Welcome - we are almost ready to kick-off - meanwhile write in chat:

Where are you calling in from today?
Missions needs assessment survey

Highlights & insights on mission work
Background & purpose

• Joint survey of OECD and Danish Design Centre

• Aims to understand current mission practices, challenges and areas for further support

• Evidence helps to show:
  What missions look like in practice
  Where more support of mission work is needed
OECD Mission Action Lab

Who we are
We are a joint team of OECD experts in Public Sector Innovation, International Development, and Science, Technology and Innovation.

What we do
We identify and analyse mission-oriented innovation practice, and advise public sector organisations on defining, setting up and governing missions.

How it works
We use action research to advance the knowledge and practice of mission-oriented innovation across the globe. Our focus is on tools and methods developed together with countries in concrete missions.

Work with us to contribute to the growing missions knowledge base!
missionlab@oecd.org
Mission Playbook: A design-driven approach to launching and driving missions

For years, we have used our design mindset, tools, and methods to transform systems. Now, we link these experiences within the framework of missions.

What we have is a running prototype. It’s a product forever in beta as we learn and share as much as we can from international relationships with organizations such as OECD and IPP. We also share our own experience of running missions within the green, social and digital sectors, as well as our continuous development of practical tools and methods.
Applying design tools

Learn more at our website ddc.dk
Three problems worth solving

**Mental health for young people** - a thriving and compassionate society where young people thrive and feel safe

The **irresistible circular society**

**Responsible and ethical digitization**
Dive in!

**Highlights** Mission practices, mission design, gaps & challenges

**Questions & Reflections**

*Repeat*

**Group thinking** - sharing perspectives with your peers

**Tie the knot** - learn forward
Current mission practices
Who are the respondents?

64% currently involved with mission-oriented innovation.

Representation: leaders, coordinators, initiators, implementers and participants.

40 countries with a majority in Europe, USA and Australia.

30% of the respondents represent national government and 24% are from the private sector, while only 4% represent foundations and philanthropic organisations.
Mission work in practice

Top-down driven
(the mission was set primarily by government bodies/officials and is coordinated and driven by them)
46%

Bottom-up driven
(the mission was set primarily by the stakeholders and is driven forward by the ecosystem connected to the mission)
54%

N: 83
What phase is your mission in?

Most of the mission work are in the middle phase developing mission portfolios and implementing initiatives.

- Getting started (e.g. setting up the mission, getting buy-in to the mission): 31
- In the middle of it (e.g., developing mission portfolios, implementing initiatives): 65
- At the end of it (e.g. evaluating final impact): 4

N: 141
“In my opinion, the entire point of having a mission is that there is no other way to move a complex stakeholder system. So obviously, there will be issues, but they are kind of part of the reason of having a mission in the first place. Missions allow stakeholders to align *themselves* towards a common goal shared by all.”
Solving societal challenges with missions

Broad representation different challenges addressed within larger societal fields

Challenges across sector and with more than one goal and fields of engagement and influence

Collaboration as an enabler but also a challenge field
Questions and reflections
Mission

design
Towards a broader interpretation?

Only 25% has a clearly defined target and only 11% has a clear plan and process for monitoring and evaluation.

- Social challenge: 31%
- Environmental challenge: 25%
- Technological challenge: 21%
- Health challenge: 18%
- Other: 4%
How would you characterize your mission in regard to the following statements?

- The mission has a clearly defined target: 25%
- A wide range of stakeholders were involved in the definition of the mission: 23%
- The mission has a dedicated structure of governance: 15%
- The mission is implemented via various policy instruments: 13%
- The mission has a clearly defined timeline: 12%
- The mission has a clear plan and process for monitoring and evaluation: 11%

N: 139
What has made mission-oriented work possible?

<table>
<thead>
<tr>
<th>External drivers</th>
<th>Internal drivers</th>
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</thead>
<tbody>
<tr>
<td>Collaboration</td>
<td>Strategy</td>
</tr>
<tr>
<td>34%</td>
<td>24%</td>
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<tr>
<td>Global challenges</td>
<td>Policy</td>
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<tr>
<td>21%</td>
<td>18%</td>
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<tr>
<td>Economic</td>
<td>Impact</td>
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<td>13%</td>
<td>15%</td>
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<tr>
<td>Direction</td>
<td>Capacity</td>
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<tr>
<td>12%</td>
<td>8%</td>
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<tr>
<td>Individuals</td>
<td>Method</td>
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<tr>
<td>4%</td>
<td>7%</td>
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</tbody>
</table>
Where does funding come from?

Distributed and various - multiple combinations

Funding from the state play an important role - regional and local level funding less represented

Funding from philanthropic organisations and impact investments almost non-existing
Questions and reflections
Biggest mission challenges & support needs
“There is a major risk of placing too much emphasis on the mission's success being driven by a charismatic and powerful individual, and not effectively underpinned by infrastructure, governance and oversight.”
Major risks or challenges

The biggest risks of possibly failing
• Effect of silos
• Keeping momentum and motivation over time
• Lack of committed support

Challenges in current mission work
• Aligning resources across government or organizations
• Changing current organizational models - new governance and leadership practices
• Fit mission implementation into current budgeting timelines and structures
Major risks or challenges

Learning forward
Collecting the right data and insights to re-feed to the mission work

Agility and adaptability in the portfolio

Building and sustaining the mission roadmap and balancing both short-term and long-term projects
In what areas do you need external help?

- Skills, methods and capacity: 67.5%
- Mobilizing the ecosystem: 62.5%
- Participation (e.g. Stakeholder engagement or commitment): 52.5%
- Setting direction / defining the mission: 45%
- Evaluation: 45%
- Legitimacy & consensus-building: 42.5%
- Policy & Regulation: 40%
- Innovation management: 40%
- Governance across policy silos: 35%
- Communication: 35%
- Portfolio management: 30%
- Monitoring: 27.5%
- Multilevel governance: 25%
- Other: 0%

N: 130
“Experimentation. Missions is a novel approach, room for iterating the framework and tools through learning could be emphasized.”
Questions and reflections
Meet and discuss with peers

**Group thinking:** Self-facilitated breakout groups

**Two questions for discussion:**
- What makes a good mission?
- Where do you need more knowledge sharing and support to improve mission work?
- Anything else you would like to discuss

**Structure:**
- 5 minutes: silent time to individually post notes in Padlet
- 5 minutes: introduce yourselves
- 20 minutes: discussion, based on the questions
What next?

How you can join us
• Contact OECD or Danish Design Centre to learn more
• Work with the OECD Mission Action Lab

What we will do with this information
• Publication of results
• Further research by OECD Mission Action Lab on most interesting findings: e.g. evaluation
  • Mission governance, Mission Portfolio, Mission Evaluation
Interested in connecting - or diving more into the data?

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