EU Missions – how to make them deliver

Fitting the needs of national and regional variation and specificities

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Main elements of the Horizon Missions

- Strong territorial focus
- Cross-cutting by design
- Inter-disciplinary
- Going beyond research and innovation
- Require a strong integrated approach
- Ambition needs massive (private and public) investment and commitment to be realised
The CoR general views on missions

- The CoR stresses the crucial importance of the **two climate-focused missions**, "a climate-resilient Europe" and "100 climate-neutral cities by 2030"; is keen to cooperate with the Commission in encouraging applications and nominations from communities, cities and regions representing the full geographical, social and economic diversity of the European territories (CoR Opinion on Climate adaptation)

- Missions should be developed through an **open and participatory process**, involving all stakeholders at local, regional, European and global level. (CoR Opinion on the Horizon Programme)

- The CoR ... emphasizes the importance of **involving towns and regions in "missions" and "partnerships" governance** (CoR Opinion on the ERA Communication)
Key questions for today's meeting?

- What and how could countries and regions contribute to the EU missions?

- What new forms of implementation structures and governance are needed, such as national hubs?
Europe’s regions are diverse!

Unmet medical needs

European Regional Yearbook 2020
Regional specificities and profiles
Different regional impact of transition

Map 1: Location of “at-risk” regions (in need of “just transition”)

EP Study: A Just Transition Fund - How the EU budget can best assist in the necessary transition from fossil fuels to sustainable energy

Source: Country reports of the European Semester, presented in the European Parliament study
Bottom up is the key!

Mission-oriented innovation cannot be top down. It must inspire and harness the full creativity of citizens to tackle problems as urgent as climate change, rising inequality or the challenge of establishing more caring societies.

How missions can be opened up to a wide group of stakeholders, from individuals, and civil society organisations, to citizen movements or political parties, is critical to forming missions and to ensuring their longevity.

The EU’s unique multilevel governance system is well suited to mission-oriented policies: member states and regions can experiment within larger EU-wide missions and the lessons can then be shared across member states. Different institutions will be better placed to provide different types of finance.

M. Mazzucato: Governing Missions in the European Union
What and how could regions contribute to the EU missions?

Regions can...

- take **full ownership** of the necessary transition
- **engage the citizen and civic society** in a permanent and meaningful way
- translate the missions in a **(place based) development strategies**
- combine the **missions with an Entrepreneurial Discovery Process** to find tailor made solution
- ensure an **integrated approach of funding and support instruments** to achieve the missions
... but Regions are facing Challenges

- Combining short term crisis response with long term recovery
- Ensuring a good coordination of (investment) policies across all levels of government
- Promoting innovation eco-systems
- Effectively sharing knowledge through interregional co-operation
- Create synergies of different funding streams for long term objectives
Options for an integrated approach

Option 1: Synergies at EU level

Integrated approach with one set of rules at EU level

Local and regional level
Options for an integrated approach
Option 2: Synergies at the local/regional level

Integrated Local/regional strategic plan

National level

Local and regional level
Smart Specialisation Strategies

- Enabling conditions for obtaining structural funds
- Place-based approach
- Entrepreneurial discovery
- Evidence based
- Cross-sectoral mobilisation
- Broad understanding of innovation
- Agenda-setting tool

- Over 160 existing strategies supported by an S4 platform
- Helping to develop a strategic approach
- Breaking downs silos

Ortega-Argilés (2019)
Combination of centrally managed and shared-management EU instruments

EU level

Shared Management

ESIF

Just Transition Fund

Next Generation EU

CAP

Local and regional level

Digital Europe

Smart specialisation strategy

Partnership Contract

Voluntary!

Horizon Missions

ERA Hubs

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

- The “Missions” are closely linked to the policy priorities of the EU and go beyond the Horizon programme
- Develop a true system of multi-level governance based on a place-based approach and strong local/regional partnerships and using existing structures
- Make the existing smart specialisation strategies a key element of the implementation of the Horizon missions (based on inclusive and strategic ecosystems)*
- Create synergies between the EU instruments in supporting the regional smart specialisation strategies
- Promote the networking of cities and regions via the network of smart specialisation strategies and interregional innovation investment
- Make the ERA hubs a key element for linking up innovation eco-system and the local/regional Missions
- Use the Partnerships to link the dedicated sectors with the regions (via the smart specialisation strategies)

ERA Communication: “Member States willing to increase the performance of their R&I system towards excellence should be encouraged and supported, building on dedicated Horizon Europe measures and complementarities with smart specialisation strategies under Cohesion Policy.”
What new forms of implementation structures and governance are needed, such as national hubs? (II)

• Develop the idea of **partnership contracts** between the local/regional and EU level to ensure a) a place-based approach and b) the commitment to contribute to the Horizon Mission objectives

• Carry out future calls for the Missions via a **3 step approach**:
  • 1\textsuperscript{st} step: Call for cities and regions for developing dedicated actions to support the Horizon missions (with a specific requirement to link it to their smart specialisation strategy and their commitment to provide co-financing via national or other EU programmes)
  
  • 2\textsuperscript{nd} step: Signing of a **partnership contract** with the selected cities/regions relating to the mission (based on their local/regional needs and possibilities) with a specific commitment of the regions to provide additional funding for investment via national or other EU programmes

  • 3\textsuperscript{rd} step: **Providing funding for a number of projects** as part of the extended smart specialisation strategy via the Horizon programme (and in conjunction with other EU programmes)
What new forms of implementation structures and governance are needed, such as national hubs? (III)

• Make local and regional authorities an integral part of the missions
  • As part of the mission Boards
  • As part of the mission Assemblies

• Carry out a regular multi-level dialogue on implementing the missions
  • At each stage of the mission-implementation process
  • And specifically focussing on the progress made in achieving the missions

• Develop a coherent set of rules for implementing the missions via a system of multi-level governance
  • Coherent state aid rules
  • Creating more synergies between Horizon and ESIF funding (“mission to leave no one and no region left behind”)
  • Simplified procedures for reporting
  • Joint monitoring
What new forms of implementation structures and governance are needed, such as national hubs? (IV)

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• Using the **network of ERA Hubs (and possibly also the Digital Hubs)** to support this process
  • Ensure ERA Hubs at regional level
  • Make them an integral part of the local/regional innovation eco-system
Proposal for next steps

• In view of the future COM Communication
  • Strong focus on multi-level governance and active engagement of local and regional authorities based on a place-based approach
  • Reference to innovation eco-systems and the key role of smart specialisation strategies in creating synergies between EU programmes
  • More active engagement of LRAs in the Mission Boards and governance structures
  • Using partnership contracts as a solid basis for the cooperation on Missions
  • Strong focus on existing structures of multi-level governance
  • Links to interregional innovative investment (ERDF)
  • Ensure a strong link to the ERA hubs in linking the missions with the smart specialisation strategies
  • Focus on “partnership contracts” as a delivery tool

• Active engagement of the CoR
  • Key regular political dialogue on the implementation of the Missions: Participation of at least one CoR member in each Mission Board
  • Promoting synergies with other EU policies and programmes: Suggesting strategic dialogues with the Commissioners involved and leading CoR members
  • Promoting the involvement of LRAs in the Missions: Carrying out dedicated communication actions
  • Regularly monitoring progress and preparing the necessary steps for improvement and consolidation.
Many thanks for your attention!

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