

Mission Innovation 2.0

Organisational Structure and Governance

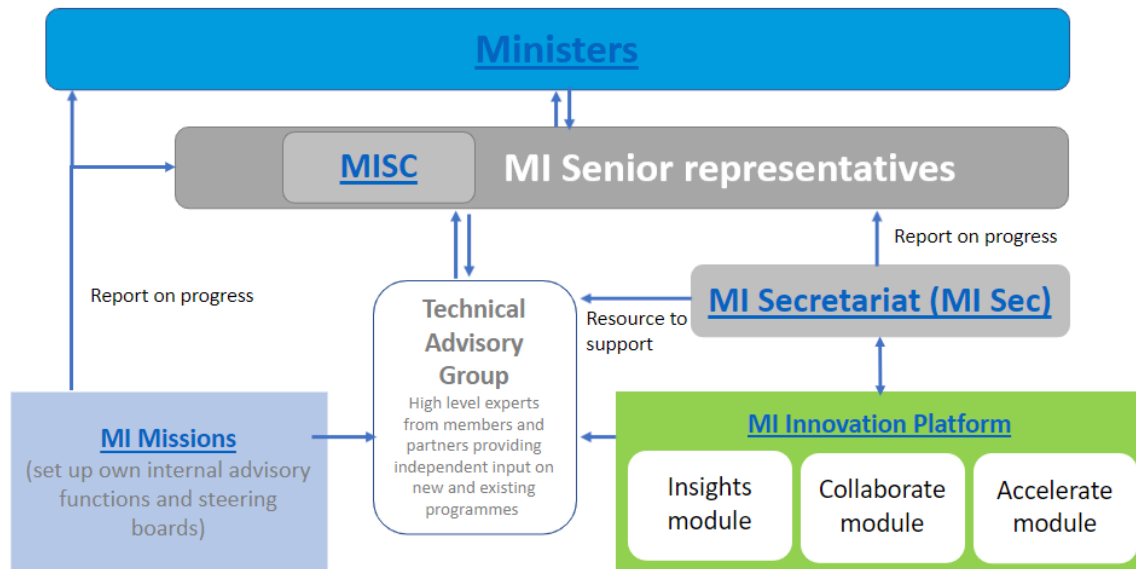
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This MI 2.0 Organisational Structure and Governance document is a living document. It will be reviewed on a yearly basis and updated as appropriate in line with MI's priorities.

This document is intended to clarify MI internal processes and provide a collaborative framework to MI members. This Organisational Structure and Governance document does not create any legally binding obligations for any Member, or between or among the Members.

Last update: 28 October 2022

1. ORGANISATIONAL STRUCTURE



Mission Innovation (MI) was announced at COP21 on November 30, 2015, by Heads of Government, alongside the launch of Breakthrough Energy by Bill Gates and the historic Paris Agreement, to accelerate clean energy innovation. Over the past five years, the initiative has become a catalyst for strengthened global cooperation on clean energy innovation as part of an urgent and lasting response to climate change. As such, governments of participating countries and the European Commission (the “Members”) have stepped up their collective ambition and cooperation to pioneer solutions through a second phase, MI 2.0.

As part of the sixth MI Ministerial (MI-6), at the Innovating to Net Zero Summit on 2 June 2021, MI Members launched “*a decade of clean energy innovation that mobilises and connects global RD&D efforts to accelerate the implementation of the Paris Agreement including pathways to net zero by making clean energy affordable, attractive and accessible to all*”. This document provides further detail on how members propose to work together to deliver the activities and membership commitments agreed in the launch statement. The progress of Mission Innovation will be reviewed in five years.

MI **Ministers¹ (or equivalent²)** provide leadership for involvement of the Member in the initiative and serve as priority-setters for Mission Innovation efforts. Heads of Government and business leaders may be involved, for example, when MI wishes to underline and celebrate specific milestones or when announcing new ambitious initiatives.

Each MI Member must nominate a **senior representative** to serve as the Member’s senior point of contact, a government official mandated directly by their Minister, with influence on policy making within their own country and maintaining political engagement. The MI **Steering**

¹ <http://mission-innovation.net/about-mi/ministers/>

² The political head of a ministry or department responsible for MI (e.g., Commissioner or Secretary)

[Committee³ \(MISC\)](#), under the leadership of a Chair and Vice-Chair(s), selected from those senior representatives, meets to provide high-level strategic guidance to foster the successful implementation of MI objectives and oversees the work of the MI Secretariat.

The [MI Secretariat⁴ \(MISec\)](#), under the management of a Head of Secretariat, and reporting to the Steering Committee, provides a stable, long-term resource to enable MI Members to achieve its vision and impact – by developing and delivering programmes, engaging Members, and fostering the international profile of MI.

2. MEMBERSHIP

2.1 MI 2.0 MEMBERSHIP

[MI Members](#) consist of the 24 governments that endorsed the MI 2.0 Joint Statement⁵ at 6th MI Ministerial, on 2 June 2021 or subsequently. The following organising principles apply:

- Each MI Member will independently determine the best use of its own clean energy research and development funding according to its own priorities, policies, processes, and laws; as well as the extent to which it participates in any international collaborations.
- Members are responsible for reporting annually on progress towards delivering Membership commitments including on their National Innovation Pathways.
- Determinations impacting all Members (e.g. changes to the Organisational Structure and Governance document, addition of new Members, statements issued on behalf of all Members, new initiatives and other recommendations by MISC to all Members) should occur on a non-objection basis following an opportunity for input from all Members. Proposals of new MI initiatives should be brought to all Members for consideration with endorsement from the appropriate governance structures (e.g. MISC and/or Technical Advisory Group).

Current [MI Members⁶](#) are: Australia, Austria, Brazil, Canada, Chile, China, Denmark, the European Commission (representing the European Union), Finland, France, Germany, India, Italy, Japan, Morocco, Netherlands, Norway, Republic of Korea, Saudi Arabia, Spain, Sweden, United Arab Emirates, the United Kingdom, and the United States of America.

2.2 NEW MEMBERS

In the spirit of an inclusive and global reach, MI welcomes additional countries that endorse the MI 2.0 Joint Statement and demonstrate how they will meet the commitments set out within it. Increasing the number of members of MI should not be an aim in and of itself, but should be targeted, strategic and value-focused.

³ <http://mission-innovation.net/about-mi/steering-committee/>

⁴ <http://mission-innovation.net/about-mi/secretariat/>

⁵ <http://mission-innovation.net/about-mi/overview/2021-joint-launch-statement/>

⁶ <http://mission-innovation.net/our-Members/>

At the 6th MI Ministerial Meeting (June 2021), Ministers reiterated the desire for MI to be inclusive. As such, countries – especially developing countries – are welcomed to consider joining an MI activity (e.g. MI Mission or Platform initiative) as an alternative or possibly a stepping stone, to an MI membership.

The MI Secretariat is the contact point for countries interested in learning about the staged process and commitments required to joining Mission Innovation. Before submitting a formal statement of interest to join MI, interested countries will be expected to explore areas of potential interest in MI activities via discussions with the Secretariat and other members.

Following these exploratory discussions, countries will be asked to formally communicate their interest (letter from the Ministry to the MI Steering Committee Chair) to initiate the preparatory phase, during which time, they will be able to ‘observe’ senior representative meetings and participate in MI initiatives such as the MI Missions and/or Platform activities to identify areas of active participation.

Within a 6 to 12 month period, aspiring members are expected to come forward with a formal statement of interest, illustrating commitments similar to what MI members were subjected to. Informed by the Workstream lead (e.g. Missions), the MI Secretariat will be assessing the proposal(s) and offer its recommendations to the MI Steering Committee who will then turn to the wider MI membership for agreement.

Typically, new members will join MI at the next major event (MI Ministerial or COP meeting) for a high-profile announcement. Participation at the highest political level is expected (Minister or above) from the newly joined country.

3. GOVERNANCE

3.1 MINISTERS

Mission Innovation Ministers (or equivalent) play an important role in clean energy innovation. As the guardians of their governments’ commitment to MI, Ministers are expected to participate in the annual Ministerial meetings and seek engagement opportunities throughout the year in support of their membership of the initiative; for example, in addition to potentially co-leading an MI Mission, they should consider using their engagements in relevant high-level fora (e.g., the UNFCCC’s COP) to share MI ambitions and help reinforce MI’s impact globally.

Each MI Member should nominate a **senior representative** by way of a formal letter from its Minister, or through its MI 2.0 membership proposal, with the expectation that this delegate will interact with the broader MI community and with their Minister to facilitate engagement at the highest political level (typically Director-General level or equivalent). The senior government representative should be in a position to engage at Ministerial levels and influence innovation policy-making within their department and involve other national departments where and when appropriate. Every **senior representative** will be identified on their respective Member’s page on the MI website.

3.2 STEERING COMMITTEE (MISC)

The MISC provides senior strategic guidance to identify how MI can best deliver on the vision set by Ministers. MISC oversees the implementation and evaluation of MI activities (e.g. Missions and the Platform) to ensure they maximise impact. It provides guidance and counsel to the MISec on priority setting and the execution of workplans and activities, including Ministerial meetings, to ensure maximum value to all Members.

SELECTION AND COMPOSITION OF MISC

All MI Members are eligible to participate in MISC. Members are limited to one seat on MISC, with a preferred size of 8 Members, including the Chair and Vice-Chairs. MISC should be composed of senior representatives from Members playing an active contributing role to MI (e.g. co-leading a Mission or Platform initiative) and providing resources (in-kind and/or financial) to support the MISec. MISC representatives are expected to attend meetings on a regular basis. Occasionally, an alternate/substitute of sufficient seniority may replace the MISC representative should the need arise.

MISC Membership will be refreshed annually, normally in the fourth quarter of the calendar year by the Secretariat, initiated through an email or call to all Members. New MISC representatives are expected to start early in the following calendar year, typically at the annual MI Gathering meetings. The selection process, outlined in the next paragraph, will consider geographical representation and the expectation of some rotation of its Membership to allow for equitable burden sharing and to bring in fresh perspectives and ideas.

Members wishing to participate in the MISC (both existing and new) will send an expression of interest to the Chair and Head of Secretariat, alongside a brief description of the nominated representative, how their country proposes to actively support and resource the work of MI, along with confirmed support from their Minister. The Chair, Vice Chair(s) and Head of Secretariat review the MISC nominations against the criteria and make a recommendation on the overall composition of the MISC to all Members. If such recommendation is not approved, a Member vote by secret ballot is to be held. Final selection would be by simple majority.

The list of MISC representatives will be published on the [MI website](#)⁷.

MISC MEETINGS

The MISC Chair (supported by the Head of Secretariat) proposes agendas for MISC meetings. Typically, the focus of discussions will be strategic rather than logistical. The meetings are reserved for MISC representatives. Senior representatives from other MI Members may ask to attend as observers. Senior representatives from other organisations, including the collaborating organisations, may be invited to attend as appropriate, by the MISC Chair or Head of Secretariat.

Key decisions relating to MI priorities and activities are typically taken during MISC meetings. These can include, inter alia, agreement on a new activity (or reorientation of an

⁷ <http://mission-innovation.net/>

existing one), reviewing progress of MI Missions, Platform and MISec workstreams, priorities for Ministerial meetings, event partnerships, resourcing MI activities, and relations with collaborating organisations. Rather than a 'no objection' position, the Chair will endeavour to attain consensus, (if necessary by consulting the wider MI Membership and/or by seeking email replies after a period of due reflection).

All MISC decisions are to be clearly noted in the MISC meeting minutes. Significant decisions which potentially impact all Members are to be referred to the full MI membership for views and non-objection. Support for MISC meetings is to be provided by the MISec on the agenda, minutes, attendance, and action log.

FREQUENCY AND TIMING OF MEETINGS

MISC meetings agree to take place quarterly with additional meetings scheduled when necessary (e.g., when key decisions are needed or in the run-up to major events). Meetings may take place via telephone or video conference and, when possible, face-to-face on the margins of the annual Ministerial/other events. The global nature of MI makes fair timing of virtual meetings a challenge. In general, timing convenient to the majority of MISC representatives should be proposed, although exceptions to this should be considered to facilitate the participation of Members, as needed. Should decisions need to be made rapidly, MISC decisions may be conducted via email.

3.3 STEERING COMMITTEE LEADERSHIP

3.3.1 STEERING COMMITTEE CHAIR

SELECTION AND DURATION OF MANDATE

The Chair position is appointed for a 12-month term (renewable, for a maximum of two consecutive terms) starting in the month following a Ministerial (July/August). A Chair is chosen from the MI membership and preferably not from the Member hosting the Ministerial during the Chair's term nor the country hosting the MISec central team. This is to maintain a spread of leadership across Members.

The incumbent Chair or senior representative interested in the Chair role should give notice during the MISC refresh process, initiated in the fourth quarter of the calendar year. MISC is to consider all interested candidates and recommend the incoming Chair for Members to endorse, at the annual MI Gathering, typically held early in the calendar year.

Circumstances such as the resources brought to bear with the candidate, existing leadership roles in MI (such as Mission co-leadership) and major events hosted by the Member should be taken into consideration. If necessary, Members will be asked to cast a vote (via a secret ballot) by sending an email to the Head of the MISec. Majority rules will apply.

The Chair is to be supported by a resource (0.5 FTE) provided by the Member, dedicated to assisting with the Chair's duties. The Chair is to be further supported by the Head of Secretariat and MISec in the preparation of meetings and other duties in the general interest of MI, as required.

A formal letter from the Minister (or equivalent) of the Member wishing to take on the role of Chair is required to confirm the commitment.

TASKS OF THE CHAIR

- Provide **strategic guidance** for MI activities, including strengthening relationships with external organisations to increase impact;
- **Chair** MISC meetings and Senior Representative Meetings;
- Ensure there are **sufficient resources** for the MISec and assist with the recruitment of MISec Head and Deputy positions;
- Seek **Membership agreement** (at the senior representative level) on strategic elements impacting MI;
- Engage at the **political level** with MI Members to maintain and strengthen participation; and
- Raise the profile of MI and clean energy innovation at international events.

3.3.2 STEERING COMMITTEE VICE-CHAIR(S)

The Chair is assisted in their tasks by up to two Vice-Chair(s) chosen from the MISC representatives. The mandate of a Vice-Chair is a 12-month term, with the possibility to extend for an additional year (maximum of two consecutive mandates), starting at the annual Ministerial preparatory meetings typically held early in the calendar year.

The incumbent Vice-Chair or senior representative interested in the Vice-Chair role should give notice during the MISC refresh process. Expressions of interest are to be sent to the current Chair and to the Head of the MISec. If more than two candidates are proposed, the current Chair, Vice-Chair (or alternative MISC Member if standing for extension), and Head of Secretariat, are to review the proposals and make a recommendation to the MISC.

Consideration should be given to the resources currently in place to support MI functions (MISec, etc.) by the candidates country, as well as existing leadership roles within MI, geographic representation, gender balance, MISC meeting attendance, and links to Ministerial meetings or other major events.

TASKS OF THE VICE-CHAIR:

- Act as a substitute and support the MISC Chair, as needed, including to ensure oversight across all strategic MI initiatives and in the chairing of meetings;
- Assist the MISC Chair in ensuring that MI senior representatives are kept informed regarding the MISC and MI activities and work programme; and
- Participate in international events as an ambassador for MI.

3.4 TECHNICAL ADVISORY GROUP (TAG)

The MI “Technical Advisory Group” (TAG) will provide technical and strategic policy advice to MISC on MI 2.0. A trusted, independent voice, it will:

- a) Review proposals for new programmes where they have a technical component (Missions, Collaborate and Insights initiatives) providing recommendations for MISC

consideration to ensure that they are well designed and provide added value to the global energy innovation landscape;

- b) Review existing MI 2.0 programmes (such as Missions) providing constructive feedback to MISC and members on their strengths and recommendations for how they could deliver greater impact;
- c) Facilitate learning from comparison of approaches taken across the Membership in the development of National Innovation Pathways. On the request of individual Members, the TAG could provide a deeper review and feedback on individual pathways;

In addition, TAG members may be invited to provide further technical input dependent on capacity such as reviewing Mission or Insight Module reports, highlighting gaps in the global landscape that MI could fill or speaking at MI events.

The TAG is to be tasked at Ministerial meetings, or by the MISC and/or senior representatives, to provide reviews and recommendations on specific topics. This will typically be on the advice of the TAG Chair or the Head of Secretariat. The TAG Chair is to be invited to relevant MISC and senior representative meetings (SRM) to present recommendations. The TAG is to be supported by dedicated MISec capacity (minimum of 0.25 FTE) to set-up meetings and consolidate feedback into papers/reports for the MISC and Members. The TAG Chair should work closely with the Head and Deputy Head of Secretariat to identify needs.

Representatives of the TAG will bring technical or commercial expertise, an understanding of the international clean energy innovation architecture, and/or experience with mission-oriented programming in order to provide informed recommendations to MISC and Members. The expectation is that members of the TAG will have a breadth of knowledge rather than expertise in only one area.

- Chair(s) who are senior-level officials with a strong and broad technical expertise from an MI Member;
- 4-5 senior technical/scientific representatives from MI Members; and,
- 4-5 senior representatives from partner organizations and/or academics with relevant expertise.

Participants will be selected based on a call out to members and partner organizations. The MI Steering Committee will review applications and officially appoint members to the Advisory Group. The Chair will be appointed for one year by the MISC. The composition and Chair of the TAG will be reviewed annually by the MISC. To the extent possible, geographic and gender balance will be sought.

For topics where deeper and specific technical expertise would be beneficial, the Technical Advisory Group may invite the participation of external experts (e.g. from academia, MI Champions cohort, partner organizations, think tanks) on a one-off/as-needed basis.

3.5 SENIOR REPRESENTATIVE MEETINGS (SRM)

Recognising that Member participation and engagement in MI is vital to the success of the next phase of MI, senior representatives from MI members will be encouraged to participate in Senior Representative Meetings. Senior representatives from other organisations, including the collaborating organisations, may be invited to attend as appropriate.

The SRM include the annual MI Gathering, typically held 'in-person' early in the calendar year. Additional SRM may be scheduled to share progress, take stock, and bring forward strategic decision items impacting MI. Topics discussed could include, for example, new MI initiatives (Missions, Platform), resourcing, Membership, and governance. These additional SRM may take place via telephone or video conference.

4. MINISTERIAL MEETING

4.1 ANNUAL MINISTERIAL MEETING HOST

Each year, MI Ministers gather to review progress, explore further collaboration, and commit to concrete deliverables to accelerate the pace of clean energy innovation. The Ministerial meetings provide a platform for Ministers, governments, private sector, thought leaders and influencers to have an open, productive conversation on the next steps needed to advance clean energy innovation.

The host rotates annually, hosting the Mission Innovation Ministerial in tandem with the Clean Energy Ministerial (CEM). Holding the two events concurrently provides a unique opportunity to showcase the full continuum of the innovation spectrum, including research, development, demonstration and deployment. The incoming host for the following year is responsible for hosting the annual MI Gathering that includes preparation for the Ministerial.

Ministerial hosts bear all the cost associated with hosting and responsibilities including:

- Logistics: securing venue; event registration; security; invitations and save the dates to Ministers/Heads of Delegations and others; technical, IT and audio-visual components; overall hospitality (including meals); scheduling; and collaboration with the MI Secretariat (convening of an MPT).
- Diplomatic leadership: responsible for securing participation of all Ministers and other high level participants.
- Member and stakeholder engagement, pre-read materials, and briefings.
- Event communications and branding, printing materials for delegates, creating and managing event website, domestic and international media relations, and the organization of press conference(s).
- Organizing all elements of the Ministerial programme, including the opening ceremony, and developing Ministerial content in consultation with the MISec.

4.2 ANNUAL MI GATHERING

The Member hosting a Ministerial meeting is committed to also host an MI Gathering the year prior. To illustrate this commitment, for example, the host of MI-4 in May 2019 also hosted the MI Gathering the year prior, in this case, January 2018. Typically, the annual MI Gathering meetings have been held in early Q1 ahead of the late Q2 Ministerial meetings.

Typically these meetings are held face-to-face over 2-3 days and present an opportunity to bring together senior representatives from Member countries and collaborating organizations to reflect on the past year, set the direction for MI plans and priorities for the year ahead, and prepare for the upcoming Ministerial meeting.

Whilst the content and event design is led by the Secretariat and Ministerial Planning Team, the MI Gathering hosts bear all the cost associated with hosting and responsibilities including:

- Logistics: securing venue; invitations and save the dates to Members and collaborating organizations; technical, IT and audio-visual components; scheduling;
- Event communications and branding, printing materials for delegates
- Bearing the cost of hosting and organizing all elements of the annual gathering programme, including meals and overall hospitality.

4.3 MINISTERIAL PLANNING TEAM (MPT)

The MPT provides strategic and diplomatic oversight for the Ministerial and is responsible for advising on the objectives and the development of the overarching MI Ministerial programme, including official side events. The team is led by a Chair (from the host country), and reports directly to the MISC and Head of Secretariat. Participation by the MISec, as well as past and incoming hosts ensures consistency in planning and alignment with MI activities and initiatives. The MISec offers support to the host and the MPT in preparing for the Ministerial; however, responsibility for the planning and delivery of the Ministerial lies with the Member hosting.

The MPT Chair regularly engages with all MI Members and partners, including regular updates on MISC and at Senior Representative meetings, as well as through a series of one-on-one calls leading up to the event.

MPT tasks and responsibilities include:

- Develop a clear vision and narrative for the MI Ministerial.
- Provide an opportunity for all Members to contribute to the Ministerial programme development.
- Coordinate with the MISec to ensure strong internal communications with Members and partners such that all delegations attending the Ministerial have a clear understanding of their involvement.
- Update the MISec, MISC, and Members as event planning moves forward – including organisation of Ministerial specific elements at the annual MI Gathering.
- Ensure linkages as appropriate with the CEM programme and with host-identified overarching themes.

5. MI SECRETARIAT (MISec)

The MISec, with oversight by MISC, provides a stable, long-term resource to enable MI to achieve its vision. Building on the approach of the past five years, a more formalized structure with appropriate resources and financial support is being put in place to enable MI to have maximum impact. This is to be achieved through three core functions:

1. Central governance and Member engagement
 - a. Management of governance processes
 - b. Oversight and delivery of MI's day-to-day operations
 - c. Maintain active communication with all Members to maximise their participation
2. Effective strategy, coordination and, where relevant, delivery of MI programmes
 - a. Develop and implement overarching strategy, guided by MISC and senior representatives
 - b. Coordinate across all MI programmes (i.e. all Missions and Platform Modules) and support development of new activities led by Members, e.g., new Missions
 - c. Work with Members on a process to develop National Innovation Pathways.
 - d. Deliver specific MI activities that are core to MI 2.0 and benefit all Members
3. Maximise impact through collaborations, communications and events
 - a. Profile MI activities and Member successes online, through traditional media and at events
 - b. Provide strategy, Member engagement, and communications support to the host country for the annual Ministerial
 - c. Manage relationships with existing and new collaborating organisations

Hosted by an MI Members' government, the central MISec team includes the Head of Secretariat and 3.0-4.0 FTEs who are dedicated full-time to the Secretariat and paid by the host government. The Head of the MI Secretariat reports to the MISC Chair. The central team is complemented by voluntary contributions from Members. MI Members are expected to contribute to the coordination and success of MI by offering a minimum of two person years (or the financial equivalent) to resource the MISec over the next five year mandate. MISec resourcing and funding commitments are to be evaluated at the annual Ministerial meeting or the Annual Gathering meetings.

The Head of Secretariat has responsibility for managing resources dedicated to the MISec. To ensure that the overall MISec will work effectively, all roles should be agreed in discussion with the Head or Deputy Head of Secretariat and an email or letter should specify the time commitment, minimum duration, location of the role, and any feedback required on performance.

6. INITIATIVES

6.1 MISSIONS

MI Members will launch **Missions** that **catalyse global action** behind **ambitious and inspirational innovation goals** that can lead to **tipping points** in the cost and scale of clean

energy solutions, leading to more rapid technology adoption. New Missions may be established, following approval/non-objection by all Members, if they:

- **Solve a critical innovation challenge:** Missions focus on a major clean energy challenge relevant to several countries which is dependent on research and innovation.
- **Set a stretch goal:** Missions have bold, inspirational, technically feasible and measurable goals for 2030 that stretch the limits of ambition to unlock tipping points towards the mass diffusion of clean energy solutions.
- **Convene high-ambition alliances:** Missions engage a critical mass of countries, companies and end-users with political leadership, whose commitments can deliver material progress towards the goal.
- **Develop joint roadmaps:** Mission alliances will develop a roadmap that defines the national and international efforts needed over the next decade to achieve the goal.
- **Accelerate action:** Missions have a laser focus on the key barriers and challenges that need to be targeted to speed up innovation towards the stretch goal and stimulate more action either individually or in collaboration.
- **Build demand:** Missions will identify the ‘demand-pull’ efforts needed to diffuse and deploy solutions and partner with initiatives or actors that can deliver those activities.
- **Review, reflect, and improve:** Missions will remain agile, reviewing progress and modifying actions to remain at the frontiers of innovation and ambition.

Mission co-leads are accountable for overall realisation of each Mission and ensuring the establishment of governance structures that maintain political engagement and support from relevant Ministers and senior representatives. Mission co-leads will ensure there is sufficient dedicated capacity to deliver each Mission, with a Mission Director and Mission team funded by the Mission members who have overall responsibility for the day-to-day operations of the Missions, providing strategic oversight and delivery of the Mission.

Missions are expected to report to the MISC and the MI Ministerial at least annually on progress and respond to reporting requests. The Missions are expected to work with MISec to support consistency in effort between Missions and strengthen cooperation and coordination between them. Missions are also expected to work with the MISec to track progress, support communications, on annual reporting and delivering major events (e.g. the Ministerial). The TAG is to undertake a review on the progress of each Mission every 2-3 years on a staggered basis, providing recommendations on how to enhance impact and outcomes.

6.2 INNOVATION PLATFORM

The MISec will coordinate and support the Innovation Platform. This is a suite of programmes building on the success of the first phase that focus on increasing global confidence in emerging clean energy solutions. With the support of the Secretariat, every initiative is open to all MI members. Each Platform initiative should fulfil one of the following objectives:

- provide access to key and robust **INSIGHTS** to track innovation progress and accelerate learning on innovation policy.
- **COLLABORATE** by exchanging knowledge, identifying key R&D needs and convening funders.

- **ACCELERATE** solutions towards the market by working with innovators, investors and end users.

Further guidance will be developed on the process for proposing and selecting new Platform initiatives. Further guidance will also be provided on the process for reviewing and ensuring Platform initiatives deliver impact.