**Strategic Vision – Implementation Plan**

**February 2024**

**Purpose:** This paper seeks MISC endorsement of a strategic implementation plan for MI, based on the goals discussed by the MISC in January 2024 and considered further at the MI Sec away days.

# RECOMMENDATIONS

**MISC members are asked to:**

* **Agree** the implementation plans put forward in response to the MISC strategic discussion on 17 January 2024.
* **Discuss** the proposed activities and indicate which are high/low priority.
* **Agree** to the circulation of this paper to MI members, should it sufficiently address the goals agreed by MISC.
* **Note** that governance and communications proposals will be addressed through other agenda items.

The MI Secretariat will use member feedback to further develop the plan to include priority activities, timescales and lead responsibilities.

# INTRODUCTION

The year 2030 marks a significant global milestone in the clean energy transition, both to ensure we keep 1.5C alive, but also to ensure the world is on track to meet ambitious global climate targets. In 2021, Mission Innovation members signed up to a decade of action to accelerate the clean energy transition. Members made the following commitments:

1. **Investment to accelerate innovation:** Members will seek to sustain, and wherever possible increase investment in clean energy research, development and demonstrations over the second phase.
2. **National Innovation Pathways:** Members will describe how they will enhance ambition to pioneer clean energy technologies and/or sectors to meet their climate and energy goals.
3. **Strengthened Cooperation:** Members will actively participate in at least one major Mission Innovation initiative, through a demonstrable leadership role in either a Mission or the Innovation Platform
4. **Active Participation:** Members will support the success of Mission Innovation by actively contributing to its governance functions including through high-level participation in the annual Ministerial, supporting the Steering Committee, contributing to workstreams and resourcing the Secretariat. We will set up a Technical Advisory Group (TAG) and support its activity.

2025 – as the halfway point of the decade and the ten-year anniversary of Mission Innovation – marks an important milestone to take stock of progress, revisit our roots and boost our brand.

We have ambitions to give more momentum to our current initiatives, review our structures and objectives to ensure we are a fit-for-purpose initiative equipped to deliver in this fast-paced environment, and propose new activities. As such we see 2024 as the year of transformation:

1. reinforcing what works,
2. refreshing our programme where needed, and
3. reinvigorating our membership and brand.

This paper draws on the strategic guidance and key messages of the MISC members from their January 2024 MISC meeting. These were further considered by the MI Secretariat team at the MI Secretariat Gathering during the workstream activity planning sessions. These processes have resulted in the definition of six goals and a series of implementation actions to achieve those goals.

# GOALS

## Demonstrate tangible progress towards the current commitments and targets.

2024 is an opportunity for MI to showcase its existing strengths and achievements while delivering and demonstrating outcomes to its members. Recognising that the innovation landscape is changing rapidly, and that MI 2.0 is already halfway into its second 5-year cycle, ensuring MI stays nimble and responsive as an action-oriented forum is key, while remaining true to the original aims and commitments embedded in MI 2.0’s design. For example, the Missions were designed as a convening mechanism for the best scientists and innovators around the world with specific and concrete objectives. Their success and impact on accelerating clean energy innovation is incumbent upon being able to demonstrate progress and deliver globally relevant outcomes.

## Inspire active and impactful political leadership in recognition of MI’s fundamental contribution to the clean energy transition.

To maintain political support, MI needs to deepen engagement with ministers, and ensure its work links to political goals. Strengthening support from political leaders will hinge on showing that MI is a delivery vehicle, for members and the coalition as a whole, capable of crowding-in private sector investments and demonstrating that goals are being reached and innovative solutions are accelerating towards deployment.

## Stay relevant by embracing emerging technologies.

MI can play an important role in keeping members informed of technological developments and developing new initiatives to support members on emerging innovation priorities. Ensuring MI continues to adapt to the rapidly evolving landscape will provide robust and substantive opportunities to further our work with existing collaboration and partner organisations, as well as open up possibilities to extend our reach.

## Increase the global impact of MI through new or strengthened bilateral or multilateral engagement between members and beyond.

Strengthened bilateral and multilateral engagement between MI members will benefit MI as a whole and increase its impact. Achieving MI’s aim to make clean energy affordable, attractive, and accessible for all, requires MI to invigorate its existing membership to champion MI to their existing spheres of influence and reach beyond its membership to share innovations and insights to all countries. Engagement beyond current membership can take many forms, respecting the original aim of MI to bring together the leaders in clean energy innovation and considering that many countries have limited capacity to engage with international fora.

## Influence and adapt to the evolving international climate and energy agenda by championing the vital role of innovation in the energy transition.

To retain its leadership on innovation and leverage its unique membership where policy meets science, MI must be able to adapt to a rapidly evolving landscape of technology transformation, respond to new analysis, and both influence and implement outcomes from key international frameworks, such as the UNFCCC and G20.

MI can maximise its impact by ensuring it has a role, and having this role recognized, in the evolving international collaboration landscape. Most, if not all of MI’s work, already contributes to the international climate and clean energy agenda in some form. MI’s strengths lie in demonstrating how to accelerate innovation via collaboration, bringing science and policy together.

# IMPLEMENTATION ACTIONS

Key actions to address these goals are outlined below. Achievement will require all members to meet their commitment as outlined at the start of MI 2.0.

## Demonstrate progress and deliver on commitments for MI 2.0 (contributing to the achievement of goals 1 and 2)

As advocated by Ministers at the start of MI 2.0, Missions were designed as collaborative workstreams, to accelerate progress across key areas of clean energy innovation. The MI Secretariat plans to highlight the progress of the Missions and other related activity.

*Key Tasks in 2024:*

* Track Mission progress through the advisory function of the Technical Advisory Group and challenge Mission co-leads to raise the profile of their progress and champion the mission to Ministers and non-MI countries.
* Develop compelling Mission case studies that can be showcased at MI-9 and used to raise awareness across the MI community and the global innovation community.
* Realise 1 or 2 *Innovation Challenges* – a proposed pilot program of high-impact collaborations between MI and the private sector with a possible announcement for a Green Power Innovation Challenge at MI-9.
* Refocus on the Clean Energy Demos Challenge and the opportunities it presents, including establishing periodic reporting and establishing a demonstration observatory for knowledge sharing.
* Subject to communications resourcing, prepare an Impact report for publication at MI-9.

## Enhance engagement with MI partner organisations, and strengthen relationships with CEM, Breakthrough Agenda and other international initiatives (contributing to the achievement of goals 2 and 5)

Strengthened strategic engagement with international initiatives with political convening power, such as the Breakthrough Agenda, the G20, the UNFCCC and COP, will elevate the role of MI and ensure it is seen as an implementation vehicle for political goals. It already does this by facilitating collaboration and knowledge sharing between members and has the structures in place to work closely with the Clean Energy Ministerial and the Breakthrough Agenda. Increasing engagement with the G20 etc is a mechanism to deepen engagement with Ministers by demonstrating the value of MI to the delivery of their commitments.

*Key tasks in 2024:*

* Establish closer collaborations with the IEA and IRENA on the development of insights on innovation, including the presentation of key analytical products at the Annual Gathering, and facilitating discussions around new opportunities for action, and capitalising on opportunities and synergies with the new annual IEA Energy Innovation Forum.
* Conduct an annual review of MI’s existing partner and collaborating organisations to explore where there is untapped potential. Results and an action plan to be presented to the MISC.
* Enhance MI’s interaction with the G20 Energy Transitions Working Group so that MI is considered an implementation partner to achieve G20 outcomes.
* More clearly differentiate MI’s role from CEM’s, such as highlighting where on the TRL scale MI operates, while also identifying opportunities for combining programs of work (e.g. on biofuels and gender).
* Map out MI’s circles of influence and step up its engagement with member countries and partner organisations, like the IEA Technology Collaboration Programs (IEA TCPs), to identify strategic opportunities to shape the global discourse, and accelerate the use of new approaches and technologies.
* Explore how to best contribute to the design and delivery of the COP action agenda and the Nationally Determined Contributions (NDCs) process, including having MI members highlight the role of innovation in NDCs. This could include linking with the High-Level Champions, further developing our relationship with the Breakthrough Agenda, working with the UNFCCC Technology Executive Committee and the UNFCCC Innovation Hub.
* Work with partners to embed innovation into relevant existing global commitments and pledges such as:
  + Triple installed renewable energy capacity by 2030.
  + Double energy efficiency by 2030
  + Reduce cooling-related emissions across all sectors.

## Increase the global impact of MI (contributing to the achievement of goal 4)

MI enables collaboration through its workstreams, and particularly the Missions and Innovation Communities. There is scope for members to collaborate to build on the Clean Energy Demos Challenge, to look at the role of innovation in Nationally Determined Contributions and to bring academia and other research bodies, such as the IEA TCPs, into these discussions to provide different perspectives.

To engage beyond the existing membership, the MI Secretariat is already implementing its outreach plan which includes:

* Engaging with Emerging Markets and Developing Economies (EMDEs), including Egypt, Kenya, Namibia and South Africa, with initial discussions focussing on the EMDE’s areas of interest.
* Building on previous engagement partially and/or previously engaged countries. For example, Ghana and Singapore are members of the Zero Emission Shipping Mission, Indonesia was a member of MI 1.0 and as the co-host of the 2024 Annual Gathering, there is potential to pick up ties.
* Using its existing mechanisms to work with a wider range of international stakeholders, including the private sector, outside the existing MI membership base, such as opportunities through the Accelerate module and the Think Tank activities.

*Key tasks in 2024*

* Enhance member engagement through regular all-member meetings.
* Support new or strengthened bilateral or multilateral engagement between members by undertaking analysis of the National Innovation Pathways to identify synergies and by providing opportunities for members to cooperate on common interests through the reimagined Innovation Platform (see section 4 below).
* Collaborate with organisations with a broad reach to support engagement with EMDEs.
* Deliver an in-person Think Tank Event at MI-9 in Brazil on a topic area that links to Brazil’s G20 priorities, such as finance in emerging markets and/or social dimensions. This would be a starting point for future MI activity on the chosen topic.
* Scope the role of MI in spearheading regional innovation hubs in Latin America, Africa, and Asia.
* Prepare a business case, including costings, for MI to host a networking platform to facilitate connections between missions, academia, industry, and the MI community, for consideration as part of MI’s resourcing needs.

## Reimagine the Innovation Platform (contributing to the achievement of goals 3 and 4)

The Innovation Platform currently comprises three modules: Insights, Collaborate and Accelerate. The MI Secretariat will review the Innovation Platform so that it:

* remains fit for purpose, including consideration of graduating or resetting activities.
* is flexible enough to embrace emerging technologies and adapt to political priorities.
* provides avenues for strengthened bilateral and multilateral collaboration between MI members.
* capitalises on the ongoing programme of Think Tank events so that it continues to provide insights to MI members and the broader MI community on developments in clean energy innovation.

*Key tasks in 2024:*

* Review the Innovation Communities (ICs) with a discussion on how to maximise the impact of these collaborations to be held at the Annual Gathering.
* Develop an agreed framework for identifying new strategic technology focus areas.
  + In 2024, launching an effort around the application of Artificial Intelligence is timely given rapid developments and AI efforts launched at COP28. This could be a joint effort with CEM to capitalize on its application across the technology spectrum.
* Design the Think Tank program for 2024, looking for linkages to support Brazil’s aims for G20.
* Work with actors, including incubators and accelerators, as part of a reinvigorated Accelerate module to ensure a systems approach is central to the innovation process in all regions. The proposals for Accelerate activities will be discussed at the Annual Gathering.
* Identify and scope out potential new flexible and agile workstreams covering elements of the just transition and the human dimension for decision at the Annual Gathering.

## Bolster MI’s communications as a key enabling factor for MI’s success and impact (contributing to the achievement of all goals)

We heard in the January MISC that raising MI’s profile – to gain further political traction but also to increase impact – is a key priority. We also heard a request to provide political leaders with the language needed to get support for innovation i.e. to convince citizens of the benefits of long-term investments, in the face of urgent social need, and bridge the gap between the science side and the political side. To deliver this, we propose a Ministerial declaration (i.e. non-negotiated) and the recruitment of MI ambassadors. In addition, communications activities need to be significantly bolstered by our members. Communications activities include content generation, a website overhaul and press engagement. Activities must be sustained to be effective.

*Key tasks in 2024*

* Seek a resolution to deliver on identified communications needs. The MI Secretariat has prepared a paper outlining the communications resources required (see agenda item #3) with the view to take a proposal to all members at the Annual Gathering.
* Publish a short Ministerial declaration setting out MI’s political priorities for the year ahead at MI-9. This will be aligned with the MI-9 factsheet, setting out the announcements and commitments made by members at MI-9.
* Engage Ex-Ministers or high-level scientists as ambassadors for MI. They will use their profile to share MI’s message about the importance of innovation in the clean energy transition.
* Enhance internal communication by providing more opportunities to update members on the work of the Missions and the Innovation Platform through, for example, all member meetings, roundtables, the Annual Gathering, and the Ministerial meetings.