

Establishment of Impact Innovation programs: funding of Program Offices

This is a call for proposals within Impact Innovation, a joint initiative between the Swedish Energy Agency, Formas and Vinnova

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Revision history

Date	Change
2023-06-01	<ul style="list-style-type: none"> - Section 4 and Appendix 2 have been revised to clarify the program office's responsibility to provide power and influence to relevant actors outside the program office consortium regarding program design. - Section 5 has been revised to clarify that the group setting the agenda for the program can be larger than the group of project partners in the program office. - Section 8 has been revised to include explanatory footnotes for the criteria, a description of how the portfolio perspective will be applied, and more information about evaluation process. - Section 10 has been revised regarding the number of pages for the program proposal attachment.
2023-09-13	<ul style="list-style-type: none"> - Section 6 has been revised to clarify what the eligible costs are. - Section 9 has been revised with the addition of common special conditions concerning project agreement, personnel costs, and overhead costs. - Section 1 and 10 has been revised with more specific information concerning interviews.
2023-10-13	<ul style="list-style-type: none"> - Section 6 has been revised with a footnote explaining the implications of Vinnova's shortened authorization in the government's budget proposal for this call.

1. Summary

Impact Innovation is a long-term collaborative effort that harnesses the driving forces of actors across various sectors, including business, academia, the public sector, and civil society to tackle the societal challenges of our time. To address these challenges effectively, it's important to set ambitious goals and develop policies that support them, foster strong international collaborations, and promote innovation through the development of new or improved technologies, business models, supply and value chains, and changes in consumption patterns. This requires major transitions throughout society that will affect us all. This call for proposals goes to actors across society who want to drive this transition work.

The initiative is based on three overarching societal challenges:

- Attractive and well-functioning communities
- Good and equal health
- Production, consumption, and value chains within the planet's boundaries

With this call, the Swedish Energy Agency, Formas and Vinnova intend to fund the establishment of up to five new actor-driven programs. The purpose of the programs is to accelerate transition towards sustainability for global competitiveness and societal benefits - in line with Impact Innovation's purpose. A program within Impact Innovation must be run in an open way with transparent structures and processes and be inclusive in the sense that actors required for the transition are involved in the program.

Those applying for funding must describe a program that aims at a bold transition goal and how they intend to organize, mobilize, and coordinate program interventions to work towards the goal. The transition goal must aim for system innovation, which means that it must be addressed from several system perspectives. The transition goal must be formulated as a so-called Mission, which will provide a clear direction for the entire program. The program's mission and how the program will work towards it must be described in detail. The mission has to relate to one or more of the three overarching societal challenges set up for Impact Innovation.

This call enables for actors to apply for government funding to be the driving and mobilizing function (Program Office) for a program for up to ten years. Grants are awarded for a maximum of 50 percent of the eligible costs of each project partner. A reasonable range for the grant is approximately SEK 5 to 10 million per Program Office per year. The application must clearly describe the Program Office's capability and plan to engage and connect with relevant actors to work towards the chosen mission. The application must also describe how the transition work will be conducted regarding the system perspectives that will be considered.

Funding of program interventions within the framework of granted programs is not covered by this call. For this, the funding agencies plan to reserve

approximately SEK 50 to 150 million per year and program. The funding agencies will make decisions regarding program interventions through separate processes during the program's implementation period.

The programs must accelerate the transition in areas of strategic importance for Sweden with broad societal relevance. They must also interact with relevant initiatives and actors internationally, both within and outside the EU.

The following dates apply to this call:

Please note that the dates are preliminary. For up-to-date information, see www.vinnova.se.

Opening	14 April 2023
Application deadline	19 October 2023 at 14:00
Interviews	Week 4, January 2024
Decision at the latest	February 2024
Project start at the earliest	Mars 2024
Project start at the latest	Mars 2024

Contact details for the call:

Team Impact Innovation: impactinnovation@vinnova.se

Anders Holmgren, Vinnova
08-473 32 13

Louise Staffas, Formas
08-775 41 12

Jenny Köhler, Swedish Energy Agency
016-542 06 40

Jörgen Sjödin, Swedish Energy Agency
016-544 21 38

Vinnovas Helpdesk:

Technical questions about Vinnova's e-services

Phone: 08-473 32 99

helpdesk@vinnova.se

Current information about the call and a link to Vinnova's e-services can be found on www.vinnova.se.

2. The purpose of Impact Innovation

The world is changing rapidly, and we are facing complex and interconnected global challenges. Addressing these challenges requires ambitious goals, policy development, strong international collaborations, and innovative solutions, such as new technologies, supply and value chains, business models, and changes in consumption patterns. Sweden is widely recognized as one of the most innovative countries globally, with a thriving business community leading in various fields. Additionally, Sweden is known for being one of the most equal and inclusive countries worldwide. This reputation is due, in part, to our long-standing tradition of investing in research and innovation by both the private and public sectors, often in collaboration. These efforts have created a favorable environment for attracting talent, investments, and fostering strong international partnerships, making Sweden an attractive country for innovative solutions and sustained progress.

The Swedish Energy Agency, Formas, and Vinnova are jointly launching Impact Innovation, which is Sweden's largest innovation intervention of the 2030s. The objective of Impact Innovation is to accelerate the transition towards sustainability for global competitiveness and societal benefits, aligned with the sustainability goals outlined in Agenda 2030. Impact Innovation is a long-term collaborative effort that harnesses the driving forces from actors across different sectors, including business, academia, the public sector, and civil society.

In line with this, new programs will be established that relate to one or more of the following three overarching societal challenges:

- Attractive and well-functioning communities
- Good and equal health
- Production, consumption, and value chains within the planet's boundaries

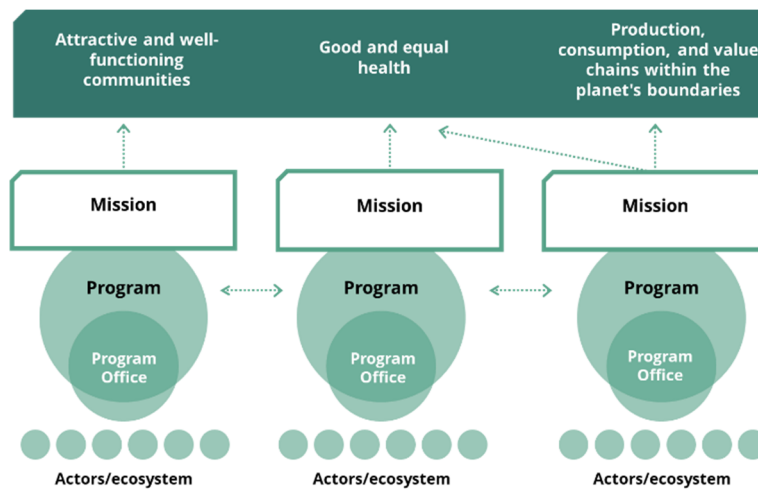


Figure 1 The programs will accelerate transition towards sustainability for global competitiveness and societal benefits. The mission (a bold transition goal) that has been chosen must relate to one or more of the three societal challenges: Good and equal health, Well-functioning and attractive societies, and Production, consumption, and value chains within the planet's boundaries.

3. The call

The funding agencies aim to fund the establishment of up to five new programs through this call. The call enables actors to apply for government funding to be the driving and mobilizing function (Program Office) for a program.

Grants are awarded for a maximum of 50 percent of the eligible costs of each project partner. We assess that a reasonable range for the requested grant is approximately SEK 5 to 10 million per Program Office per year.

The call for proposals opens the possibility to receive funding to run a Program Office for up to ten years. However, for this specific call, funding decisions will be made for the first five years only.

The call does not cover the funding of interventions planned within a program (program interventions). Read more about these in Annex 2. Funding for these will be decided by the funding agencies in separate processes, after the establishment of the Program Offices. The funding agencies will reserve a budget for program interventions based on the submitted proposal.

In 2025, a new call for preparatory projects will be made, followed by a call for the establishments of new programs the following year. The programs in that call are planned to start in 2027.

4. Impact Innovation – conditions, expectations and working methods

Impact Innovation will consist of several programs that will contribute to system innovation¹ in the direction of each program's formulated Mission. By Mission, we mean a transition goal that can only be achieved through the cooperation of several sectors. A Mission should be bold, ambitious, time-bound, and measurable. It must constitute the overall and long-term direction of the program. When working towards a Mission, one may need to work with different areas within a program. The engagement from the various actors participating in the program can vary between these areas.

Impact Innovation explores and applies new methods and tools and directs efforts towards bold and ambitious goals that address complex and interdisciplinary challenges. Through co-creation with international partners within and outside the EU, the programs are expected to have a greater impact.

Within Impact Innovation, the funding agencies will have an active role, see paragraph 4.2 for more information.

¹ <https://www.vinnova.se/m/hallbar-systemforandring/>

4.1 Expectations for programs within Impact Innovation and their Program Offices

Each program must have a **Program Office** that plays a leading and mobilizing role. The organizational structure for coordinating and managing the program must include at least a Program Office and its Management Board. The Program Office is responsible for overseeing the program's operations, coordinating activities and program interventions to ensure that they align with the program's mission and adapt to changes in the surrounding world. Continuous learning and development are expected, with monitoring and evaluation providing the necessary support.

We expect the programs in Impact Innovation to be characterized by the participation of both large and small actors from business, academia, the public sector, and civil society, coming together to achieve ambitious transition goals. This does not mean that all actors necessary for the transition must be part of the consortium driving the program office. Due to size or organizational type, some relevant actors may lack sufficient personnel or financial resources to participate as project partners in the program office. However, it is important that the structures and processes of the program offices are designed in a way that ensures all relevant actors exercise power and influence over the direction and design of the program.

From here on, the term "project partners" refers to the organizations included in the program office, and "actors" refers to the group of organizations exerting power and influence over the direction and design of the program.

See Appendix 2 for more information on the capabilities expected of Program Offices and programs.

The programs must be powerful, actor-driven, open, and include different sectors and disciplines needed to drive system innovation. This means that the programs should aim to address the transition goal from multiple system perspectives. Within Impact Innovation, we use seven system perspectives, which are detailed in Appendix 1.

The programs will utilize new methods and tools and work with advanced, cutting-edge research and innovation. To achieve significant system-changing results, a variety of different interventions and activities will be required. This may involve policy development, research and innovation projects, graduate schools, research and innovation infrastructure, system demonstrators, linking to initiatives within the EU, exchange of experience and co-creation with strategic partners in partner countries.

The role of the program in the transition

A prerequisite for a program is that there are already movements and initiatives in Sweden and the EU with a focus on the chosen mission for the program. The program will contribute to and reinforce other investments through various types of activities and interventions. In this way, the programs will enable other actors' investments and measures to have a stronger, broader, and faster impact in society and business internationally.

The global aspect

The programs are expected to establish and operate in an international context in a way that is relevant and appropriate for the programs' purpose, direction, and mission. See Appendix 3 for more information. The programs are expected to continuously monitor and adjust their work methods and participating actors based on both societal changes and a dynamic research and innovation landscape as well as global societal changes.

Collaboration and equality

The programs will work independently but will collaborate with each other and with the funding agencies. They will also participate in activities initiated by the agencies as part of Impact Innovation. Collaboration between the agencies and the programs' actors is part of Impact Innovation and a prerequisite for contributing to its purpose.

The programs must describe a plan for how they will analyze and integrate gender equality and other equality aspects² in the implementation of the Program Office's organization, activities and in the work to identify program interventions. This is partly about equal representation, how women and men are included in activities, and partly about how equality aspects such as sex and gender perspectives are analyzed and integrated into the activities and program interventions. The analyses must also include a broader equality perspective.

4.2 The part of the funding agencies in Impact Innovation

The funding agencies are part of the innovation system. To ensure effective implementation, continuous dialogue and cooperation between the agencies and programs will be central for the development of program interventions and for development of the program itself. The funding agencies will establish a function to strengthen and accelerate the transition capacity of Impact Innovation.

4.3. Monitoring and evaluation of Impact Innovation

Monitoring and evaluation will be important tools for developing the programs and continuously contributing to learning. Monitoring and evaluation will support the agencies' systematic work on development and change throughout the duration

² By "Other equality aspects" we mean the protected grounds of discrimination.

of the programs. It is estimated that approximately ten percent of the Program Office resources will need to be allocated to this work.

The Program Offices will have several responsibilities, including the compilation and analysis of their results, and making them available in Impact Innovation reports every two years. In addition, the programs will undergo an evaluation in their fifth year. The evaluation may cover several aspects such as the achievement of objectives, the role and function of the program, added value, and overall ability of the programs to contribute to systemic change for sustainable development. This evaluation will play an important role in determining whether the funding will continue for the programs or not.

5. Who is call intended for?

The call for proposals is intended for actors who want to establish the Program Office and lead the program towards its mission. Their credibility and capability to mobilize and engage relevant actors are of crucial importance. Planning skills are also essential to ensure that the program is aligned with its objectives and direction. Furthermore, it is also important to have the trust at a national level to represent other actors who will participate in the implementation of the program and contribute to its mission.

The organisations involved in the Program Office must be project partners. However, there is no requirement for a specific number of project partners in a Program Office. Please note that the group of actors involved in and setting the agenda for the program may be broader than the project partners constituting the program office.

By the deadline for submitting the application with a program proposal, actors are expected to have:

- Formulated mission, meaning bold, ambitious, time-bound and measurable transition goals that accelerate the transition to sustainability for global competitiveness and societal benefits.
- Linked to the mission(s) that have been formulated:
 - Hypotheses about how goals should be achieved
 - Identified and engaged parties and actors who will be important in achieving the goals
 - Analyzed how global competitiveness and attractiveness through sustainable development will be achieved through the program
 - Analyzed how international co-creation should be established

6. What we fund

Granted applications within this call for proposals receive financial support for the establishment and operation of Program Offices. The support is granted in accordance with Article 27 (support to innovation clusters) of Commission Regulation (EU) No. 651/2014 (GBER).

Funding of other activities needed for the implementation of the program and not covered by this call may be possible through other funding offered by the funding agencies.

Funding of program interventions within the framework of a granted program within Impact Innovation, is not covered by this call for proposals. Decisions on such funding are made by the funding agencies in separate processes during the program's implementation period. To achieve this, the funding agencies have planned to reserve an estimated SEK 50 to 150 million per program per year when the programs are fully operational, depending on their size and ambition. The reserved budget will be gradually increased during the first and second years to facilitate the program's start-up.

All project partners running the Program Office can be granted funding (see section 9). Only legal entities can be project partners. The coordinator must be a Swedish legal entity with a registered office in Sweden. In this respect, a foreign organization that has a branch or place of business in Sweden is equated with a Swedish legal person. The costs in the project, as well as the Program Office, must be attributable to the branch's or operating location's activities. Note that sole proprietorships or sole traders are not legal entities.

Funding for foreign organizations (legal entities) without a branch or place of business in Sweden is possible but limited. It is possible if all of the following criteria are met:

- It can be demonstrated that the organization has a unique expertise that is not available among actors in Sweden.
- The organization is important for the implementation of the program office's activities.
- There can be a clear transfer of knowledge to actors in Sweden.

Funding to foreign legal entities may be denied even if all of the above criteria are considered to be met.

Eligible costs

Our funding takes place through grants. Funding for organizations that carry out economic activities is covered by rules on state aid. The rules govern, among

other things, which types of costs and what proportion of them may be covered by funding. Which costs are eligible for support can be seen from GBER article 27.

Operating aid may be granted for the following eligible costs (including general overheads/indirect costs), which refer to the following:

- animation of the cluster to facilitate collaboration, information sharing and the provision or channelling of specialised and customised business support services;
- marketing of the cluster to increase participation of new undertakings or organisations and to increase visibility;
- management of the cluster's facilities; organisation of training programmes, workshops and conferences to support knowledge sharing and networking and transnational cooperation.

Consulting costs are eligible for support provided they relate to any of the above activities/services.

Investment support may be granted for the construction or upgrading of innovation clusters. The eligible costs must consist of the costs of investments in intangible and tangible assets. Tangible costs consist of, for example, assets in the form of land, buildings and facilities, machinery and equipment, while intangible costs refer to assets that lack physical or financial form, e.g. patents, licenses, know-how or other intellectual property rights.

Size of grants for the organization and management of the program

Funding is granted for a maximum of 50 percent of the eligible costs of each project partner. We assess that a reasonable range for requested funding is approximately SEK 5 to 10 million per Program Office and year.

This call allows for the funding of Program Offices for up to ten years, but funding decisions concerning the first five years will be made in this call.³ The funding agencies will monitor the programs on an ongoing basis with a specific monitoring plan. The funding decisions may include terms and conditions that allow the agencies to make changes to the funding during the project period based on the program's development and in consultation with the Program Offices. Changes in conditions for the program's actors may be a reason for such changes. Depending on the program's progress, the ongoing monitoring, and the five-year evaluation, a second stage of up to five years will be offered.

³ Regarding upcoming decisions on the funding of program offices within Impact Innovation for programs to be administered by Vinnova, it is important to note that Vinnova received a shortened authorization in the government's budget proposal. Therefore, Vinnova cannot make decisions that extend beyond 2027. However, applications can still include budgets and activities for 5 years, up to and including 2028. The concerned program offices will be informed later about when decisions can be made regarding funding for 2028.

7. Conditions for us to evaluate the application

We will only assess applications that meet the following formal requirements:

- The coordinator is a Swedish legal entity based in Sweden
- The project partners are legal entities
- The application is written in Swedish or English
- The application follows the instructions according to section 10 and use the templates designated by the agencies in connection with this call

Applications that do not meet the formal requirements will not be assessed and will be rejected without further justification.

Applications written in Swedish will be translated into English because the evaluation will be conducted by international reviewers. Applicants will not have the opportunity to contribute to or review the translation. The English translation will be used as the basis for the evaluation and decision-making on the application.

8. Assessment of applications

Applications that meet the formal requirements are assessed in terms of relevance, potential, actors, and implementation based on the following criteria:

Relevance

- The relevance of the proposed mission to Impact Innovation's overall goal of accelerating sustainable transition for global competitiveness and societal benefit.
- The relevance of the proposed program's interventions and activities in contributing to the program's mission.
- How the proposed mission has engaged relevant project partners and other actors who can contribute to accelerating sustainable transition.

Potential

- The potential of the proposed program to accelerate transition and have a significant impact on one or more of the three societal challenges.
- The potential of the proposed program to generate a collaborative effort, strategic collaborations, and leverage for sustainable transition, based on the role the program aims to take in the system and the mobilized actors.
- The potential of the proposed program to contribute to international co-creation and impact.

Actors

- The strategic and operational engagement of participating actors in the program and their commitment in the first two years.
- The credibility and capability of the Program Office to continuously mobilize, engage, and collaborate with actors and constellations regionally, nationally, and internationally who can contribute to the program.
- The relevance of the description of surrounding actors and environments nationally and internationally.

Implementation

- The capability of the Program Office to continuously use information and methodology to dynamically adjust the program based on changed conditions and needs.⁴
- The suitability of the Program Office's approach to identify and implement program interventions.
- The credibility of the program's plan for fulfilling the purpose and goals in the first two years of the program in relation to available resources (staffing and budget).
- The capability of the Program Office to develop and implement open, effective, and impactful processes and approaches.
- The appropriateness of the program's plan to analyze and integrate gender equality and other equality aspects in the Program Office's organization (distribution of power and influence between women and men), activities, and program interventions.

How do we evaluate?

The assessment is based on the electronic application that has been submitted via Vinnova's e-services (see section 10). The applications that meet the formal requirements according to section 7 are evaluated against the assessment criteria in section 8 by an assessment panel consisting of international and national assessors, as well as internal assessors, appointed by Vinnova. The evaluation panel is selected based on their experience in business, public sector, academia, and civil society, as well as their knowledge in various fields and industries. Evaluators with expertise in system innovation and missions will also be involved. The assessment is made on what is stated in the application including attachments. It is therefore important that it contains the necessary information as set out in section 10. The overall evaluation results in a recommendation, based on which the Swedish Energy Agency, Formas and Vinnova together decide which applications will be funded.

The evaluation takes place in competition between the received applications in several successive stages. Each stage aims to identify the applications that will proceed to the next stage. Preliminarily, in November or December,

⁴ This includes an assessment of structures and processes for how actors outside the project partners exert power and influence over the direction and design of the program, where applicable.

supplementary information may be requested from applicants concerning proposals that are deemed to have a sufficiently high quality by the reviewers. Applicants may be invited for an interview, tentatively on Week 4, January 2024. The invitation to interview may be sent out as late as the end of week 3.

The Swedish Energy Agency, Formas and Vinnova reserve the right to apply a portfolio perspective within Impact Innovation when selecting applications that are granted. The overarching goal of such an approach is to maximize the overall transformative capacity of the initiative by including a wide representation of missions, actors from different sectors and industries, various types of actors, geographical distribution, and more. Such a selection based on a portfolio perspective is only made among the applications that the evaluators consider to have a sufficiently high quality.

In the application, under the heading "Project tasks", there is a question about analyzing and deciding whether there are sex and / or gender aspects that are relevant to the described project. In this call, this question is **not** a basis for the assessment. However, related inquiries will be part of the total assessment as a part of the implementation criteria (see assessment criteria). Read more about Vinnova's work for [gender equality innovation](#).

9. Decisions and conditions

About the funding decision

Grants will be awarded on the basis of Article 27 (Innovation Clusters) of Commission Regulation (EU) No 651/2014.

The decision of the funding agencies to grant or reject an application cannot be appealed.

Vinnova administers this call. Program offices to be funded and managed by Formas or the Swedish Energy Agency will need to send their application to the designated agency for a formal funding decision.

Conditions for awarded grants

Some terms and conditions for the grants awarded will vary depending on which funding agency is the program host for the Program Office.

However, for all those who are awarded grants in this call, the following special terms & conditions, common for all three funding agencies, apply:

- The program manager, or representative from the project party appointed by the program manager, must attend the work meetings, conferences and

other activities organized by the agencies within the initiative Impact Innovation, which aim at the development of the program, exchange of experience and learning.

- The Program Offices must provide documentation for monitoring and evaluation according to the plan decided for each Program Office. As part of the monitoring, the Program Offices will also compile, analyse and make their results available in impact innovation reports every two years, see section 4.3.
- The communication guidelines decided by the funding agencies must be followed.
- Representatives of the Swedish Energy Agency, Formas and Vinnova have the right to participate as adjunct members at the Program Office's board meetings. Notices, agendas and minutes must be sent to the host agency on an ongoing basis and without request.

Concerning rules of procedure and project agreement:

- Within 3 months of the start of the project, the Program Office shall deliver a description of the Program Office's rules of procedure specifying roles, mandates and how internal decisions are made.
- The project partners must regulate inter alia commitments, rights and obligations, conditions regarding the right to project results and background information and other matters of importance for the collaboration in a project agreement. The content of the project agreement must be compatible with the other Project Terms. The project partners must have concluded the project agreement no later than three calendar months after the decision date. Confirmation that the Project Agreement has been concluded must be given upon request.

Concerning personnel costs:

- Personnel costs must relate to the current project and be reasonable. The costs must be actual and verifiable, which means that wages must have been paid and recorded as salary costs. The costs must also be auditable, which means that there needs to be some form of time accounting. Each project partner must, upon request, provide the coordinator with its time report, for forwarding to the financier.
- By personnel costs we mean gross salary and actual additional salary costs, such as e.g. social security contributions, mandatory pension provisions, mandatory insurance and fees and holiday pay. Taxable benefits shall not be included. If an employee waives part of his salary in

favor of pension provision, so-called salary change, it is considered an eligible personnel cost.

- An increase in salary without acceptable justification before or during the course of the project is not an eligible cost.

Concerning indirect costs:

- Indirect costs are general overheads that do not arise as an immediate consequence of the project but can still be related to it, for example for administration and IT.
- Project parties who are not universities and colleges may charge the project with actual indirect costs without a maximum limit. Universities and colleges may impose indirect costs on the project according to the full cost principle they apply.

Supplementary special conditions can also be decided for individual Program Offices.

If you do not comply with the terms, you may be liable for repayment. This also applies if you have been granted funding incorrectly or with an amount that is too high.

10. How to apply

To apply for a grant, you need to complete a web-based form using Vinnova's e-service for applications. You can access this service through the website www.vinnova.se. In addition to the form, you will need to upload the following attachments:

1. **The program proposal** using the template. The description must not exceed 40 A4 pages in portrait orientation and must be written in Swedish or English using 12-point black font. References to information on websites or other sources will not be considered. The program proposal must include all parts and follow the format and content specified in the table headers.
2. **CV attachments** using the template. It should contain relevant CVs for the project manager and all key personnel in the Program Office. At least one CV from each project partner.
3. **The Transition plan attachment** according to the template, not exceeding one A4-page
4. **Letters of intent** showing the most relevant actors' strategic and operational involvement and commitments in the program. No specific template required.

The templates for the attachments are available for download on the call's website at vinnova.se. The templates must be used including specific headers and tables. The instructions in the templates are intended to guide applicants in their description of the program proposal and provide the necessary information for assessment.

Keep in mind that it takes time to prepare and submit an application. You can start filling in information, saving and continue at a later time. When the application is ready, mark it as Ready. You can at any time fully unlock the application and make changes until the last application date.

Mark the application as Ready well in advance of the call closing.

When the call has closed and the application has been registered with Vinnova, a confirmation will be sent out by e-mail to you who are responsible for the user account, project manager and signatory / head of department. It may take a few hours for you to receive the email.

If you have not received a confirmation by email within 24 hours after the offer has closed, please contact us.

When the application period has expired, supplementary information concerning the application can only be made upon request from Vinnova.

Who can read the application?

Applications submitted to Vinnova become public documents, but we do not disclose information about an individual's business or operating conditions, inventions, and research results if it can be assumed that any individual will suffer damage if the information is disclosed.

Appendix 1 – System innovation and missions

System innovation refers to a long-term process in which various initiatives and projects contribute to a transition over time. Some of these initiatives involve collaboration, while others involve competition, since the winning solutions cannot always be predicted in advance. Government funding plays a small but important role in guiding the direction of this transition, as well as promoting competitiveness, attractiveness, and sustainable development.

Designing and implementing system innovation requires more than just R&D funding even if this is an important part of the government’s role in the transition process. It also involves (i) mobilizing actors for change, (ii) creating forms of coordination of resources and program interventions, and (iii) ensuring learning about what works and what doesn’t and spreading and using this knowledge to steer towards the system transition in line with the mission.

In this call, we assume there are seven system perspectives (see below) for system innovation. Depending on the nature of the challenge, these perspectives may have different heights of innovation. The seven perspectives are (without ranking):

- Solutions (working methods, techniques, products and processes)
- Business or value models
- Supporting structures and infrastructure
- Enabling policies and regulations
- Culture, values, and norms
- International cutting-edge research and expertise
- Mobilisation and formation of cross-border stakeholder networks

The following is a common method for working with missions:

- An overall ambitious goal (a mission) with broad relevance to society that no single actor can be responsible for achieving, preferably timed and quantifiable
- Co-creation – a working method based on cross-sectoral cooperation
- Systems thinking, understanding complex systems
- Needs-driven
- Design methodology - test, experiment and learn
- A portfolio of interventions that are linked and together aim to change entire systems to achieve current missions

On [vinnova.se](https://www.vinnova.se) you can read more about the concept of system innovation:

[How Vinnova works with system innovation and Missions](#)

Appendix 2 - Abilities of Program Offices and programs

In the context of Impact Innovation, a program refers to the combination of activities conducted by the Program Office as well as the program interventions initiated and coordinated by the Program Office.

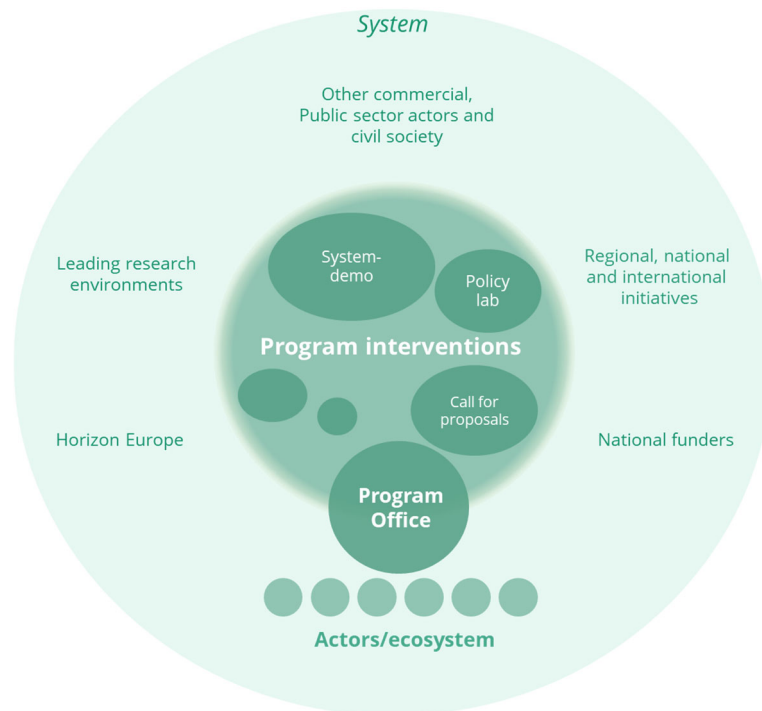


Figure 2 A program consists of the Program Office and program interventions. The actors of the ecosystem support and contribute to the implementation of the program. The program must relate to and use the initiatives and opportunities that exist in the surrounding system with the same focus as the program’s mission.

The conditions for actors wishing to engage in the program vary. Some actors may lack the resources required to be part of the program office. The group of actors engaged in and shaping the agenda of the program may be broader than the group of project partners comprising the program office.

Program Office

The coordination and management of the Program should include a Program Office and its Management Board. The Program Office is responsible for managing the operation of the program, ensuring that activities and interventions align with the program's direction and strategy, and adapting to changes in the surrounding world.

The Program Office must have the capability and competence regarding working methods that enable system innovation, as defined in Appendix 1, to be aligned with the chosen mission. Part of this is the ability to, when necessary, provide power and influence to actors who are important for the chosen mission and wish to engage in the program but are unable to be project partners in the program office.

Throughout the program period, the Program Office must continuously work on its ecosystem, intervention portfolio and external analysis to ensure the suitability and effectiveness of the program depending on each current phase of the program. The Program Office should operate within its system and with related systems to exploit possible synergies with other investments and become a lever for transition.

Program interventions

Program interventions should be designed to contribute to solutions for the program's mission. They should aim at contributing to changes from multiple system perspectives and thus require cross-sectoral collaborations and commitment from actors representing different perspectives. Relevant skills and understanding of the transition are necessary including the capability to see it from multiple perspectives.

As program interventions themselves contribute to the program's mission, they should also complement, build on, and take advantage of other initiatives, movements, and funding opportunities that align with the program's mission, regionally, nationally, and internationally.

The Program Office and program interventions must operate within an international context that is appropriate and contributes to the program's work in its chosen direction, as outlined in Annex 3.

The Program Office and program interventions must demonstrate the capability to work with completely new solutions as well as with the development and scale-up of existing solutions, whether nationally or internationally.

Programs must regularly report progress using reports and indicators, as explained in paragraph 4.3.

Appendix 3 International strategy

The programs exist and operate in an international context and will develop solutions that work and will be useful both in Sweden and internationally. It is therefore necessary that they can also operate effectively on the international stage to meet important needs for success. The program's international connection can contribute to the innovation capacity of Swedish actors and the program's goal fulfillment. Good knowledge of which ecosystems are prominent internationally is required for the exchange of experience and co-creation internationally.

The program proposal must include a preliminary international strategy showing how the program will conduct its work in an international context in line with the purpose, direction, and mission of the program.

Based on the mission of the program, the international strategy is expected to describe:

- Needs
- how the different participants contribute to the program's common international strategy
- Priority countries and actors
- which activities are prioritized and most relevant based on the program's mission and strategy with a focus on the first two years of the program
- how the activities contribute to the achievement of the goals of Agenda 2030