

Glossary for the Missions Governance Graph

Mission manager (articles 11 and 12 of Horizon Europe Governance Decision)

Each mission has a Mission Manager who is also a full member of the Mission Owners Group.

The Mission Manager is in charge of the implementation of the mission by the Commission. The Mission Manager represents the mission externally and ensures appropriate coordination across Commission services of the external presentation of the mission. The Mission Manager provides operational leadership for implementation of the mission objective.

This includes:

- a. preparation of an implementation roadmap;
- b. oversight of and coordination of the development of the research and innovation and broad (non-research and innovation) project portfolio;
- c. promoting synergies and coordination of activities which are relevant for a mission;
- d. propose implementation by parties outside the EU bodies for specific actions (such as very large scale demonstrators or cascade funding);
- e. citizen engagement activities;
- f. communication and outreach activities;
- g. identification of, and coordination with Member State and regional initiatives;
- h. synergies and coordination with European Partnerships and relevant Commission initiatives;
- i. synergies with other missions;
- j. monitoring of progress.

In the performance of their duties, the Mission Manager consults and discusses with the Mission Owners Group. The Mission Manager prepares proposals for financial, policy and resources' needs to support mission implementation by the Commission in coordination with the Mission Owners Groups and for discussion by the Steering Board. The Mission Manager shall provide operational contact with the Mission Board. The Mission Managers meet on a regular basis – at least four times per year – in order to assure synergies between the goals of the missions and to seek efficiencies in the performance of missions. Each Mission Manager is supported by a mission secretariat.

Mission Secretariats *(article 13 of Horizon Europe Governance Decision)*

The mission secretariat supports the Mission Manager in the implementation of a mission. It is in principle located in the same Directorate-General as the Mission Manager. The members of a mission secretariat report to the Mission Manager and the mission secretariat is responsible for day-to-day implementation of the mission by the Commission, supporting all the responsibilities of the Mission Manager. The Mission Secretariat provides the operational support for the Mission Boards. This includes among others the organisation of meetings, contract management or reimbursements.

Mission Owners Groups *(articles 9 and 10 of Horizon Europe Governance Decision)*

Each mission has a Mission Owners Group. Members of the Mission Owners Group are those Directorates-General that contribute to the objectives of the mission through their funding programmes, policies or other activities in their respective Directorates-General.

Directorates-General that have an interest in the goals of the mission but do not have or do not make available funding programmes, policies or other activities that will contribute directly to the mission goals may be associated to the Mission Owners Group. Decisions of the Mission Owners Group, including the approval of the draft for the mission Work Programme part, shall be taken by a consensus of the members, taking into account the comments of Directorates-General associated to it. The Mission Owners Group meet when convened by the chairpersons, at least every two months. It may also be convened by the chairpersons at the request of the majority of its members.

The Mission Owners' Groups define and propose to the Horizon Europe Executive Committee (meeting at Director-level) the research and innovation needs for their respective missions, after having coordinated with the Horizon Europe Cluster Groups on the content of the respective clusters in the Horizon Europe Work Programme. The Mission Owners Groups prepare the missions Work Programme part of Horizon Europe and report to the Horizon Europe Executive Committee.

The Mission Owners Groups shall discuss how other Commission instruments, policies and actions can contribute to the mission objectives.

Common Policy Centre (CPC) *(article 15 of Horizon Europe Governance Decision)*

The CPC coordinates programming and planning, programme analysis, monitoring and evaluation, budget and horizontal questions relating to partnerships and missions. It ensures that all programming and planning activities are appropriately managed in a collective setting.

The CPC provides services to all Directorates-General involved in the implementation of Horizon Europe and promotes a common approach among them.

The common missions and partnerships service steers the policy development for mission-oriented research and innovation and European partnerships and support Commission services, Member States and stakeholders in their contribution to mobilising activities and resources on commonly agreed objectives in line with priorities valued by Union citizens. It shall ensure policy coordination across services throughout the lifecycle of missions and European partnerships, including their monitoring and impact assessment. The common missions and partnerships service shall respond to requests of services from the Mission Manager to support implementation of the missions.

Common Implementation Centre (CIC) *(article 21 of Horizon Europe Governance Decision)*

The CIC prepares the strategy and provide the framework for the coherent and simplified implementation of Horizon Europe. It provides comprehensive services and advice on legal matters, audit, business processes and IT issues. In collaboration with the concerned Directorates-General, it supports the supervision of the delegation of the programme implementation to executive agencies, joint undertakings and other funding bodies.

Mission Boards

According to article 7 (3) of the Specific Programme implementing Horizon Europe¹: the task of the Mission Boards shall be to advise the Commission upon all or some of the following aspects:

- a. the identification and design of one or more missions in the respective mission area according to the provisions and criteria set out in Article 8 of Regulation (EU) 2021/695;
- b. content of work programmes and their revision as needed for achieving the mission objectives, with input from stakeholders and, where relevant, the general public;
- c. the characteristics of project portfolios for missions;
- d. adjustment actions, or termination, if appropriate, based on implementation assessments according to the defined objectives of the mission;
- e. the selection of independent external experts in accordance with Article 49 of Regulation (EU) 2021/695, briefing of these independent external experts and evaluation criteria and their weighting;
- f. framework conditions which help achieve the objectives of the mission;
- g. communication, including on the performance and the achievements of the mission;
- h. policy coordination between relevant actors at different levels, in particular regarding synergies with other Union policies;
- i. key performance indicators.

Executive agencies

Agencies are responsible for the evaluation, grant agreement preparation and management of Mission related projects funded by programmes managed by the agencies under the 2021-2027 Multiannual Financial Framework. The key contact point in the Commission services for the Missions is the Mission Manager. The Mission Manager can delegate the operational contact with the Agency to the Deputy Mission Manager and/or the Mission Secretariat.

The Agency will have nominated contact person(s) represented in the Mission Owners Group.

The Agency manages the evaluation of proposals for Mission related calls and topics according to the rules of the Vademecum and in coordination with the Mission Manager.

¹ Council Decision (EU) 2021/764 of 10 May 2021 establishing the Specific Programme implementing Horizon Europe – the Framework Programme for Research and Innovation, and repealing Decision 2013/743/EU

The Agency monitors the performance of a portfolio of Mission projects funded by Horizon Europe according to the rules for project monitoring set out in the eGrants Vademecum. If there are particular requirements linked to the Missions' implementation plan and the specified objectives and targets, the Mission Manager, the Secretariat and the Agency will discuss what additional reporting might be necessary from the beneficiaries and how such requirements would be embedded in the grant agreement.

The Executive Agencies responsible for EU Missions are CINEA (European Climate, Infrastructure and Environment Executive Agency), REA (European Research Executive Agency) and HaDEA (European Health and Digital Executive Agency).

Missions Working groups under the Strategic Configuration of the Horizon Europe Programme Committee

The five Working Groups are tasked with supporting the launch and implementation of the missions over their life-cycle in line with Art 7(4) of the Horizon Europe Specific Programme. The groups are mandated to discuss in support of the work related to missions of the Strategic Configuration of the Horizon Europe Programme Committee.

To this end, the work of the members of the Working Groups includes, inter alia:

- support to the preparation of the part on missions of the 'main' Work Programme implementing the Horizon Europe Specific Programme;
- exchange information and data on the development of missions;
- support coordination between missions and other initiatives at EU, international and national/regional levels (including the use of existing and potential new structures);
- support communication and citizens engagement for each mission, including identifying existing and suggesting new events and initiatives at national and local level.

ERA²

The European Research Area Policy Agenda has as one of its priority area "taking up together the challenges posed by the twin green and digital transition, and increasing society's participation in the ERA". In Action 10, ERA points at EU R&I Mission and Partnerships as key contributors to the ERA. In fact, ERA will play an important role in sharing information, creating awareness and build ownership of EU R&I missions at national level, regional and community level.

TRAnsnational cooperation on the MIssion approach (TRAMI)

The overall objective of the TRAMI project is to foster the cooperation and coordination between EU-level actions and complementary national, regional and local actions in support of the implementation of missions. This shall be achieved by means of establishing a Missions Core Network (MCN) among the main institutions tasked with the implementation of the EU-missions in the MS/AS and the EC. The

2. COM(2020) 628 final

main role of the MCN will be to enable and facilitate interaction, knowledge exchange, mutual learning and, where necessary, coordination and alignment between MS/AC on national, regional and local levels, while seeking dialogue with mission-related governmental bodies on all levels, including the European Commission.

Mutual Learning Exercise (MLE)

To support countries in reforming their research and innovation (R&I) systems, DG Research and Innovation has set up a 'Policy Support Facility' (PSF) under Horizon 2020, aimed at improving the design, implementation and evaluation of national R&I policies. The PSF provides best practice, leading expertise and guidance to Member States and Associated Countries, on a voluntary basis, through a broad range of services tailored to their specific needs.

One of the services offered by the PSF to the Member States and Associated Countries is Mutual Learning Exercises (MLE). MLEs are demand-oriented, focused on specific R&I topics of interest to several countries and intended to promote mutual learning between countries volunteering to take part.

This MLE will facilitate **the exchange of good practice** and information between the participating countries on national policies related to the implementation of EU Missions.

With the help of external experts, the MLE will reflect on the advantages, trade-offs and drawbacks of the different approaches to implement EU Missions at national level. It will **identify good practice, lessons learnt and success factors** based on the available evidence and collective experience.

EU Missions National Contact Points

EU Mission National Contact Points (NCPs) will have an overarching role, being the **main contact point for EU Missions dissemination and support for potential applicants in their countries**. Considering the cross-cutting character of Missions, all NCPs will also include missions in their tasks. As it is stated in the Horizon Europe NCP Guidelines (point 3 letter o), "NCPs should be knowledgeable about all aspects of Horizon Europe beyond their specialist area, thereby allowing effective signposting in line with the principle of 'no wrong door' ". The Missions NCPs should secure and facilitate a **good internal dialogue** and **competence sharing with the cluster NCPs** and **the other NCPs** avoiding role overlapping.

Mission specific structures

1. Adaptation to Climate Change Mission

Mission Implementation platform: It will offer services with strong adaptation experience. It will address monitoring and reporting for the missions and it will provide regions with communities' guidelines, and best available approaches for citizens' engagement (i.e. it will not carry it out for all regions and communities but help them to do it). It will be launched in January 2023. It will not include dedicated entry points at national level, but it will provide translation to support different countries.

Ideally, the Mission Implementation Platform will connect with TRAMI and feed to it related to Mission specific monitoring and reporting.

Support to regional and local authorities in engaging with stakeholders:

- Coaching of regional and local authorities and provision of tools to engage stakeholders;
- Support of regional and local authorities to organize community-level events engaging local action groups, living labs, focus groups or citizen assemblies.

2. Cancer Mission:

Mission Cancer National Hubs will be a network of national institutions to start a policy dialogue on how to better control cancer at national and local level, focusing on the **policy dialogue**, thus covering also the actions under the Europe's Beating Cancer Plan. The project in WP 2022 will identify an entry point for this dialogue and then 27 hubs, one per MS, will be created. These hubs are required to link with TRAMI, NCPS for missions and the National Focal Points (NFP) supporting the EU4Health programme.

The roles of the Hubs will be the following:

- Facilitate integration of Mission's activities at national, regional, and local levels e.g. identifying synergies between European, national and regional policies and initiatives related to cancer;
- Facilitate engagement of actors in national, regional or local research and innovation communities and health systems in cancer control activities and support policy dialogue;
- Support citizens engagement activities at national, regional and/or local level.

Subgroup on Cancer under the Steering Group on Health Promotion, Disease Prevention and Management of Non-Communicable Diseases (SGPP)

The sub-group will advise the Commission on potential actions related to the implementation of the Europe's Beating Cancer Plan and the EU Mission on Cancer with the aim to providing a sense of directionality and priority for implementation.

It will inform on the national and EU level implementation of cancer-related actions, report on problems related to the implementation and deliver recommendations to the Commission on ways to support Member States in the implementation of cancer actions, including cross-sectoral aspects. The sub-group will also advise the Commission on the monitoring process of the implementation of the Cancer Plan and Mission on Cancer³.

The sub-group will regularly inform the SGPP and the Health Configuration of the Horizon Europe Programme Committee on progress made with the implementation of the Europe's Beating Cancer Plan and the Horizon Europe Mission on Cancer. It may also contribute to the information of the Council and the European Parliament in this regard.

3. The implementation group on the Cancer Plan and Cancer Mission is an internal Commission group. The Commission will ensure that relevant discussions will be provided to the sub-group.

It will not replace the formal governance mechanisms of respective funding programmes for the examination and adoption of work plans, in particular through the Programme Committee for EU4Health and the Health Configuration of the Horizon Europe Programme Committee (or the Strategic Configuration of the Horizon Europe Programme Committee as appropriate).

3. Restore our Ocean and Waters by 2030 Mission:

Prep for Blue and Mission implementation platform:

- Brings together national, regional, programmes contributing to the Mission;
- It will create a website where projects/initiatives can contribute to the objectives indicated in the Mission Charter (Mission charter, now under development, aims at ensuring effective engagement and coordination between the four sea/river basins).

4. 100 Climate Neutral and Smart Cities Mission

NetZeroCities (Mission Implementation Platform)

- it interacts directly with the local level (and to a certain extent also to national and regional level), supporting cities through the co-creation of their Climate City Contracts (CCCs);
- provide the necessary technical, regulatory, financial and socio-economic expertise and assistance to cities for developing and implementing their CCCs and related investment plans;
- it will facilitate the coordination of ongoing European activities in the area of climate neutrality and clean energy transition for cities ;
- it will work closely with the portfolio of projects funded under the Mission's WP as well as with the national support network for cities (see below). Cooperation with TRAMI should also be encouraged;
- it is the main entry point for a cities who wants to join the Mission;
- It will offer a range of support activities for cities including a window for large scale demonstrators, support for tailor-made investment plans, innovative city governance models and citizens' engagement and a common framework for monitoring, reporting and verification.

National support network for cities:

- Network of national authorities (national ministries and agencies responsible for urban transition) with its relevant urban stakeholder organisations (building on JPI Urban Europe and future Driving Urban Transition Horizon Europe Partnership);
- It will interact with TRAMI and ensure complementarity/avoid overlaps;
- Mutual exchanges on areas that go beyond the NCPs domain;
- This Network aims to fill the gap created by fragmentation and silos in urban governance by strengthening national change processes to establish (or built upon existing) national networks and

governance structures and provide dedicated support for public authorities to put in place enabling conditions and measures for cities to achieve the mission;

- 3 general objectives:
 - Establish a transnational alliance for public authorities to strengthen urban transitions towards climate neutrality;
 - Co-design and prototype effective multi-level and cross sector governance structures and demand driven interventions for enabling national change processes;
 - Exploit synergies with national, European and international climate neutral and smart city initiatives and ensure the sustainability of project outcomes.

5. Mission A Soil Deal for Europe

Mission implementation platform:

- It will support the mission secretariat in coordinating, monitoring and assessing activities funded under the mission;
- It will develop a monitoring framework for the emerging portfolio of projects and activities;
- It will support the reporting on progress of the Mission;
- It will support communication and outreach to stakeholders in MS and internationally.

Technical and scientific support for soil monitoring by the Joint Research Centre (including its European Soil Observatory, EUSO). The JRC will

- provide technical expertise and operational capacity to support the coordination of activities and exchanges with Member States, Associated Countries (AC), ESTAT, the, the EEA and scientific community;
- oversee the mission's activities in relation to soil monitoring;
- engage with Member States/Associated Countries in view of further developing the LUCAS Soil Module and developing a shareable soil information system that supports a harmonised EU reporting structure for soil health monitoring;
- pool data from activities funded under the mission to feed into the EUSO and make these data widely available for further use by researchers, practitioners, public authorities and other stakeholders.

Stakeholder engagement structures:

Projects funded under the mission will provide a framework to interact in a structured manner a range of stakeholders:

- **Private sector** such as food industries, insurance companies, banks or certification bodies through project funded under topic: HORIZON-MISS-2021-SOIL-02-05: Incentives and business models for soil health, action in WP 2021;

- **Municipalities and regions** through project funded under: HORIZON-MISS-2021-SOIL-02-06: Engage with and activate municipalities and regions to protect and restore soil health, action in WP 2021;
- **Advisory services** through project funded under topic: HORIZON-MISS-2021-SOIL-02-08: Next generation soil advisors, action in WP 2021.