

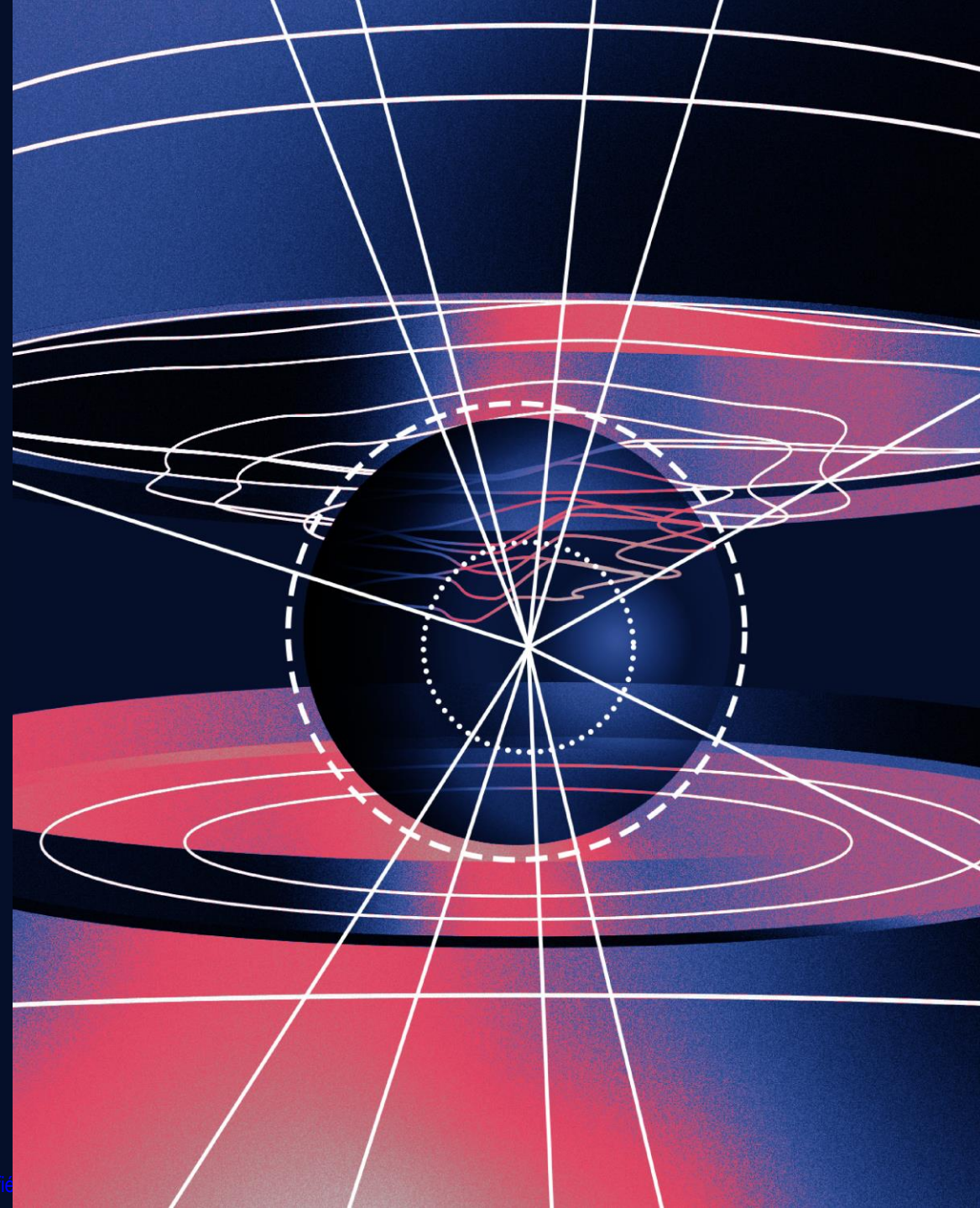
Assessment of Ecosystem-Driven Mission Platform

Kick-off session

28 March 2025

Piret Tõnurist, piret.tonurist@oecd.org

MISSION
ACTION Lab



Introductions

Piret Tõnurist

- Senior Programme Manager
- Observatory of Public Sector Innovation
- Mission Action Lab
- OECD

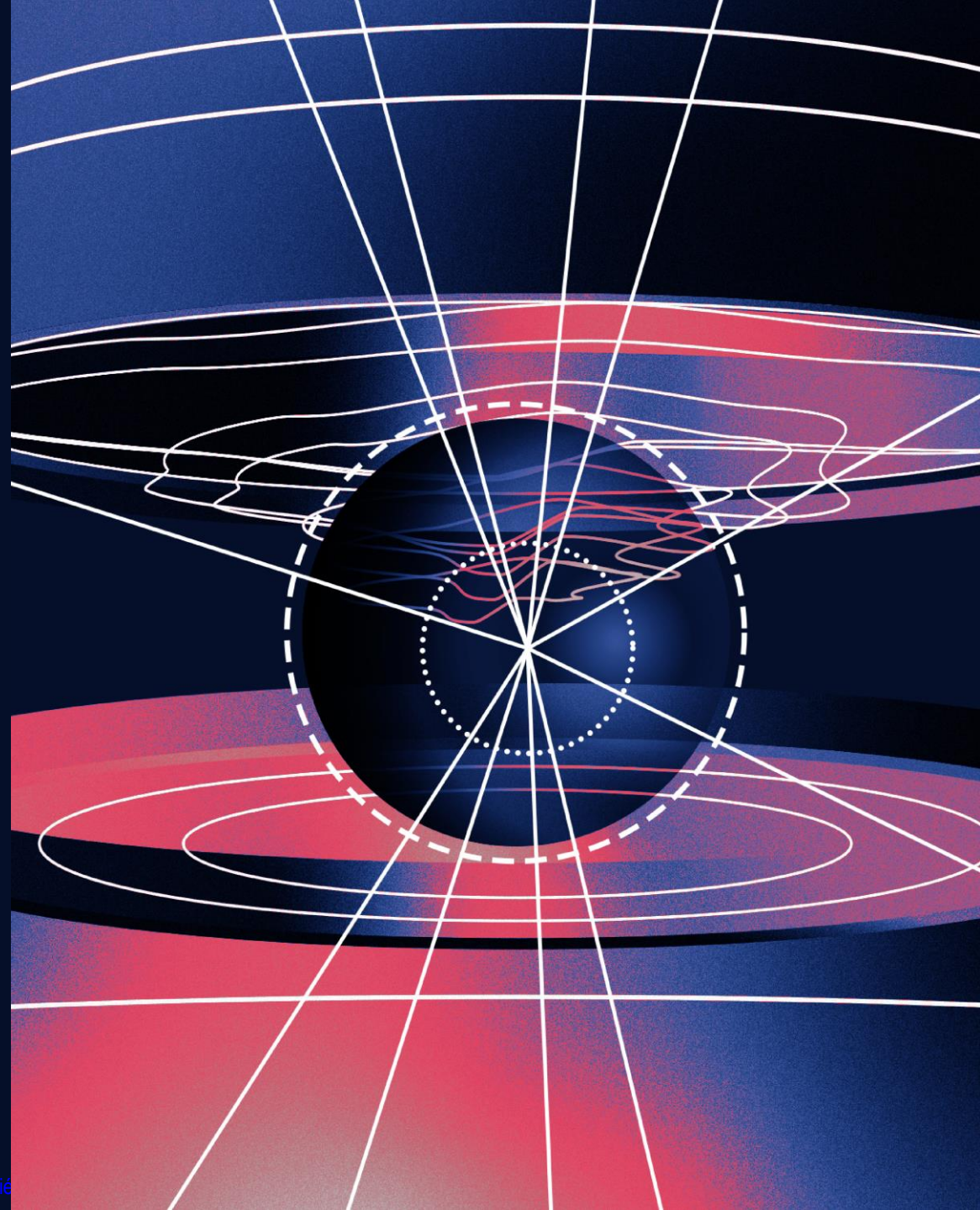


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Agenda

- Introduction of the Mission Action Lab
- Project description
- Timeline and activities
- Q&A



About the OECD Mission Action Lab

Who we are

We are a joint team of experts from the Observatory of Public Sector Innovation (OPSI), the Directorate for Science, Technology and Innovation, and the Development Co-operation Directorate of the OECD.

What we do

We identify and analyse mission-oriented innovation practices, as well as advise public sector organisations and their partners on designing, refining, implementing, and governing effective 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.



<https://oecd-missions.org/>

Mission Action Lab

Philippe Larrue

- Senior Policy Analyst
- STI Directorate



Mariana Mirabile

- Economist
- ENV Directorate,



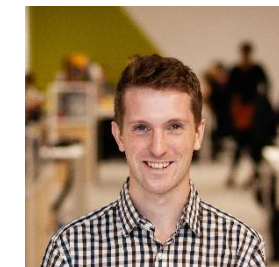
Piret Tõnurist

- Senior Programme Manager
- GOV Directorate, OPSI



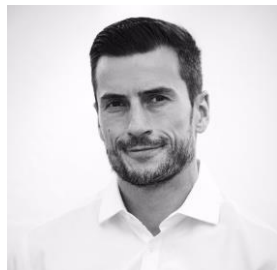
Charles McIvor

- Policy Analyst
- STI Directorate



Benjamin KUMPF

- Senior Policy Analyst
- DCD Directorate



Elisa Lanzi

- Senior Economist
- ENV Directorate



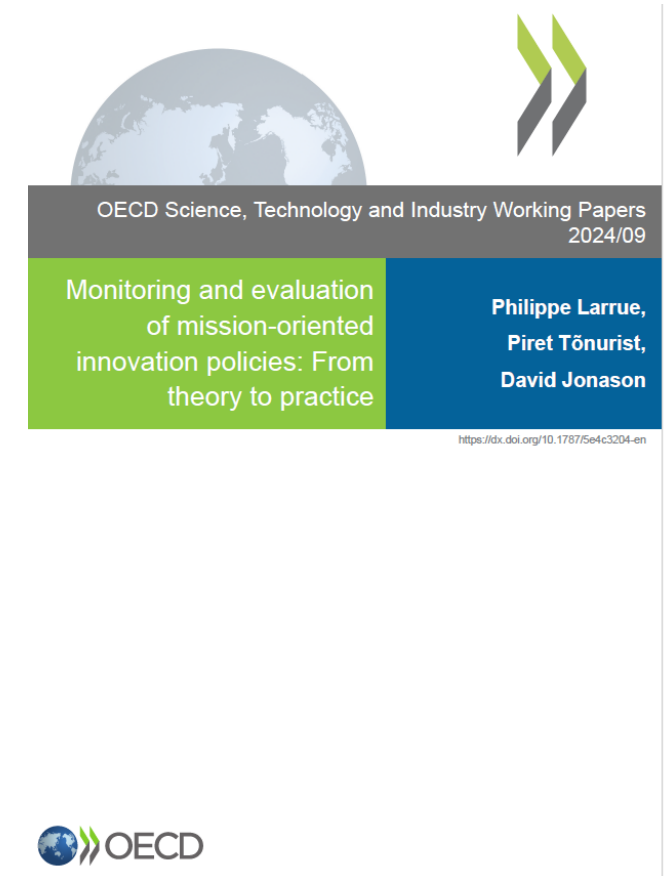
Frameworks the Mission Action Lab works with



OECD (2024), “Designing Effective Governance to Enable Mission Success”, *OECD Science, Technology and Industry Policy Papers*, No. 168, OECD Publishing, Paris, <https://doi.org/10.1787/898bca89-en>.

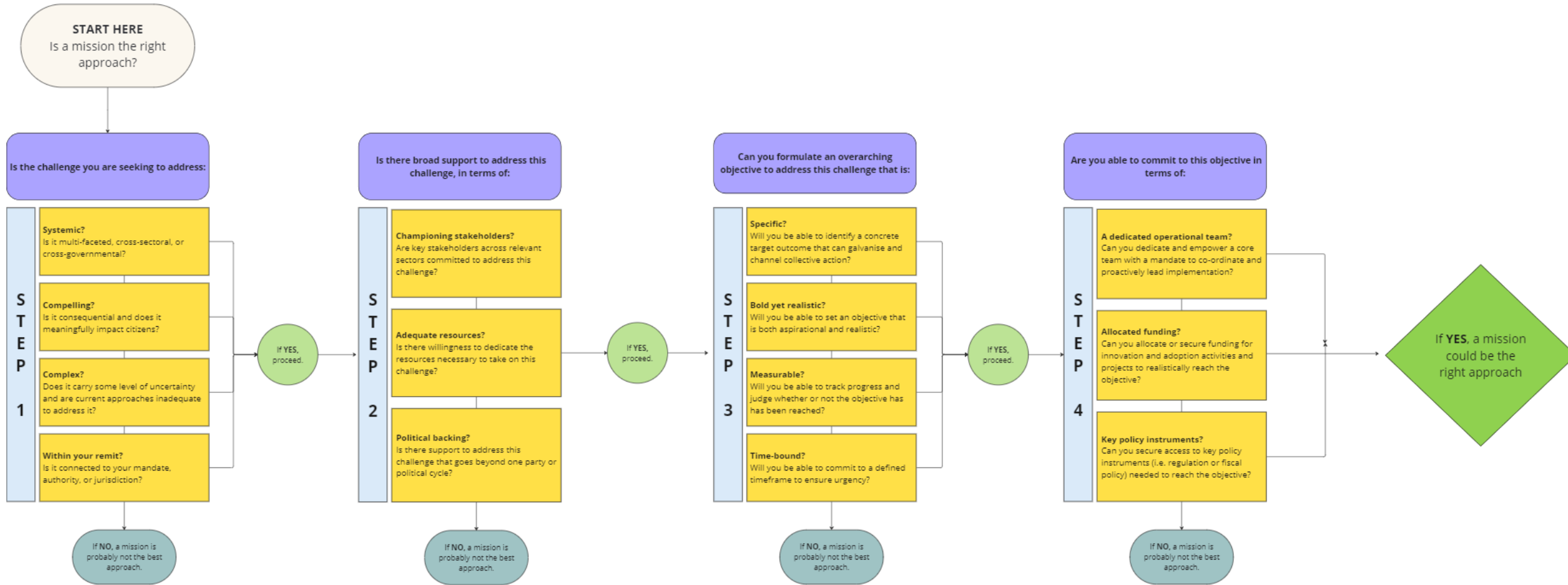


OECD (2025), “Proactive portfolio management in mission-oriented innovation policy”, *OECD Science, Technology and Industry Policy Papers*, No. 173, OECD Publishing, Paris, <https://doi.org/10.1787/1ee956a5-en>.



Larrue, P., P. Tõnurist and D. Jonason (2024), “Monitoring and evaluation of mission-oriented innovation policies: From theory to practice”, *OECD Science, Technology and Industry Working Papers*, No. 2024/09, OECD Publishing, Paris, <https://doi.org/10.1787/5e4c3204-en>.

Mission Litmus Test



What are the different types of Mission-oriented innovation policies?

Type	Leadership	Missions
<p>Overarching mission-oriented strategic frameworks - Broad initiatives set up at the highest level of policy making to co-ordinate actions among a wide array of public and private actors toward missions with concrete and ambitious targets.</p>	<ul style="list-style-type: none"> • Centre of government • High-level committee 	<ul style="list-style-type: none"> • Multiple missions or mission areas • Pursuing ambitious challenges • Long-term horizon
<p>Challenge-based programmes and schemes - Targeted agency schemes, aims to accelerate the development of concrete solutions to a specific challenge</p>	<ul style="list-style-type: none"> • Agency 	<ul style="list-style-type: none"> • Focused • Seeking acceleration of (most often technological) innovation • Mid- to long-term horizon
<p>Thematic mission-oriented programmes - Traditional thematic research programme reformed to make them progressively more directional, coordinated across sectors and disciplines and broader in their means of intervention</p>	<ul style="list-style-type: none"> • Ministry • Agency 	<ul style="list-style-type: none"> • Focused on competitiveness in the research consortia of the 1980s – 1990s • Mix of societal and competitive challenges in current programmes
<p>Ecosystem-based mission programmes - Mechanisms delegating to ecosystems of actors the development and implementation of strategic agendas to address societal challenges</p>	<ul style="list-style-type: none"> • Ministry • Agency 	<ul style="list-style-type: none"> • Innovation agenda developed by the innovation actors themselves, with neutral support from public authorities

Source: Larrue (2021)

Theory of change

Can we agree on what effects are pursued, and how?

- Mission ToC articulates realistically **how** and **why** the mission is expected to be achieved in its **context**.
- It should map how inputs and activities are expected to achieve its intended results in terms of outputs, outcomes and impacts.
- It is a cornerstone for both designing mission governance and for mission delivery (portfolio management etc.).
 - Mission ToC needs to ensure that governance arrangements are in service of fulfilling the specific purpose of the mission.



Mission governance – ToC is a must

OECD (2024), "Designing Effective Governance to Enable Mission Success", *OECD Science, Technology and Industry Policy Papers*, No. 168, OECD Publishing, Paris, <https://doi.org/10.1787/8985bca89-en>.

Which of these characteristics are the most important? Which are the most challenging?

Mission-oriented outcomes are enabled by fit-for-purpose governance

A mission-oriented approach to governance is typified by:

- Structure

Framework

Anchoring

Mandates

- Strategic orientation

Roadmaps

Political support

Societal engagement

- Co-ordination

Horizontal co-ordination

Vertical co-ordination

Mobilisation

- Execution

Broad policy mix

Process integration

Experimentation

Reflexivity

Capabilities

- Resources

Public funding

Private investment

Market-shaping

Harnessing Mission Governance to Achieve National Climate Targets

We are excited to invite you to an **upcoming webinar on April 1st at 15:00 CET** for the launch of our report on "**Harnessing Mission Governance to Achieve Climate Targets.**" The webinar is open to all, so, please forward this to your mission and climate communities that may find this of interest.

Register to the webinar here: https://meetoe.cd1.zoom.us/webinar/register/WN_tjhEr2hYTDWoG1K9G-l-5g#/registration

Webinar Registration - Zoom

Harnessing Mission Governance to Achieve National Climate Targets



Mission Portfolio Management

Three components



Developing the portfolio

- Develop criteria based on the mission's theory of change or intervention logic.
- Allow for experimentation with new activities, tools, methods and forms of engagement.
- Ensure access to the relevant identified levers and avoid being limited by the specific silo or organisation.
- Distinguish the direct operational environment.



Managing the portfolio

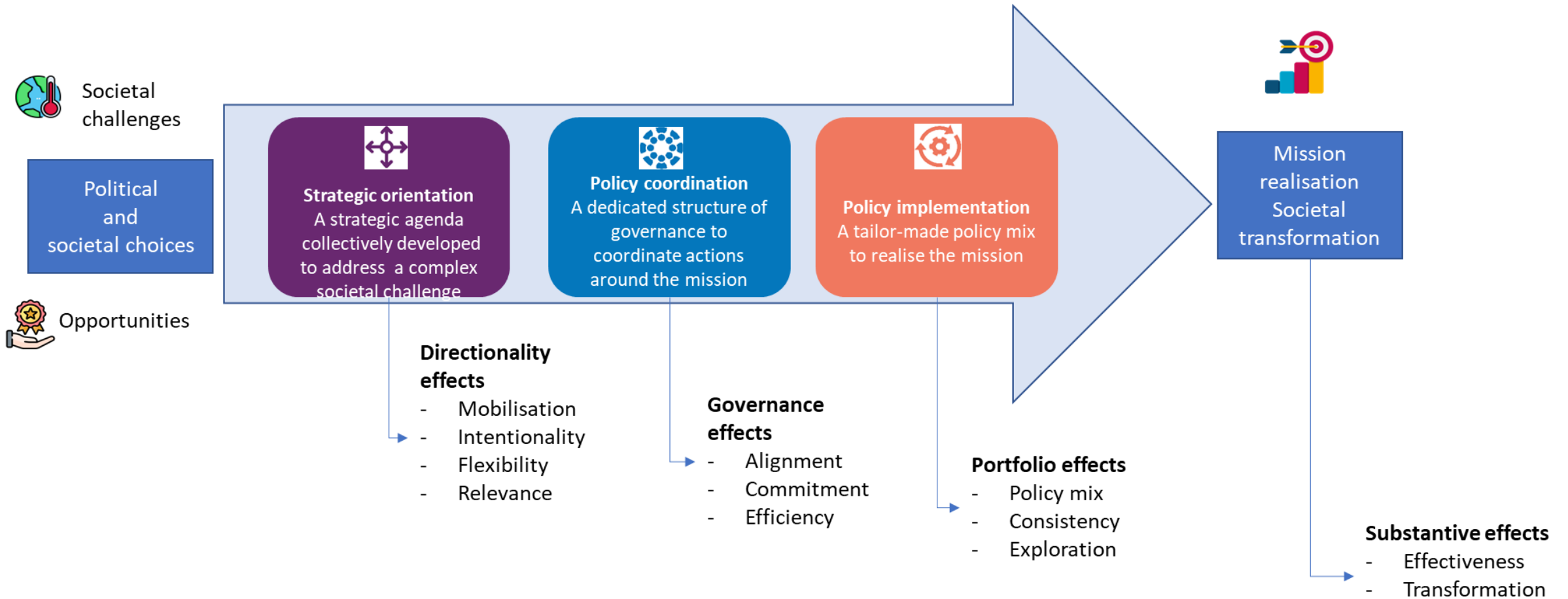
- Establish clear portfolio management responsibilities.
- Perform regular portfolio reviews and stage-gate activities to avoid lock-in.
- Foster a culture of trust and experimentation.
- Promote interlinkages and exchanges within the portfolio.
- Manage relationships to scale solutions and crowd in non-governmental funding.



Monitoring the portfolio

- Monitor the success of the portfolio as a whole in delivering the objectives of the mission.
- MPM tools should allow to make sense of nested activities within the broader mission ecosystem.

Mission evaluation framework



Evaluating mission readiness and mission capabilities

Project aim

The aim of the project is to **conduct a capability assessment of the five Impact Innovation mission programmes as well as the programme management team** at the three agencies to inform the design of Impact Innovation's function. It aims to enhance capability-building of the public agencies behind the initiative and the mission programmes themselves, as well as assess the mission programme's development to identify any early-stage needs to course-correct.

The project contributes directly to further the OECD's knowledge base of the **five ecosystem-driven mission programmes** and the emerging practice of accelerator-type capacity-building functions.

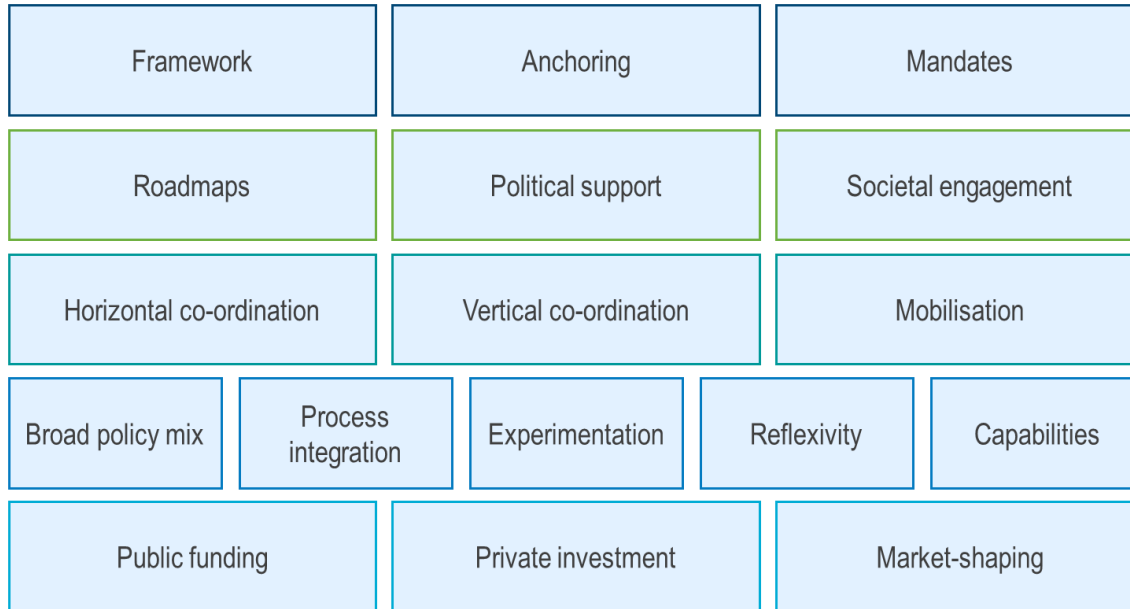
Timeline



Survey

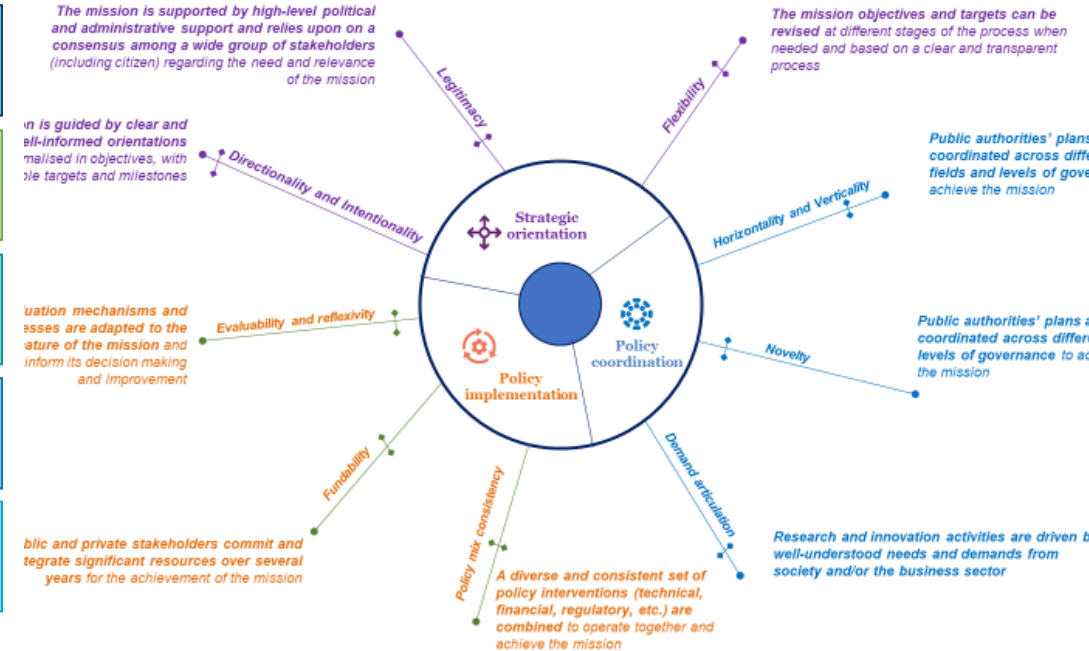
Mixing two survey instruments: mission governance design and mission readiness survey

- Structure
- Strategic orientation
- Co-ordination
- Execution
- Resources



26/9/2024

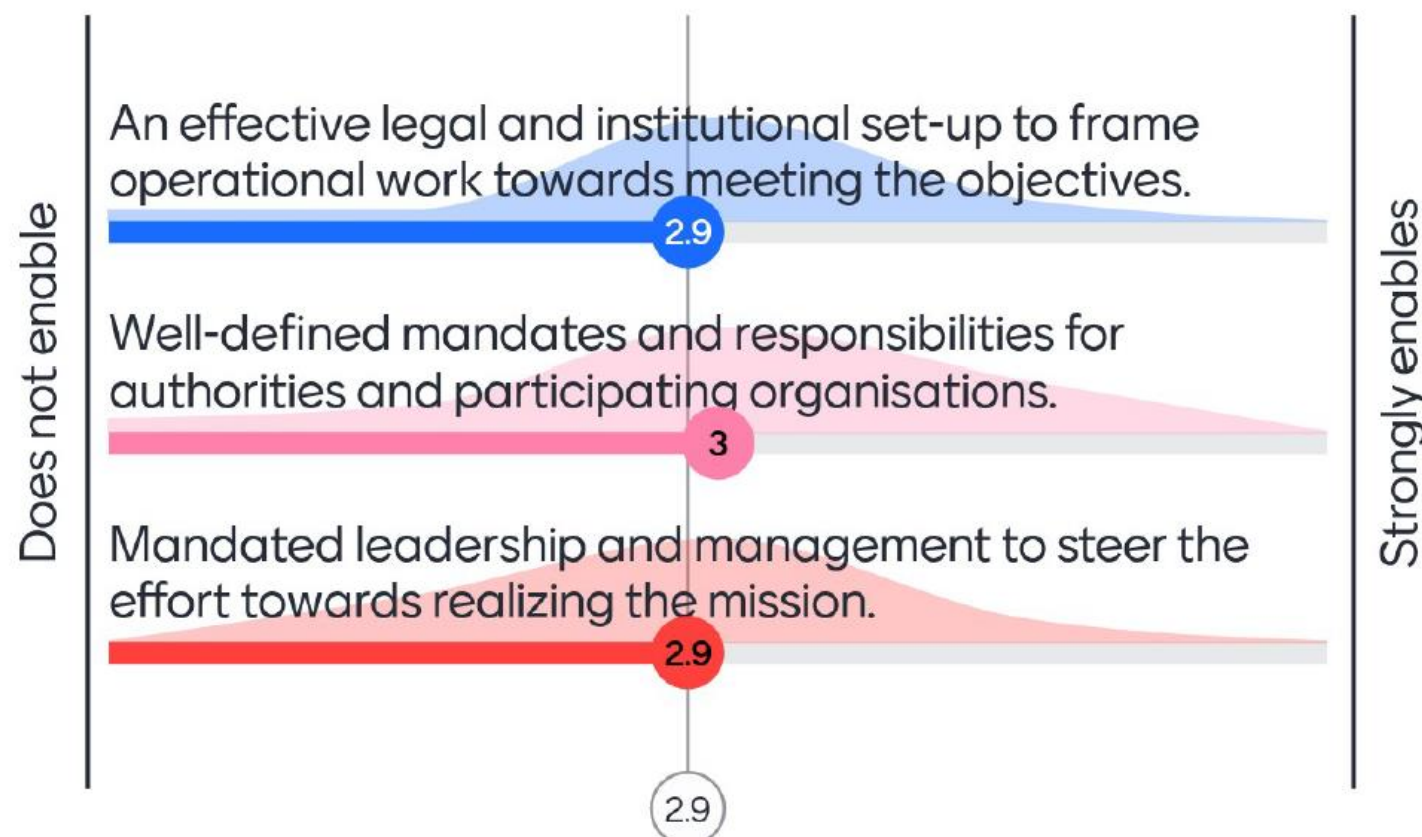
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Evaluating mission readiness and mission capabilities – example process

EU mission governance

Structure: To what extent is your mission governance able to provide...

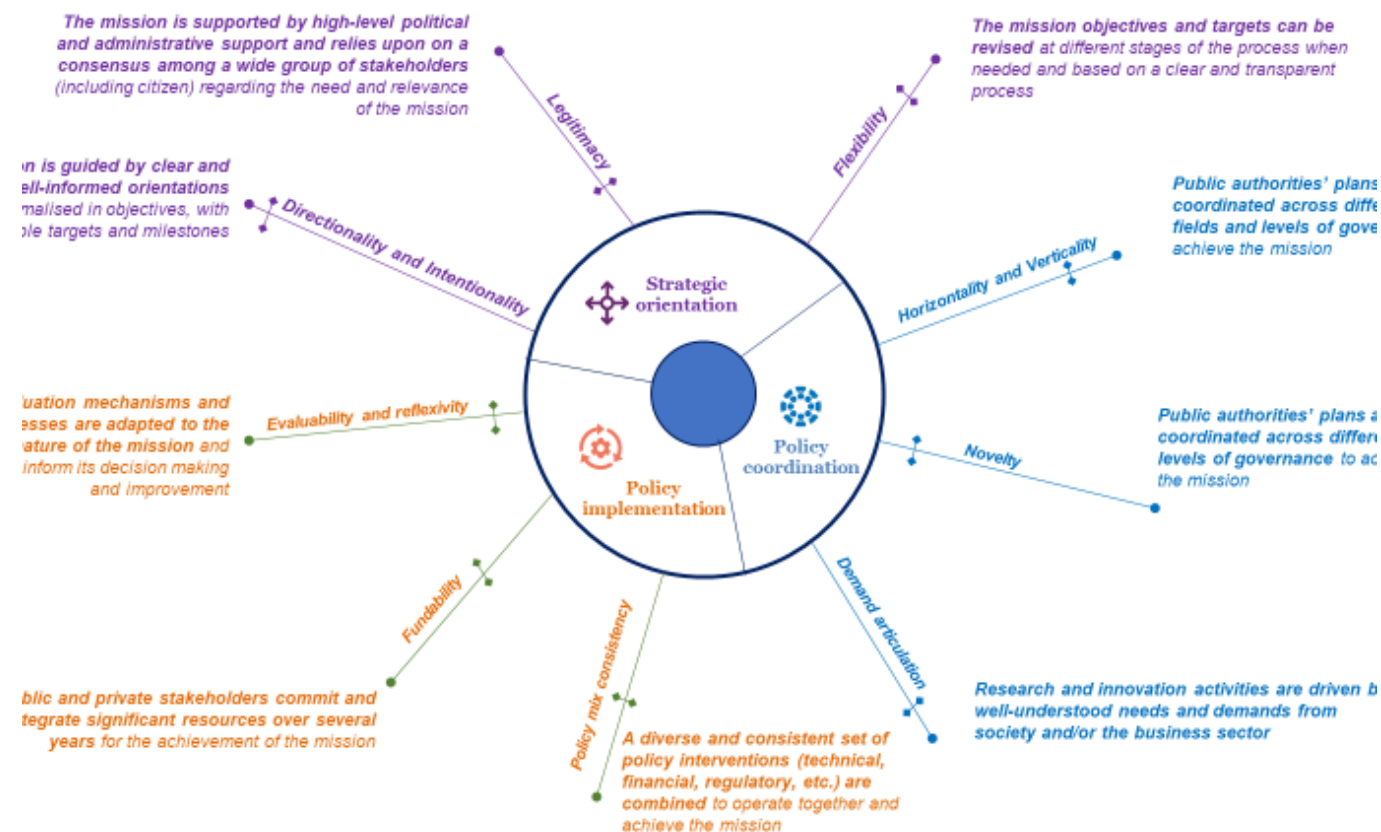


MAL 'demonstrator case' – Austria

The self-assessment framework

Use of the 'Mission design principles' to support a collective reflection on :

- Austrian position with regard to each design principle to best contribute to EU missions
- The barriers / hindrances to Austrian progress along each of the design principle to best contribute to EU missions?
- The opportunities and good practices to improve Austrian position on each design principle in order to best contribute to EU missions



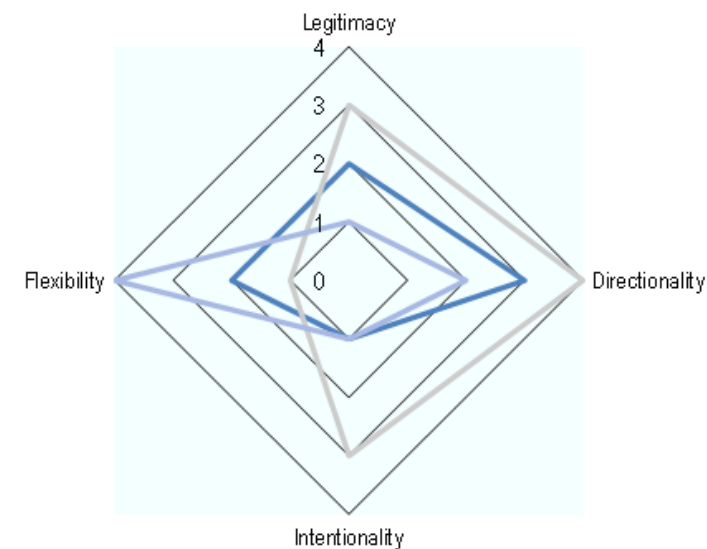
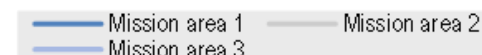
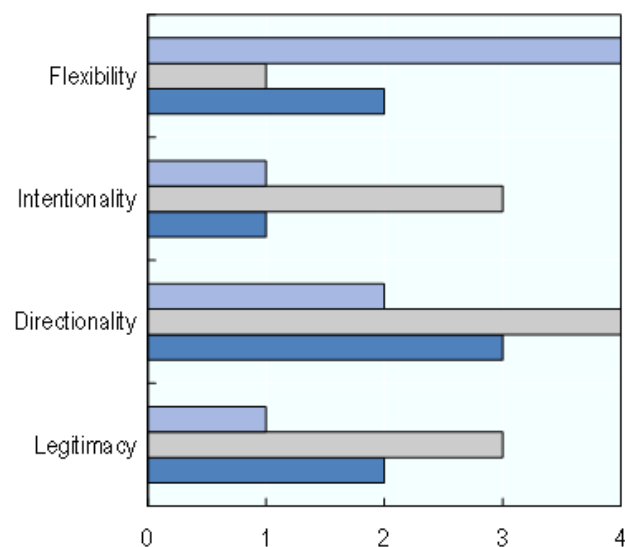
Mission Design Principles

MAL 'demonstrator case' – Austria

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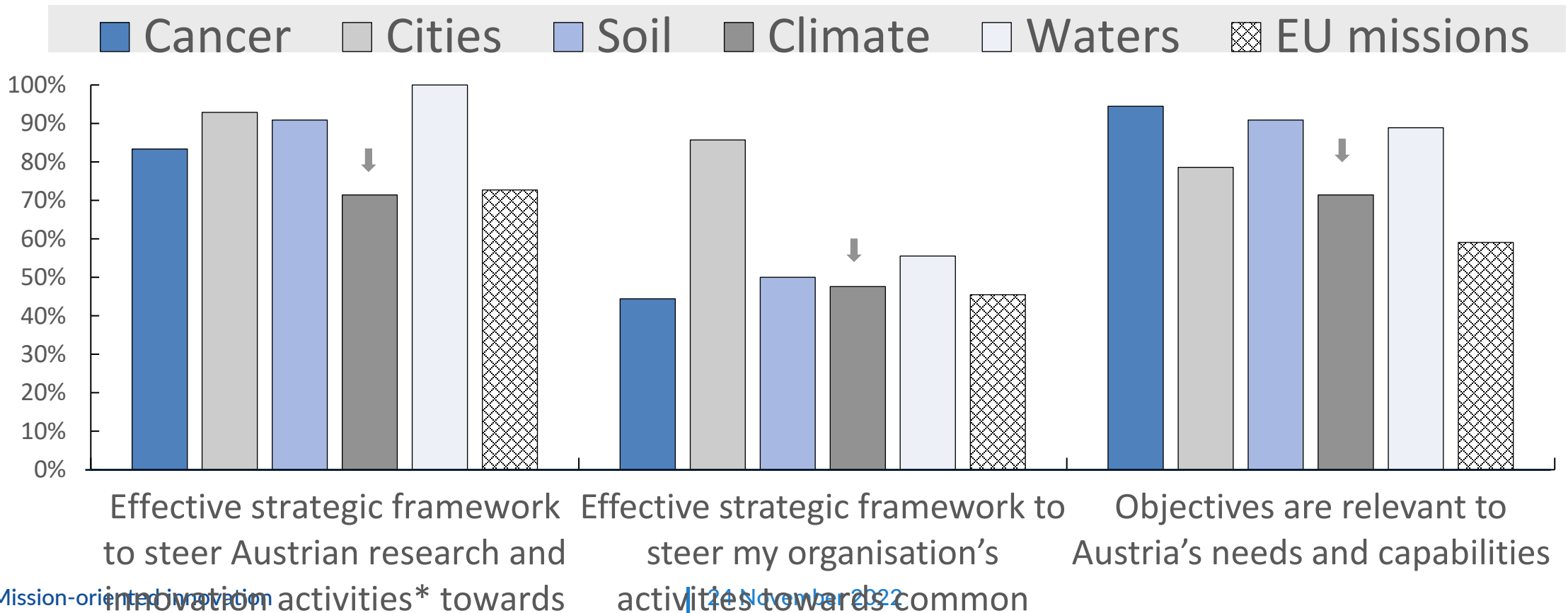
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Mission Design Principles to support collective reflection

Overarching question: Do the missions provide effective strategic frameworks that can federate and guide action?

Share of survey respondents that agree or strongly agree with the following statements regarding the mission



Back to the timeline



Q&A

Thank you!

Piret Tõnurist piret.tonurist@oecd.org

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