



ACTING ON MISSION-ORIENTED INNOVATION: WHERE NEXT?

Monday 28 June 2021

OECD Observatory of Public Sector Innovation
OECD Directorate for Science, Technology and Innovation
OECD Development Co-operation Directorate



Agenda

13.00 Welcome

13.10 Mission-oriented innovation challenges in practice

13.30 Panel discussion – Finding solutions

14.10 Q&A

14.25 Close



Meet the team



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KEY QUESTIONS FOR MISSION- ORIENTED PRACTITIONERS



What are mission-oriented innovation policies ?






Mission-oriented innovation policies are a coordinated package of policy and regulatory measures tailored specifically to mobilise science, technology and innovation in order to address societal challenges. These measures:

-  span several stages of the innovation cycle from research to demonstration and market launch
-  use various instruments (supply-side and demand-side; top-down and bottom-up)
-  cross various policy fields, sectors and disciplines
-  are targeted towards ambitious and concrete goals
-  to be met in a defined time-frame



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Strategic orientation

Orientate collective effort towards a well-defined challenge



Policy coordination

Coordinate the different policy and regulatory bodies towards the collectively agreed objectives



Policy implementation

Implement bundles of complementary policy and regulatory instruments to meet the collectively agreed objectives



What are the key questions for mission-orientation practitioners?



Strategic orientation

How to create a broad consensus on selected societal challenges, their transcription in clear and bold objectives and the way to address them?

Missions must be customised for each specific situation:

- How to co-define the ‘right’ mission (scope, depth, granularity, focus, boldness, ...)?
- How to secure and balance the involvement of politicians, experts, policy makers, ‘visionary people’, industry leaders...?
- How to go beyond the usual suspects, including citizens?
- ...





What are the key questions for mission-orientation practitioners?

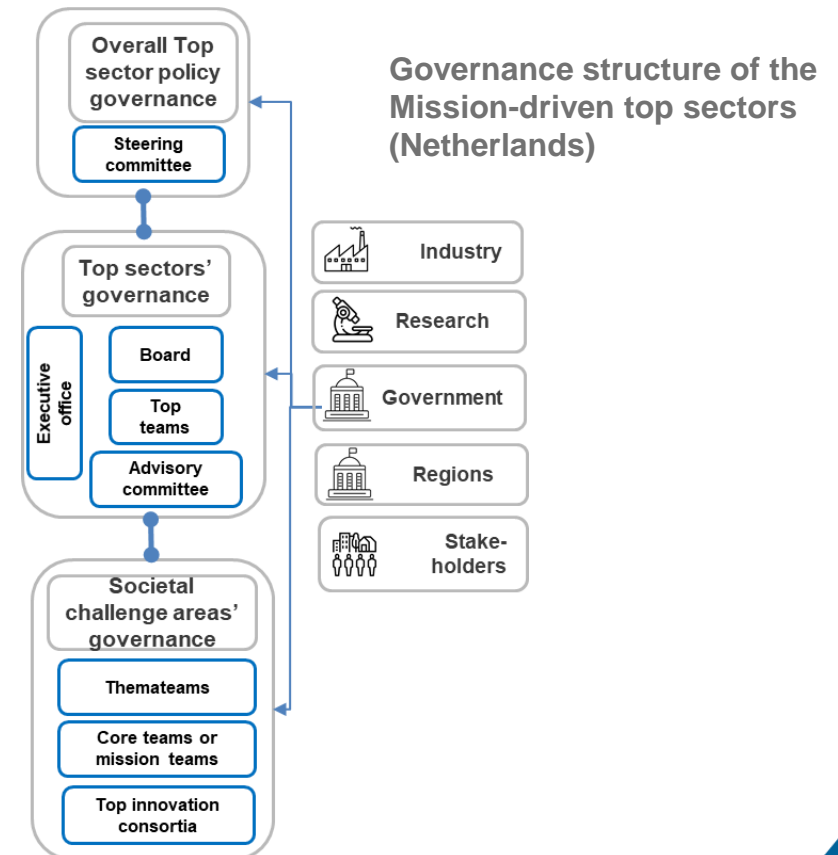


Policy coordination

How to coordinate public and private actors beyond disciplinary, sectoral and policy silos around the commonly agreed missions?

Mission-oriented policies cannot only convene traditional partners around the table:

- How to engage policy bodies beyond the STI arena?
- How to coordinate the different levels of governance (regions, countries, EU)?
- How to make the transaction cost commensurable to expected benefits?
- How to ensure the commitment of research and innovation partners?
- ...





What are the key questions for mission-orientation practitioners?



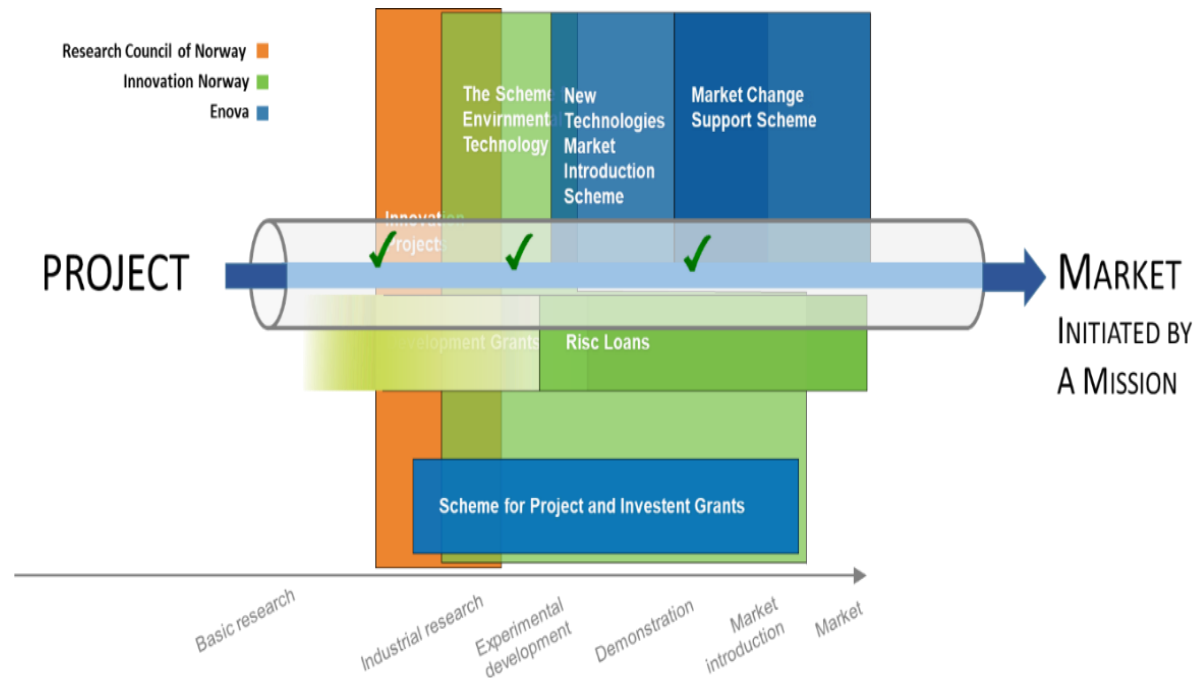
Policy implementation

How to implement bundles of complementary policy and regulatory instruments to achieve the commonly agreed objectives?

Most mission-oriented policies do not create new intervention mechanisms but connect previously fragmented mix of instruments:

- How to connect in practice supply-side (grants) and demand-side instruments (e.g. public procurement)?
- How to manage solution portfolios?
- How to monitor and evaluate these systemic policies?
- ...

The integration of the instruments portfolio of three agencies in Pilot-E (Norway)





What's in it for you in mission-orientation?

- MOIPs offer a *dedicated* and *tailor-made* space for collective action adapted to each area and institutional setting:
 - co-create the objectives and targets (the 'mission')
 - Set up a specific structure of governance
 - Design and implement an intentional policy mix
- A challenging systemic policy approach, to be developed gradually through experimentation and learning
- Already many initiatives to learn from

Welcome to the OECD Mission-Oriented Innovation policies online toolkit

This explorable guide helps policy makers design and implement Mission-oriented innovation policies. With the support of policy makers and building on partnerships with selected institutions, this toolkit aims to become the reference platform for all those who set up, implement or research and advise on mission-oriented innovation policies.

[Explorable dashboards](#)[Policy learning hub](#)

Why a toolkit on mission-oriented innovation policies?

Faced with mounting societal challenges of unprecedented scale and scope, several governments experiment a new policy approach that consist in joining efforts, resources and knowledge across disciplinary, sectoral and policy silos to collectively address clear, bold and inspirational goals.

Drawing of lessons-learned from these early experiments, this online policy toolkit aims to provide policy makers with both analytical knowledge and practical information on the design, governance and implementation of MOIP initiatives.

Find out more about what are mission-oriented innovation policies and how can they be designed and implemented to help tackle mounting societal challenges in OECD new paper https://www.oecd-ilibrary.org/science-and-technology/the-design-and-implementation-of-mission-oriented-innovation-policies_3f6c76a4-en





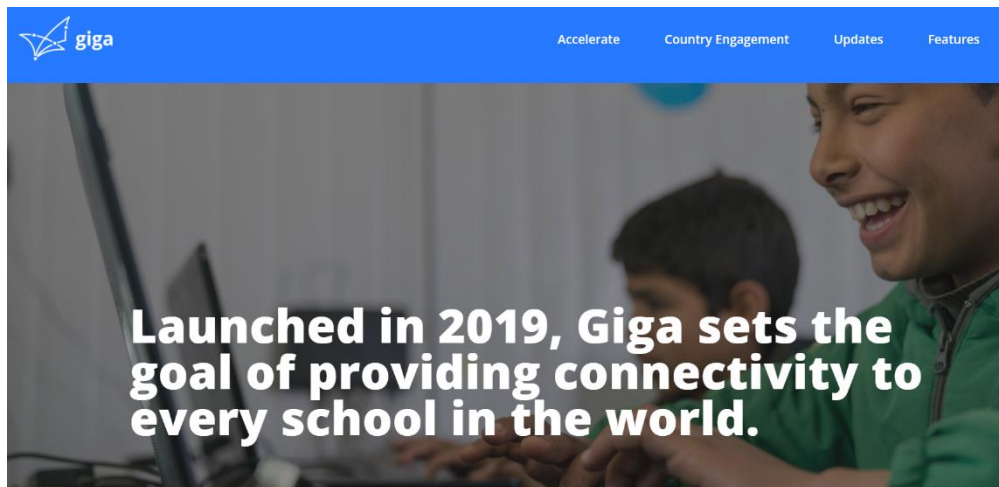
MISSION-ORIENTED INNOVATION IN LOW AND MIDDLE-INCOME COUNTRIES



Mission-Oriented Innovation in Low and Middle-Income Countries

Mission-oriented innovation typologies in international development.

- Differentiated by **underlying challenges**: complicated and complex problems.
- Differentiated by **scale**: global, regional, national, sub-national.
- Differentiated by drivers and **actor constellations**: international entities, national institutions





Mission-Oriented Innovation in Low and Middle-Income Countries

Strategic orientation

- Dynamics of exclusion and insufficient mechanisms to establish broad support for missions across societal groups are prevalent challenges.
- Transformative missions rely on advanced R&D infrastructure, large scale public and private finance and a mature innovation ecosystem.

“Setting a clear ambitious direction that is targeted, measurable, and time-bound must be mindful of both capacity for learning and accountability for delivery - and should ideally be set by the actors operating in the local context as opposed as decided from afar.”

OECD Policy Paper (2021): *Towards Earthshots? The potential of mission oriented innovation for international development and humanitarian work* (forthcoming)



Mission-Oriented Innovation in Low and Middle-Income Countries

Policy coordination

- The suitability of existing governmental and development coordination mechanisms for cross-disciplinary, cross-sectoral, and cross-actor collaboration needs to be further explored and assessed in the specific contexts.
- Trade-off decisions between development modalities and strengthening local innovation ecosystems are political.

“Because of high degrees of structured specialization and low levels of coordination and interaction, aid agencies demonstrate a startling compartmentalization.”

Ben Ramalingam: Aid on the Edge of Chaos



Mission-Oriented Innovation in Low and Middle-Income Countries

Policy implementation

- A major challenge is the ‘projectization’ of international development cooperation, and securing long-term commitment.
- In some middle-income contexts, such as Mexico and Colombia, monitoring and evaluation frameworks were developed and established links between science, technology, and innovation projects and the goals of the mission from the onset. Thus far, a transfer of practice to other low and middle-income contexts hasn’t been achieved at scale.

“Every transition requires work on dismantling and reorganising. Because we tend to focus on the new, however, the lock-ins are often ignored, and this prevents us from moving forward”

Indy Johar: How do democracies innovate in a complex world?



MAKING MISSIONS ACTIONABLE



Missions Lab: background and proposal

Why?

- Mission-oriented innovation has become a significant vehicle for change and recovery
- The challenge is operationalising mission ambitions in practice
- Concrete methodologies are needed

Proposal

OPSI, the OECD STI and DCD directorates, and external partners propose to build a joint **Missions Action Lab**

The aim is to advance the knowledge, practice and experience on missions and strengthen cross-sectoral and cross-disciplinary collaboration in countries

This work will be action-oriented and focus on tools and methods developed together with member countries in concrete missions



Need for tools and methods

OECD OPSI-IIPP Mission-Oriented Innovation Toolbox ©

What this toolbox is

This toolbox was created based on a literature review of existing mission-oriented innovation practices, conducted by the OECD OPSI in collaboration with the UCL Institute for Innovation and Public Purpose (IIPP) (publication in late 2021). Feedback from current mission practitioners was incorporated. This is an open source resource, and we invite the mission community to add their own tools, insights, or experiences.

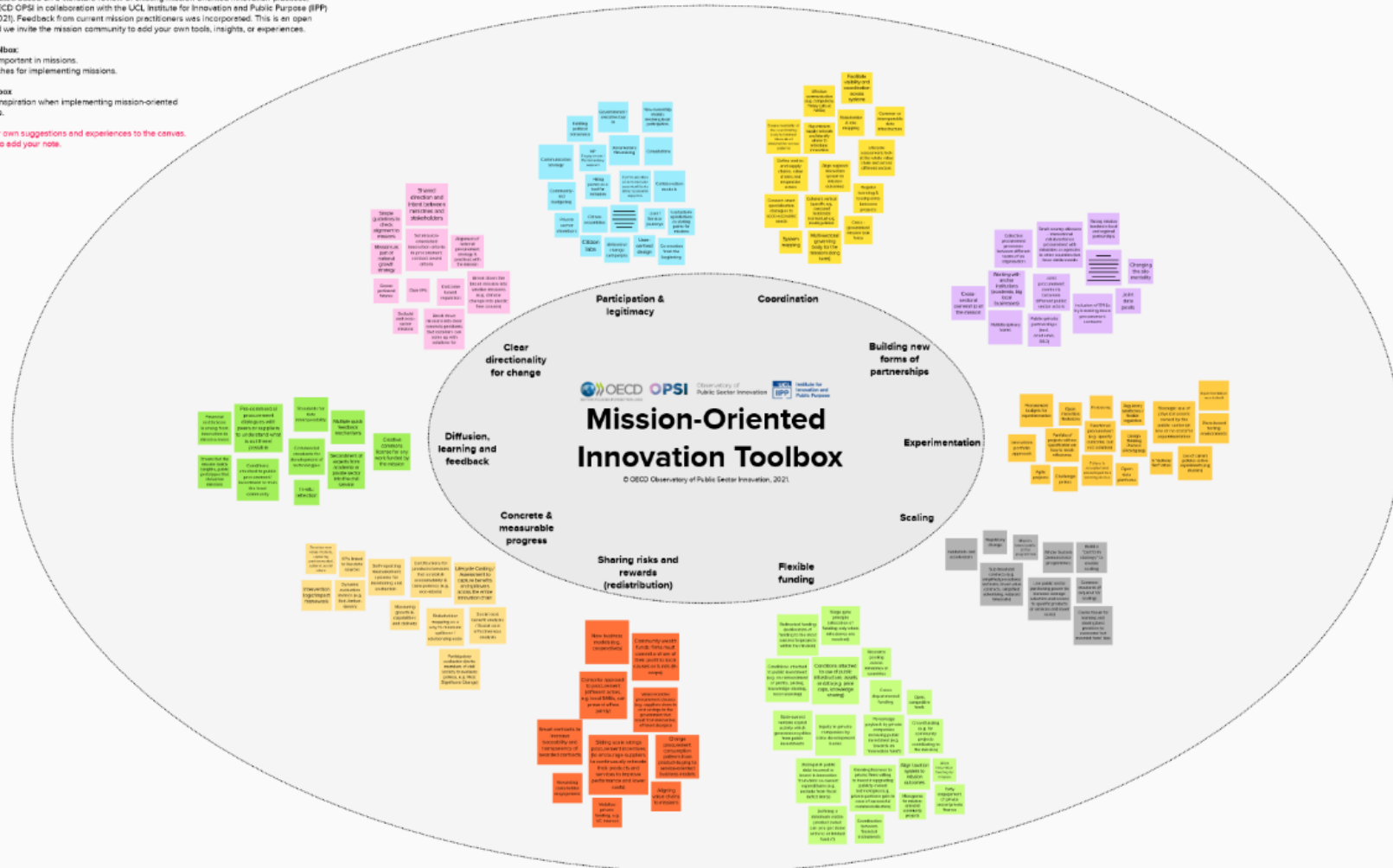
How to read this toolbox:

Inner circle: what is important in missions.
Outer circle: approaches for implementing missions.

How to use the toolbox

Use this toolbox for inspiration when implementing mission-oriented innovation in practice.

- Feel free to add your own suggestions and experiences to the canvas. Simply double-click to add your note.





Approach

Approach

Initial selection of **3-4 cases** across mission areas, types, and countries

Support

Support structured by stage: post mission setting, early implementation, ongoing operations

Timeline

2021: Set up of the lab and selection of first cases
2022: Support first cases

Research questions

Governance

e.g. cross-organisation

Operationalisation

e.g. scaling, mission portfolios

Context
e.g. policy integration



Questions we are interested in testing in practice

- **Governance of missions:**

- What instruments (e.g. policy, regulation, voluntary mechanisms) can be used to govern mission-oriented innovation and how does this vary depending on the context?
 - How can missions-oriented innovation be set and implemented at different levels of government?
- How can mission-oriented innovation be governed across agencies, organisations, and ministries and across sectoral policy areas?
- How do governance mechanisms differ by type of mission-oriented policies and innovations (e.g., top-down/bottom-up, umbrella-focussed mission)?
- What capabilities are needed to govern mission-oriented innovation?
- What are the factors that build and sustain legitimacy for sustainable action toward the mission-oriented innovation in changing political economic environments?

- **Policy setting and implementation**

- How can missions-oriented policy be set and implemented:
 - horizontally across agencies, organisations, ministries and across sectoral policy areas?
 - vertically, across different levels of government?
- What are the different governance roles needed for successful mission-oriented policy implementation?
- What are the tools and framework to guide the monitoring and evaluation of mission-oriented How are mission-oriented innovation policies connected with other policies (including horizontal policies, tax or price-based, competition policies)?
- How does mission-oriented policy interact and/or integrate with traditional strategic planning mechanisms in government and with traditional aid coordination mechanisms in low-income countries? How to avoid lock-in?



Questions we are interested in testing in practice

- **Mission operationalisation:**

- How can mission-oriented innovation be operationalised? What existing tools support mission-oriented innovation and what new tools and approaches are needed?
- How can mission-oriented innovation be set and implemented in different subject matter contexts? (e.g., climate change, health, social inequalities)
- How does mission setting and implementation vary in low and middle income countries (if at all)?

- **Contextual factors:**

- How does mission-oriented innovation interact with ecosystems approaches or existing ecosystems?
- How does mission-oriented innovation complement other innovation approaches (e.g., portfolio management, systems thinking and - engineering, anticipatory innovation)?



PANEL DISCUSSION



Meet the team

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Nam Accelerator
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