures and WPs in existent consortia

♥ 0



Cancer Group 1, Part B: What new forms of implementation structures and governance are needed?

padlet

EU Missions + 7 • 12d

Cancer Group 1, Part 2 What new forms of implementation structures and governance are needed, such as national hubs?

What new forms of implementation structures and governance are needed, such as national hubs?

National hubs & support

Lifetime of a hub (0 hearts)
If national hubs (any kind) are established, they need a sizable lifetime to ensure continuity. Earlier the ERA pact for research and innovation was meant to span 10 years. If hubs are supposed to engage this long and persistent, there needs to be persistent support

National patient/citizen engagement hub (0 hearts)
Patient communities are mostly national, not European/transnational. We must engage them where they are and IN THEIR NATIVE LANGUAGE

Jan; Citizen engagement could be education or living labs where citizens together with scientists. No (2 hearts)
Jan; Sustainable structure using what is already available in your country. The mission will not use anything new to avoid wasting resources. The Mission needs to run for 10 years. Need to start working in a different way

psychological support during treatment and rehabilitation (0 hearts)
several private cancer foundations are already in a dialogue on that. We should support them in their journey

Thematic Research Networks in the CSA that exist. In Spain we count on this aggregating basic and clinical research towards a common programme. (1 heart)

Other methods (0 hearts)
in due course setting targets or milestones, gantt chats with timeframes that can help bring guidance and focus to the Mission

Communication (0 hearts)

National Hubs (2 hearts)
Hubs that connect all the Missions are helpful because this can avoid duplication of resources and because there is inter-dependencies between the 5 different Missions

people will come to the Mission if they know what is being done, and it helps. Communication is important so they can understand, they're aware of the Mission and they can contribute to the common goal.

Communicate clearly about what our plan is to different organisations, networks.

as raised earlier: communication! We should encourage those private foundations to get in contact with each other. This could be a scope for a seminar, a platform, etc... They won't be able to share their funding over

Cross-sectoral approach (1 heart)

Engage with national cancer "research" communities (1 heart)

Networking/aligning/co-ordinating organisations, stakeholders, citizens i.e cancer organisations (1 heart)
Funding- they all work on their own priorities from founders of charities. How can we get these organisations together to address the Mission on cancer?

is important also to establish a clear communication strategy with the public", including her public and private researchers, users, health systems (wide definition), etc. and of course patients and citizens.

Equity/inequity & cross border working (0 hearts)

cross-border networking with other countries, even geographically/near-by may be required. I.e could mean many things transfer of patients & knowledge. We have learned from this pandemic we can do so many things online and cross-border (networks/knowledge/learning/great potential to share expertise with smaller countries/few inhabitants and how we could address inequity which no amount of funding may improve) (0 hearts)
-mobile screening units to engage with citizens on health literacy.

U causes of inequity (0 hearts)
Understanding and addressing causes e.g. lack of expertise (not just funds). Cross border

Digitalisation
Digitalisations could serve certainly as an element for reducing inequalities

Equity- how could we bring this to a level of implementation? Set up an equalities register. Do not know yet the indicators or what will be measured but good start. People who have survived cancer, live with cancer. Relates to spending and healthcare, state of the art cancer treatments. (0 hearts)

question (0 hearts)
Will there be a lead owner for each major action or set of actions?

Jan; Hope several countries will take the lead on intervention areas i.e diagnosis and treatment. Idea on how this might work. (0 hearts)

Some form of coordination among countries will be necessary - otherwise there may be confusion/no measures at all (2 hearts)

What will be the role of the CSA in the implementation of these new structures? (2 hearts)

Jan; to set up a blueprint, to get it up and running. Thinking about how we can do this differently and not traditionally. (0 hearts)



Cancer Group 2, Part A: How could countries and regions contribute to the EU missions?

padlet

EUMissions + 9 • 6d

Cancer Group 2, Part 1

How could countries and regions contribute to the EU missions?

Relationship national/regional/EU level

currently finalizing update of the National Cancer Plan for 2021-2025. It is the national strategy that covers all important areas. Its implementation is a key for contribution on level too.

Maybe we could also rephrase the question: how can the cancer mission of the EU contribute to national/regional activities?

Link national goals with EU goals, if possible

The national cancer plans should include a governance plan in accordance with the European goals

At this stage no formal dialogue has been initiated with the regions in Denmark. Our Health Ministry is busy with Covid19

With national/regional research In Germany, we're now in the "National Decade Against Cancer" 2019-2029, a large-scale program mainly on strengthening oncology research. Ideally, national/regional activities would be synergistic to EU cancer mission. That's difficult, however, since it is unclear which specific mission activities will be implemented, and when exactly...

Actors and stakeholders

Participation to Mission + National coordination + national stakeholders for participation

Understanding is that this contribution is also to be answered by the SGPP cancer sub group

Close cooperation between ministries of research and health, cancer mission feeding into EBCP?

Need for more information / gap analysis

we should perhaps discuss what is meant by contribute to the Mission. Is it co-funding R&I activities? Is it coordinating research activities with Mission R&I. Is it participating in R&I topics launched and funded by the Missions etc

Exchange - on a very practical level - on how hurdles/bottlenecks be overcome: We already now quite a lot of things which need to be done, but arrive at the same action points year after year. How can we practically come further? Some countries seem to be inspiring examples :-)

Governance

Need to understand who is in the "drivers seat" - how will goals be carried out at national level?

contribution

need to be defined, very broad

EBCP vs Mission - objectives, governance, plans, etc

Will we contribute? If so, we need more info

Integration with our national cancer centers in Sweden. There need to be common specific goal



Cancer Group 2, Part B: What new forms of implementation structures and governance are needed?

padlet

EUMissions + 8 6d

Cancer Group 2, Part 2

What new forms of implementation structures and governance are needed?

Existing networks

The Cancer network infrastructure needs to be developed and link in both current existin

More effective

... while the EU is thinking about implementing missions, there is already much going on also on the EU level. ERA TRANSCAN is currently starting its 3. phase, with 30 partners from 20 countries and regions aligning their research funding .. activities like this should definitely linked with new ideas and plans..

What new forms of implementation structures and governance are needed?

I think it will make sense to mirror the EU governance at the national level (national hubs someone wrote) - but it is unclear what it is. At this stage the governance for the Mission is inter twined with that of the cancer plan. What governance is foreseen at the EU level for mission activities that do not feed into the cancer plan directly?

Interministerial governance, as the basic start (again going back to our previous discussions research/health, other ministries?)

not as much as governance, but rather to foster the intersectoral collaboration between various actors with a collateral, but equally essential contribution. This would be to bring together all relevant ministries, such as social, labor, sports, economy s.o.s.f and make them aware about their role and responsibility in improving the health of the population.

A governance allowing strong links with national level

Having an implementation structure at the local level

Decisions to be made at regional/national level

Take into account the specificities of each country

National Hubs

National Hubs to mirror what is goin on at EU level

The Mission should set the direction than discussed at the national level

Collaboration between different actors

The actors who are involved must come together (across sectors and levels) to talk and decide together. To allude to our previous discussion - this is important alkn to find out

driving different areas of knowledge have to collaborate

Alignment different s

More effective Intersectoral collaboration

Sharing data collaborator countries

Defining which existing national/regional/Nordic/EU networks, initiatives, centers to activate will depend on the actual activities initiated by the Mission. The governance should be build pragmatically and step by step

More info / clarification

Need to know what we are implementing, before doing so. Interactive process.

governance with a ar distribution of responsibility (clear for everyone, that is)

go step by step and pragmatically

Clarity on which goals going to be implemen first?

Still not so tangible, we do not have the implementation plan or the timeline

has just been adopted by an important majority of the EP - that is tangible!



Cities Group 1, Part A: How could countries and regions contribute to the EU missions?

padlet
EUMissions - 4/11 @ 11:24
Cities Group 1 - A) How can countries and regions contribute to EU Missions?

The Padlet board contains the following sticky notes:

- City Climate Contract**: Community led workshops to create a citizen owned action plan (0 hearts, 0 comments)
- Climate City Contract**: Community led events to create a citizen created strategy (6 hearts, 1 comment)
- Climate City Contract**: With specific binding commitments in terms of fundings, regulations and strategic investments, including mutual ability (1 heart, 0 comments)
- Climate neutral toolbox**: Investment in training (3 hearts, 0 comments)
- Investments in renewables, renovation, climate friendly technologies...** (1 heart, 0 comments)
- Giving research&innovation a clear goal and directionality**: ...but the Mission has to go FAR BEYOND R&I (1 heart, 0 comments)
- sharing best practice from existing programmes and initiatives** (5 hearts, 0 comments)
- Priority setting along the mission goals.** (1 heart, 0 comments)
- Cleanness&Motivation**: Need for making people aware for necessary changes in all fields of daily life, but also showing them the "bright" side of the future. (3 hearts, 0 comments)
- Availability of "Example Template" of Climate City Contract**: That would help indeed (3 hearts, 0 comments)
- connect with activities of the partnership DUT**: Driving Urban Transitions to a sustainable future (DUT) (4 hearts, 0 comments)
- harmonisation of the regulation** (2 hearts, 0 comments)
- National networks**: ...are to be utilized as well (1 heart, 0 comments)
- Utilize and align national funding programmes** (2 hearts, 0 comments)
- Coordinate sectoral policies/strategies** (1 heart, 0 comments)
- "Translating" and adapting EU-approaches to regional context and culture** (0 hearts, 0 comments)
- Regulation and standartization plans** (1 heart, 0 comments)
- Partner involvement**: The local and regional level are the missing link to civil society and business partners that are essentneeded (1 heart, 0 comments)
- Involve municipalities** (6 hearts, 1 comment)
- Mobilizing strategic stakeholders**: Providing legitimacy to mobilize strtegic stakeholders from public institutions, private sector, civil society and academia (4 hearts, 0 comments)
- Stakeholders**: Identify new stakeholders that arise in the transition context and engage them in the process (1 heart, 0 comments)
- Goal setting and action plans**: Engaging also companies and industry together with citizens to create and implement actions driving climate neutrality (5 hearts, 1 comment)
- Mobilize local Knowledge and capacities**: Local needs, practices, ideas, structures, experiences etc. (5 hearts, 1 comment)
- Public Awareness and discussion**: to support and catalyze necessary translation and negotiation processes (2 hearts, 0 comments)
- Public Engagement Strategy**: National and regional commitment to citizen involvement (4 hearts, 1 comment)
- Learning circles**: Regional and national partners can collect and evaluate local approaches and solutions and bring it to transnational learning (5 hearts, 0 comments)
- Make the mission live by...**: creating real world laboratories for Climate Neutrality (2 hearts, 0 comments)
- Involve startups for creating new services** (1 heart, 0 comments)
- create awareness campaigns** (2 hearts, 0 comments)



Cities Group 1, Part B: What new forms of implementation structures and governance are needed?

padlet

EUMissions + 10 5d

Cities Group 1 -B) What new forms of implementation structures and governance are needed?

- Interministerial tasks forces**
Political will; Synergies between EU programmes; synergies between EU and national/regional initiatives
6 hearts, 1 comment
- Government, Stakeholders, Players, and Academia (and Research providers) Task Forces**
All these components are fundamental
2 hearts, 0 comments
- Comparisons with Urban Agenda: lessons on MLG type activities**
0 hearts, 0 comments
- Need for a unified implementation structure, for example what has been seen in the COVID pandemic**
4 hearts, 0 comments
- Out of the box Thinking possible**
0 hearts, 0 comments
- Engaging new actors. How we are ena**
2 hearts, 0 comments
- No Taboos**
Creating a room to think new (trust), facilitate controversial discussions, give a voice and allow also for unpopular measures (e.g. by limited and clearly defined test fields)
0 hearts, 0 comments
- Overcome administration barriers vertically/horizontally**
0 hearts, 0 comments
- National networks to be utilized (cities-national level)**
0 hearts, 0 comments
- European one stop shop gathering all cities initiatives and programmes**
4 hearts, 0 comments
- Show and ensure that things (can) make a different in practice**
Rapid prototyping, testing and learning
0 hearts, 0 comments
- public private partnership**
1 heart, 0 comments
- Networks**
Networks per type of stakeholder at European level
0 hearts, 0 comments
- new actors out of the sectors**
1 heart, 0 comments
- Provide local authorities with necessary capacities and knowledge**
currently widely missing
0 hearts, 0 comments
- Governance structures should ensure that all relevant actors are included**
5 hearts, 1 comment
- multilevel governance**
1 heart, 0 comments
- cooperation between local, regional, national and European level**
2 hearts, 0 comments
- Informal networking**
Promote informal contacts between all actors in each country and between countries and regions
0 hearts, 0 comments
- Leadership on national/regional/local level**
as precondition to drive the mission, taking it serious and as a prior task everyone has to contribute
2 hearts, 0 comments
- Strong political support and strategy**
That supports co-operation and training for actor across the field
0 hearts, 0 comments
- Storytelling is a good booster to get all, incl citizens onboard – what would be 'the man to the moon story' in Cities mission?**
0 hearts, 0 comments
- Bottom-up initiatives Citizen-led**
Create a forum to embrace bottom-up initiatives
0 hearts, 0 comments
- Encourage people to try out new things and allow making mistakes**
Let people speak and exchange between responsibilities, disciplines etc.
0 hearts, 0 comments
- Emphasize on utilizing and capitalizing ongoing and past research**
Time to practice/market of new research is getting short until 2030
0 hearts, 0 comments
- We need a practical roll-out plan**
1 heart, 1 comment
- Story Telling**
as a mechanism for engaging people
1 heart, 0 comments
- Create a Movement**
as it is currently done with new Bauhaus
0 hearts, 0 comments
- New cooperation culture**
"We can only do it together", we need to change if we want to get changes, we have to rethink what we do and how we do it
2 hearts, 0 comments
- Serious gaming as mechanism**
to simulate, understand, try out... flight simulator for decision makers
0 hearts, 0 comments



Cities Group 2, Part A: How could countries and regions contribute to the EU missions? AND
Cities Group 2, Part B: What new forms of implementation structures and governance are needed?

padlet
EUMissions + 13 • 12d
Cities Group 2
Made with a creative frenzy

DISCUSSION QUESTION: How could countries and regions contribute to EU missions?

Questions/Uncertainties

Still unclear.
I was hoping for more info today about mission network and hubs - to get going. But the info was still very "general"... Asking us to coordinate and lead, yes, but difficult with so hazy contours of the work ahead.

it is a bit hard to mobilize nationally when we are not all certain that all missions survives to the autumn

Stakeholders are struggling
Information is scarce. The mission WP only has the CSAs topics

What is concretely "contribution"?
Before wondering "How", we need to have a better common meaning of "contribution" (what type? examples...)

How to make it clear for stakeholders what this Mission has to offer? Most stakeholders feel there are already way too many different initiatives, and this is just one more.

Reach and citizen engagement

How to involve the unusual suspects?

Open Innovation
I think that the concept of open innovation must be guiding the implementation of the mission. It can support the scale up of innovation with a direction to address societal challenges

Communities and citizen engagement
-Dialog with communities
-Clear channels for information sharing
-Regions and Islands

How to reach all cities?
We have (in DK) and org. for regions and communities. Not ONE for cities. Best practices on how to reach all potential cities in one MS would be welcome!

It is important to use existing structures in mission work, regarding cities, we have a network called smart cities, that may be used in mobilisation:
<http://www.smartebysenorge.no/about#>

Linking Levels

secure funding (national) for implementation

Funding

National funding
Yes, ERDF and recovery funds are big - but it's not typically the research ministries who decide their usage... Difficult to persuade other to use "their" funding for EU Missions, that are still unclear!

platforms
while I agree that exchanges of experience and know how are key, why establish new platforms rather than use existing ones?

Need to better understand the concrete benefits for cities ...
... in order to involve cities / communities and other stakeholders.

Cities and regions in Europe alone wont Manage completely to support the Missions, but also countries from abroad! international outreach

Financing change
2030 is only 8 years from now. The mission is ambitious, and it seems heavily focused on implementation and scale up rather than on new RTD. How will this work?

by aligning the national and regional policies with the missions

aligning national support structures with the mission, supporting local authorities

Clear information on how funding is going to take place

How to finance all the interventions needed to achieve the goal in all the 100 participating cities?

regarding the mission cities, the climate city contract seems to be the key governance tool

Sustainable economy
While the ambition is to become climate neutral, the overarching goals should, in my view, be to aim for cities where people can, want to live in 10 or 20 years. Economy is vital in this and I would suggest to investigate the principles of the Doughnut economy (or similar) as a guiding principle

new governance
there is a lot of focus on new, holistic governance. Cities are keen, but if they are the only government level adapting to this new way of working, how will this work?

Long term political commitment is important, both on national and local level is important.
As well as linking this to target setting

DISCUSSION QUESTION: What forms of implementation structures and governance are needed?

single narrative
1. trust in gvt needs to be achieved, no trust means no commitment or engagement from citizens and/or local actors
2. different gvt levels must spread a single story, and stick to it!

Help cities find funding

Economic drivers of the city need to be linked with neutrality and transition.
Structures need to account for the different economic scales.

Climate city contract seem to be a practical tool, which can partly lead the way

responsibilities
The Mission Board final report outlines in great detail the commitment, tasks and responsibilities of local government. It lacks completely the tasks/responsibilities of the other gvt levels.

Analyze all sectors in each country, who is able to do that, who is able to support, who is able to fund. Who will coordinate all of that?



Oceans Group 1, Part A: How could countries and regions contribute to the EU missions?

Oceans Group 1, Chapter 1
How could countries and regions contribute to the EU missions?

Community/regions should include stakeholder areas too - think of the blue/green economy

The countries can contribute by engage the regions - government, industry and citizens

Start from national strengths and generalise them

Stakeholder involvement will take time in the beginning, but will make the results better at the end

Regional projects

starting communication between sectoral ministries and ministries responsible for R&I

yes

The countries should start a dialog in the regions with the stakeholder - and use the mission as point of departure. The dialog (design process) should result in "pains/wicked problems to solve"

Engaging regions is very important

Regional

connecting the marine and limnic community in Germany

Coordination at national / regional level is really a challenge - are there good examples or success stories?

Risk: incoherence of Ocean-related policies across government levels and structures

Mission Objective!
By 2030 all EU and partner countries would have completed a process of forward looking 'space based planning' where such plans would take into account the ambition of all stakeholders 'using' the ocean and seas for their 'prosperity' and these plans need to be co-designed and negotiated and informed by a 'mission style' information system.

Those who can actually do something need to be engaged.

There might be a parallel processes

The Swedish pilot missions have focused a lot on stakeholder participation and ownership. I think this is key.

'turbocharge' already ongoing WFD and MSFD implementation with more innovative approaches

The German Research innovation community is setting up 'Missions' under two topic (Marine Carbon Sequestration) and (Protection and use of Coasts) we would be excited to co-develop them with others in the Mission

European Space Agency as a good example of mission thinking

The Swedish pilot missions have focused a lot on stakeholder participation and ownership. I think this is key.

Digital Twin's of the Ocean would provide a great frame to 'explore' digitally some of the transformative ideas and explore the benefits and side effects. This connects to the 'Destination Earth' element and is also a target in the Ocean Decade and Mission Ocean documents. This connects observing systems, models and forward looking marine planning and engineering!

Living Labs is a concept that we are already exploring in the Cape Verde and the local government is very keen to develop these ideas forward.

Build an organisation in a mission style focused on articulation the forward looking ocean and seas policy that would include observing, modelling, scenarios, plans and options for sustainable development.

link strategies regarding development of local industries/companies to the solutions to be developed and implemented. Smart Specialization & Missions

Develop forward-looking plan collectively

A swift of mind is needed in order countries can contribute effectively to the missions

European OCEAN Agency

Working with as Small Island Community and using the Cape Verde Islands as a prototype area. This would show how the Ocean Mission could reach beyond the EU community. Thus it is a great opportunity for making a real difference.

To have oriented dialogues with citizens and stakeholders we need to have very concrete objectives to achieve... so it needs a mixed model of top-down and bottom-up approaches

Missions success factor: a clear focus and 'double' pathway, e.g. city climate neutral, covid jobs for all citizens by a certain time, ...

Asking citizens means being open to change direction when their concerns lie elsewhere...

The countries should translate the EU missions to national regional context and also present the mindset that the missions is based on.

Different funding programmes could plan parallel calls for proposals and fund projects that complement each other. This would need cooperation between national and regional authorities and communication towards stakeholders



Oceans Group 1, Part B: What new forms of implementation structures and governance are needed?

EU Missions + 0 + 4d
Oceans Group 1, Chapter 2
What new forms of implementation structures and governance are needed?

Anonymous 4d
Both narrative and key actors are needed to make people in a country aware of missions.

Anonymous 12d
Result oriented open learning spaces & mutual assistance. 'projects' too often means 'reinventing the wheel'

EU Missions 12d
Empowerment is not problem-shifting - it's about working together on shared problems

EU Missions 12d
These approaches build on and improve what's there; it's not a blank sheet of paper

EU Missions 12d
Complex problems and different actors need to move at the same time - an information and co-ordination problem

EU Missions 12d
Engagement needs to reach poorer and more excluded groups - can't just engage the well off, confident and articulate

EU Missions 12d
Collective Impact Organisation

EU Missions 12d
taking stock of what is done in the field of the missions already

EU Missions 12d
Focus on methods and train local people to use these

Anonymous 12d
Mission certified "locations"
A visible "certificate" to identify areas that have been restored, pollution reduced or valuable for carbon sequestration. This would allow the mission to showcase locations/examples that profited from European intervention.

Martin Visbeck 12d
Ocean Mission Academy
In the sense of building capacity, knowledge and a community of ocean and sea change makers and actors.

Anonymous 12d
Brokerage platform for sharing good solutions, examples

Martin Visbeck 12d
Best Practice Registry
The international ocean community has established an Ocean Best Practice Platform where good and best practices on ocean related topics can be shared, negotiated and established. This helps to innovate faster and avoid to make mistakes others have already learned from.

Anonymous 12d
Deliverable focused
From experience the most success activities are those that have a shared, concrete product - something around which the community can focus (hence space rockets and weather models tend to work)

Anonymous 12d
Implementing structures that allow not only dialogue but also feedback to those that are involved

Anonymous 12d
We need to secure that the industry is involved as it will develop and commercialise a scalable solutions. We have to be sure that we not only talk about the challenges. Often design processes define the problem, all agree, then little happens since we don't have a structure to take it further.

Martin Visbeck 12d
UN Ocean Decade
Take full advantage of the connection to the Decade that is global in scope!

EU Missions 12d
Communication with citizens is very important. According to report Green Wedge Counterpoint: EC is communicating mainly with experts and, think thanks and media. 25% of european wave of communication is connected with Brussels

Martin Visbeck 12d
Management Issues
How to build on a collective impact organisation. There are some informative theories and models out there that 'add' to what we have and not build a new 'master' this needs trust, capacity and good will. But can be super impactful.

Anonymous 12d
The concept of system demonstrators can be useful

Anonymous 12d
Coordination between different funding programmes (national and regional)

Anonymous 12d
Implementation and governance structures should be though as a long-term commitment

Anonymous 12d
The citizen engagement is like the user/customer in the agile projects. We use them for testing the solutions during the process. Not only receiving the result

Anonymous 12d
Clear communication to the stakeholders how they can contribute. Increasing citizen engagement, reminding the importance of healthy oceans and waters. Maybe national or regional mission contact point is needed.

Anonymous 12d
Unfortunately, if a true cross-sectoral collaboration and a real change in how we address the complexity of oceans - all need to be onboard, i.e. both EU, national, regional administrations + main industry players

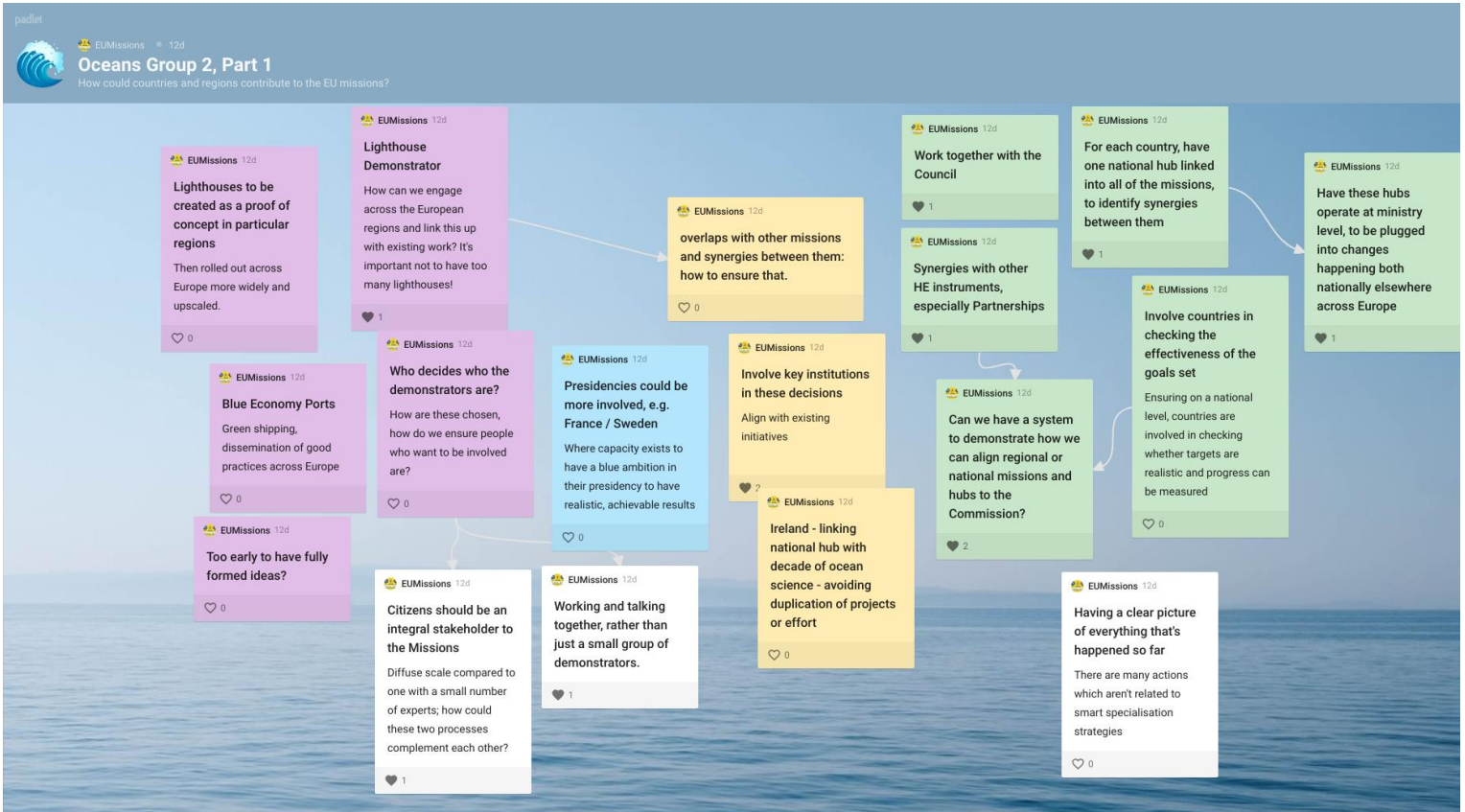
Martin Visbeck 12d
Mission Ocean Price
Think about the success of the X-Price competition and it can spur innovation and positive competition.

Anonymous 12d
Policy making and learning should be part of a sharing platform

EU Missions 12d
Policy makers are the key ...and only citizens/voters can influence them. force them to change somethings. For science it is too difficult because usually not a lot of people understand what we are doing. This circle is very strong and very difficult to broken. So the mission idea it is good but still not so easy to realize. The idea of prize it is always attractive but still ...I think that northern countries are more competitive then the southern etc.

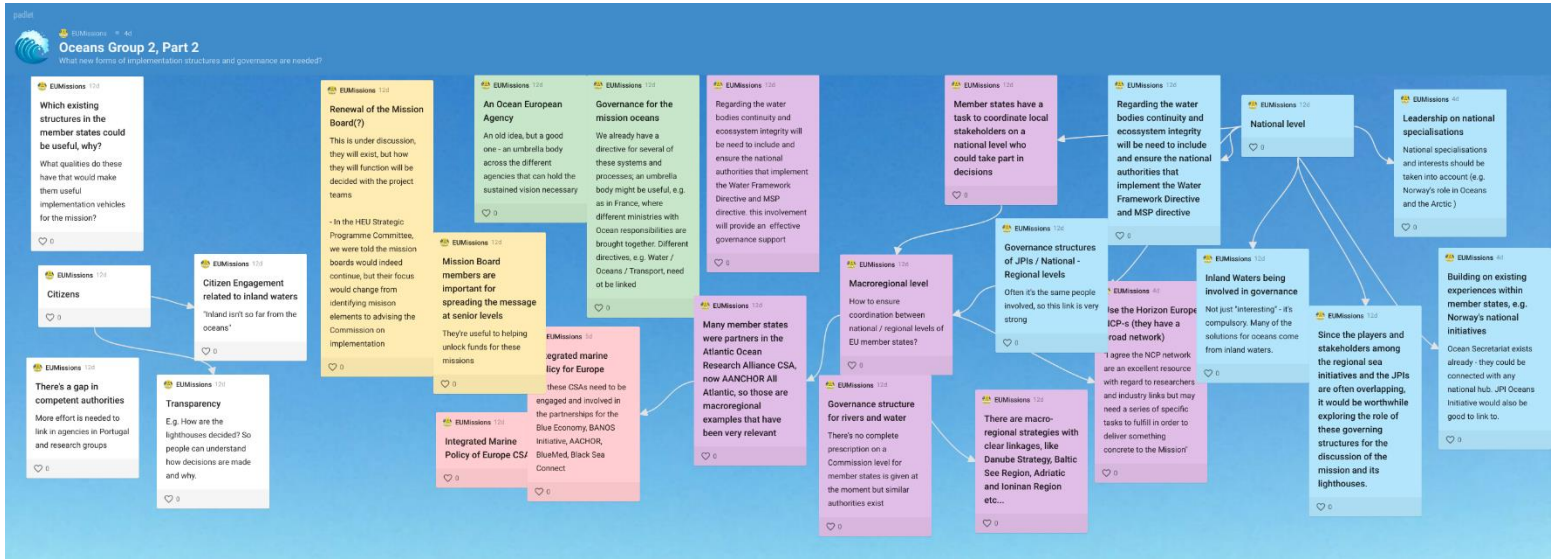


Oceans Group 2, Part A: How could countries and regions contribute to the EU missions?



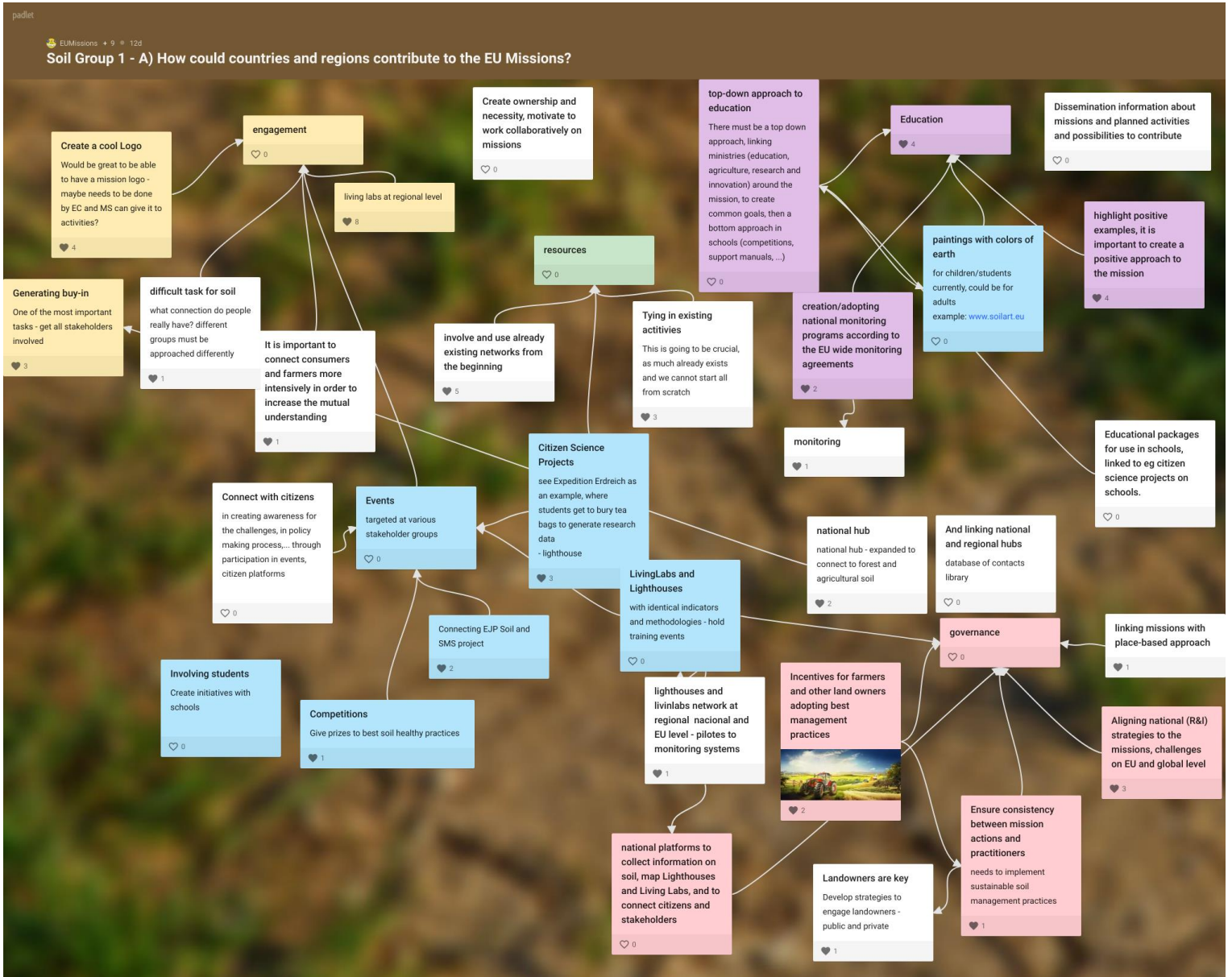


Oceans Group 2, Part B: What new forms of implementation structures and governance are needed?





Soil Group 1, Part A: How could countries and regions contribute to the EU missions?



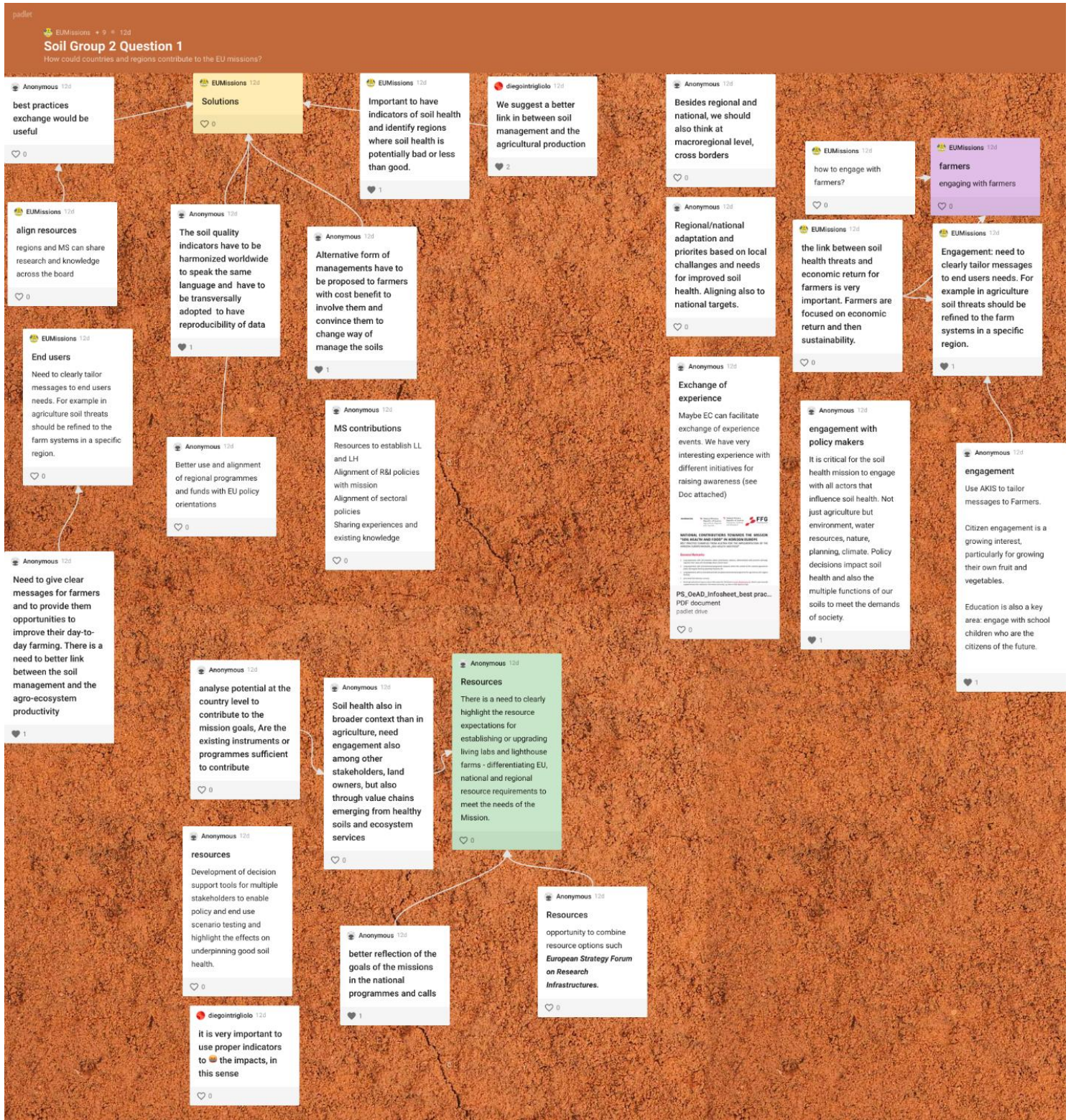


Soil Group 1, Part B: What new forms of implementation structures and governance are needed?





Soil Group 2, Part A: How could countries and regions contribute to the EU missions?





Soil Group 2, Part B: What new forms of implementation structures and governance are needed?

