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COVER NOTE

Subject:	Mission-oriented Policy: principles, typology and practices - Powerpoint presentation (Informal videoconference of the Research WP members 27.01.2022)
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MISSION-ORIENTED POLICY: PRINCIPLES, TYPOLOGY AND PRACTICES

Réunion du Groupe de travail Recherche du Conseil de l'UE

27 Janvier 2022

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OECD Directorate for Science, Technology and Innovation



Content

1. Definition, functions and design principles
2. Typology of mission oriented policies
3. 3 examples of mission-oriented policy
4. Challenges and opportunities
5. Implications for EU missions










DEFINITION, FUNCTIONS AND DESIGN PRINCIPLES



What are Mission-oriented innovation policies?

A co-ordinated package of initiatives (policy, regulatory, platforms,...) tailored specifically to mobilise science, technology and innovation in order to address a societal challenge.

This co-ordinated package :

-  is aimed towards ambitious and concrete goals...
-  ... to be met in a defined time-frame
-  spans several stages of the innovation cycle from research to demonstration and market launch
-  crosses various policy fields (interministerial, cross-agency, etc.)
-  uses various instruments (supply-side and demand-side; top-down and bottom-up)










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Strategic Orientation










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 Strategic Orientation

 Coordination







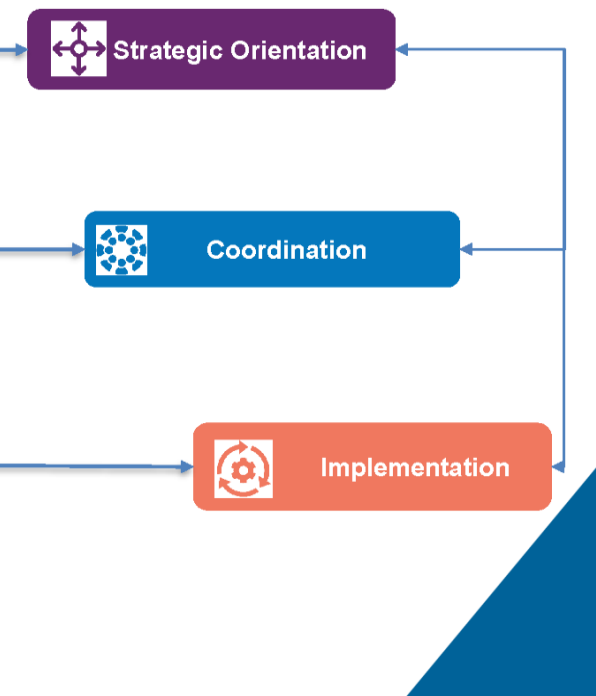


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Integrated and tailored-made approach for each mission

 **Strategic Orientation**

 **Coordination**

 **Implementation**



What are Mission-oriented innovation policies?



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?



Co-creation of the mission (and derived roadmaps, strategic innovation agendas, etc)





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Policy coordination

How to align the plans and commitments of public and private actors beyond disciplinary, sectoral and policy silos around the commonly agreed missions?



Setting of a dedicated structure of governance and leadership (e.g. interdepartmental coordination group, dedicated mission manager, etc.)





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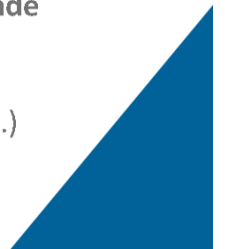


Policy implementation

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

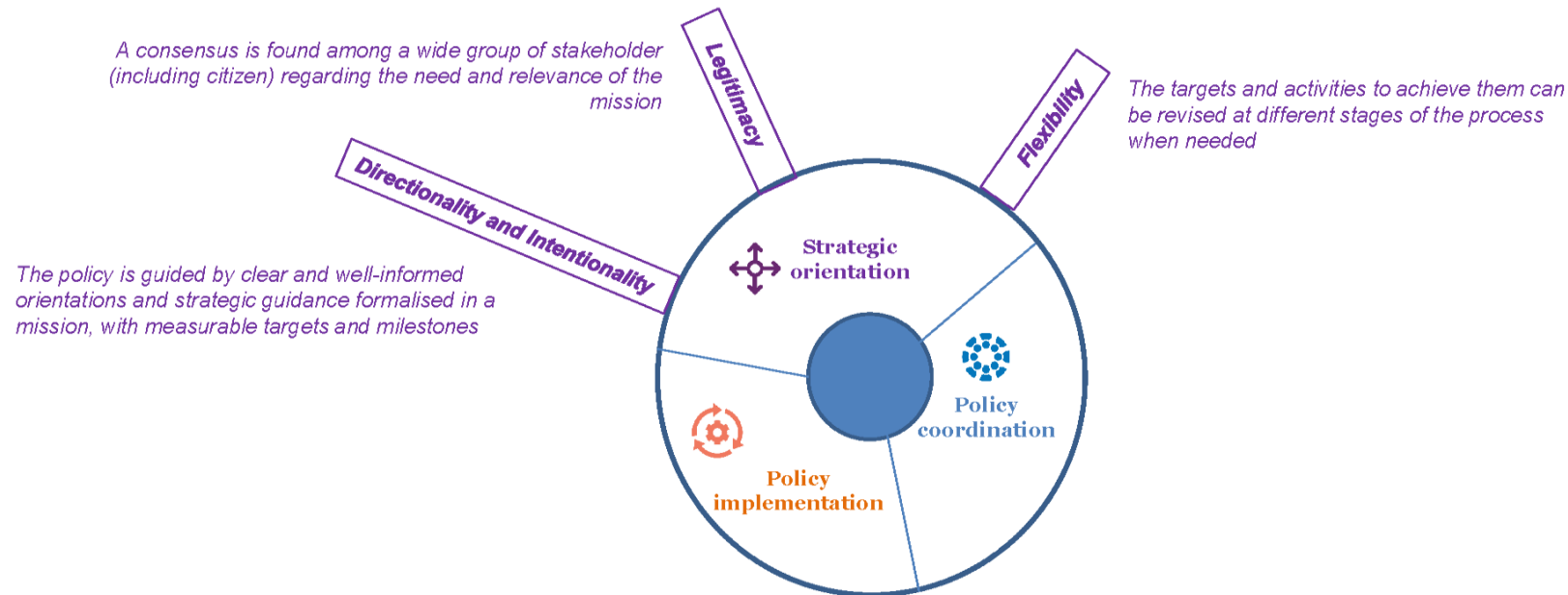


Implementation of a tailor-made policy mix (drawing on / using various instruments, funding streams,..)



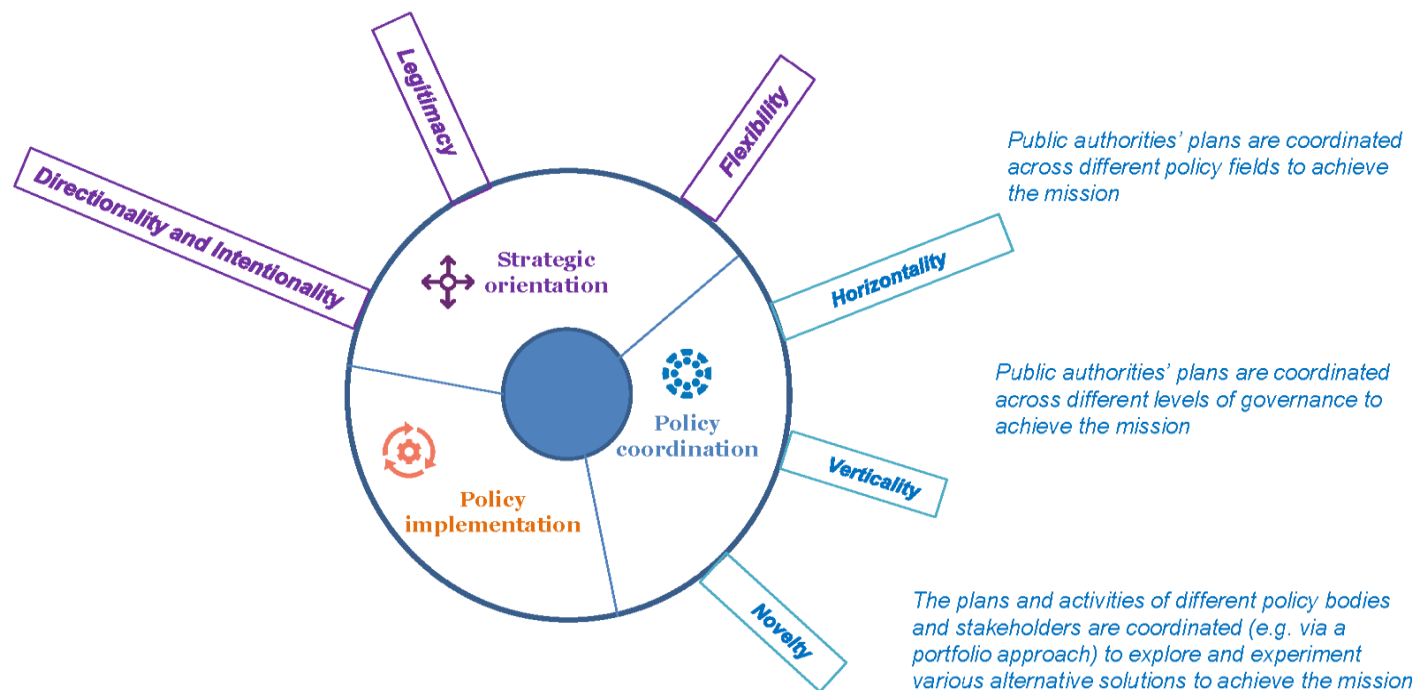


Quels sont les principes qui doivent guider la conception des politiques orientées mission?



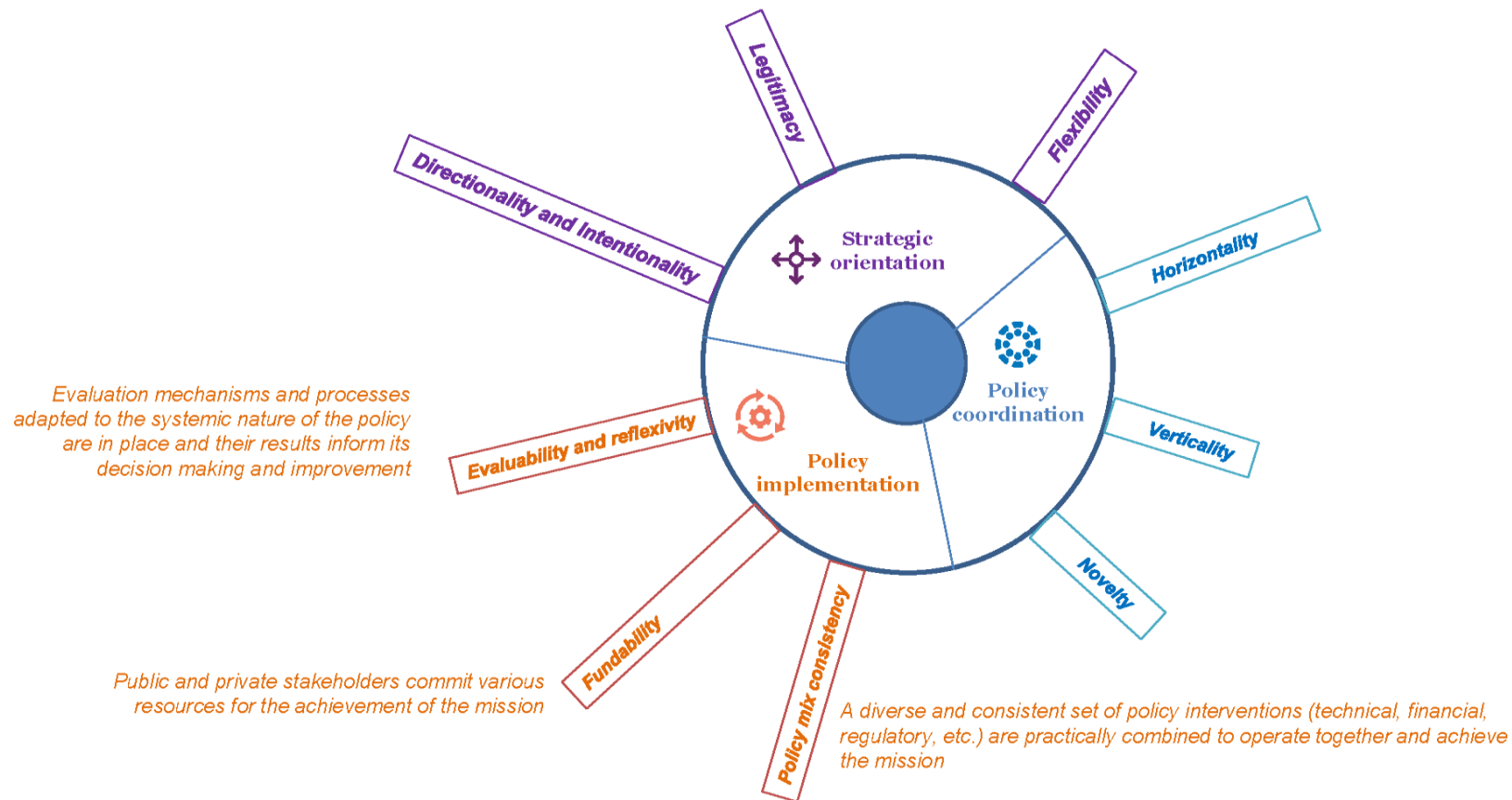


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T TYPOLOGY OF MISSION ORIENTED POLICIES



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

Type

Selected cases





Overarching mission-oriented strategic frameworks

- Horizon Europe's missions [EU]
 - Mission-driven Top Sectors policy [NL]
-








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 Ecosystem-based mission programmes	<ul style="list-style-type: none">• Vision-Driven innovation milieus [SE]• Growth engines [FI]





3 EXAMPLES OF MISSION-ORIENTED POLICY

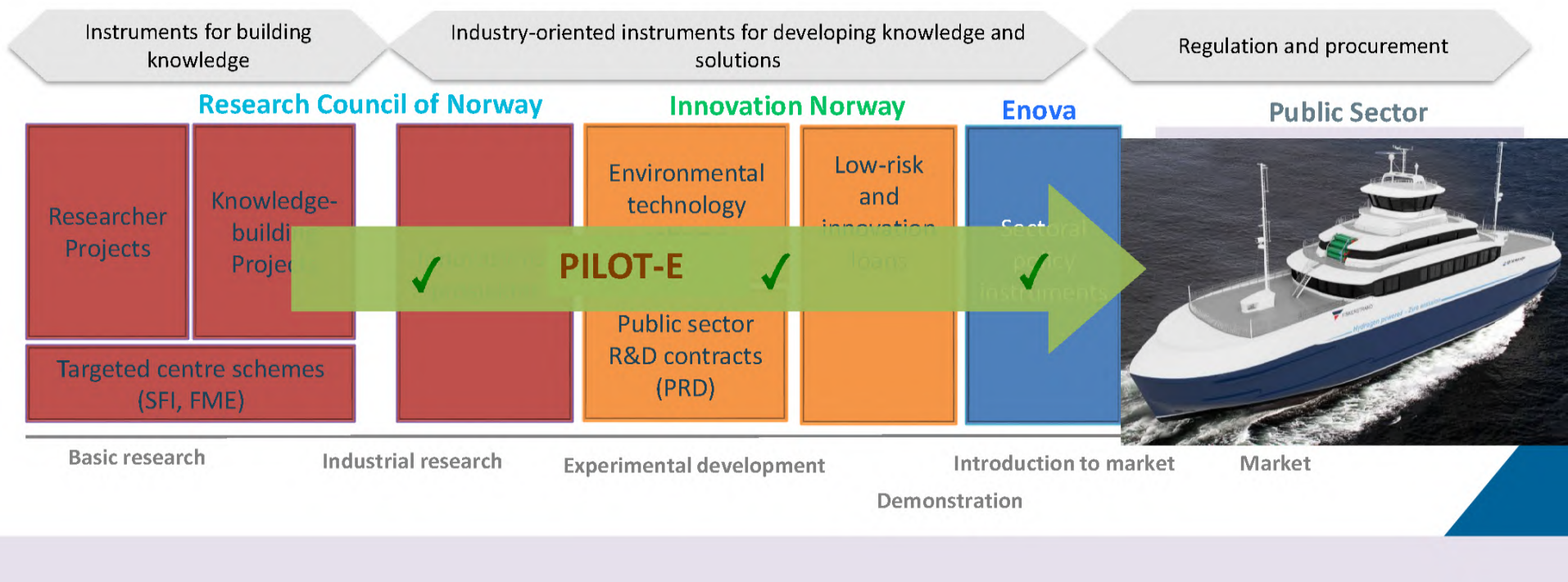
- Les principes de base
 - Lancée depuis 2016, développement de technologies/véhicules à faible ou zéro émission
 - 3 agences: développement des AAP en commun, coordination tripartites, monitoring et évaluation collectif
 - Sélection de projets incluant la composante demande
- Avantages pour les bénéficiaires
 - Accélération (*fast track*) des projets de la recherche au déploiement
 - Approche plus stratégique (*hands-on*) au niveau des portefeuilles de projets
 - Guichet unique virtuel
 - Projets intégrant l'ensemble des composantes de la chaîne d'innovation (connaissances, produits, infrastructure, marché)
 - Synergies entre les financements
- Modèle répliqué dans d'autres domaines (Pilot-H, Pilot-T, Biooeco initiative, Green innovation Platform)





Pilot E – Transversalisation de l'aide aux projets

Research Council of Norway
Innovation Norway
Enova





Pilot E - Portefeuilles stratégiques de projet pour développer des écosystèmes innovants

Supply

Siemens
0-emission offshore
wind service ship



Passenger
ferries

Wartsila
Urban Water
Shuttle



Brødrene Aa
Sigthseeing



Car ferries

Kongsberg
0-emission
autonom ferry



Fiskarstrand
World first
Hydrogen ferry



New zero-emission maritime cluster

Battery electric

Hydrogen battery electric



Les Challenge research programmes de Science Foundation Ireland



- Les principes de base
 - 5 Prix innovants lancés: ‘Artificial Intelligence for Societal Good Challenge’, ‘Zero Emissions Challenge’, ‘Plastics Challenge’
 - Projets interdisciplinaires, couvrant les aspects techniques et sociétaux
 - Participation des utilisateurs des résultats de R&I
- Avantages pour les bénéficiaires
 - Implications des acteurs et utilisateurs de la recherche dans la définition des challenges
 - Focus sur les résultats et impacts, y compris sociétaux (« Societal Impact Champion »)
 - Couvre le développement des prototypes et démonstration
 - Approche graduelle et interactive (3 phases et proximité avec les financeurs)





Les Challenge research programmes de Science Foundation Ireland - Exemples de projets



Recyclage total des batteries lithium cobalt
batteries

Praise for Carbery's Zero C farm plan

The dairy industry's drive towards carbon-neutral farms



The Carbery processing plant: the Group's emphasis has now turned to suppliers' dairy farms, and to reducing their carbon emissions.

Des fermes 'Net-Zéro'



Les Strategic Innovation Programmes



- Les principes de base
 - depuis 2012
 - Co-cr ation des feuilles de route strat gique par les acteurs des eco-syst mes
 - Processus en 2  tapes (d veloppement des feuilles de route / mise en  uvre des projets pour r aliser la feuille de route)
- Avantages pour les b n ficiaires
 - implications de l'ensemble des acteurs dans la d finition des feuilles de route
 - engagement de l' tat   financer les projets selon les feuilles de route co-construites
 - approche long terme
 - chaque SIP a sa propre structure de gouvernance et management, avec implication des acteurs de l' cosyst mes
 - gestion des AAP par chaque programme (avec les agences concern es)
 - mobilisation de l' cosyst me, approche collective



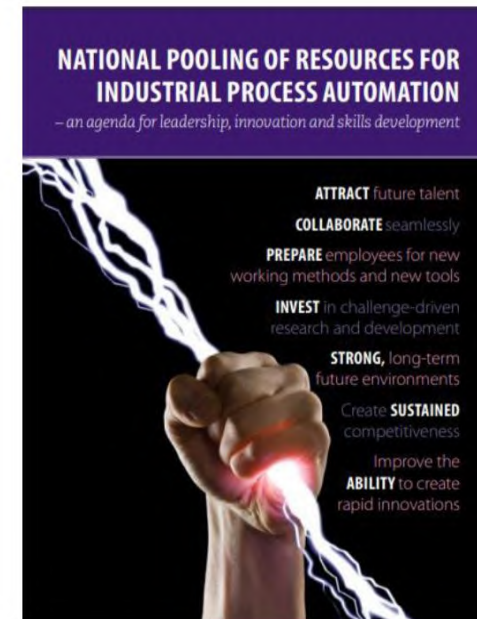


Les Strategic Innovation Programmes Exemples de projets



STRATEGISK FORSKNINGS- OCH INNOVATIONSAGENDA
FÖR SVENSK GRUV- OCH MINERALINDUSTRI SAMT METALLUTVINNANDE INDUSTRI

Soutien à l'innovation pour un
développement soutenable de l'industrie
minière



Renforcement de la capacité
d'innovation des sous-traitants
de l'industrie de transformation
suédoise





CHALLENGES AND OPPORTUNITIES



Overall challenges



Strategic orientation



Policy coordination



Policy implementation





Overall challenges

Missions: what scope?

Most MOIPs pick problems, not solutions but remain limited to scientific/technological solutions!



Strategic orientation



Policy coordination



Policy implementation

Missions: how transformative?

Very few initiatives have set 'real' missions (bold, targeted, measureable, time-bound, etc.)
Significant mission washing or mission dilution

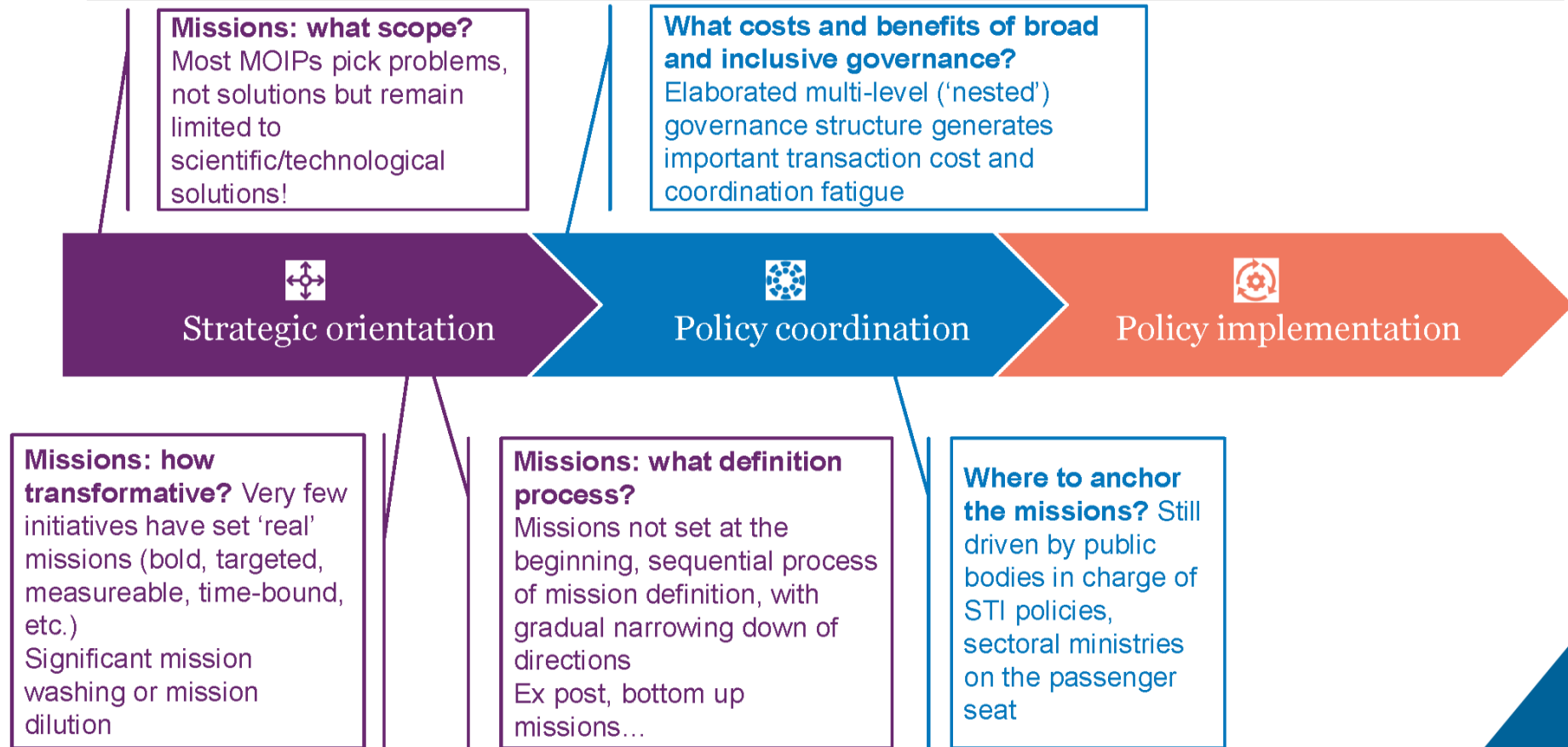
Missions: what definition process?

Missions not set at the beginning, sequential process of mission definition, with gradual narrowing down of directions
Ex post, bottom up missions...



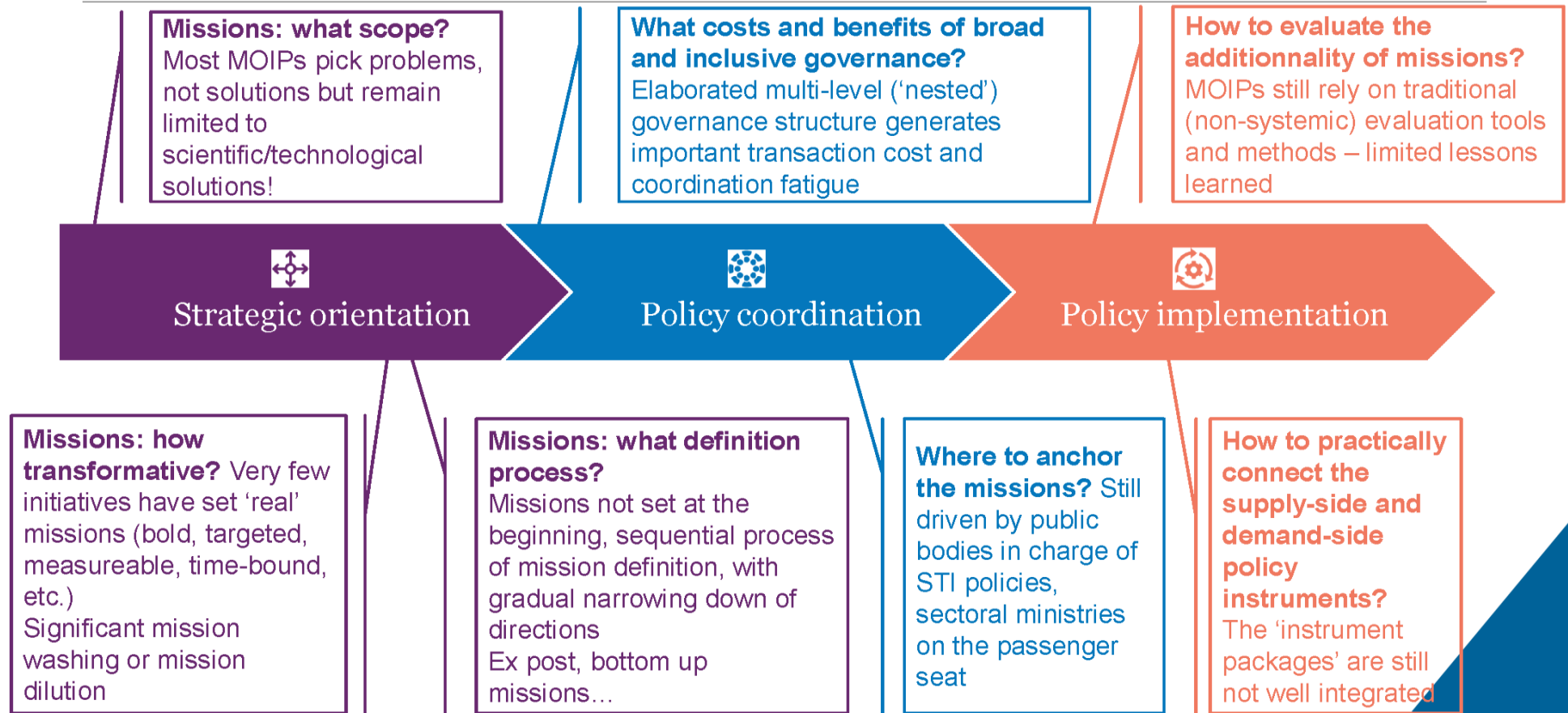


Overall challenges





Overall challenges





IMPLICATIONS FOR EU MISSIONS



Implications for EU missions



Strategic orientation



Policy coordination



Policy implementation

- What scope for EU missions?
 - R&D or overall system?
 - Implications in terms of ‘transformative potential’
- Where to anchor EU missions?
 - implications in terms of mission leadership and research funding
- What linkages with different partnerships, IPCEIs and other EU collective action initiatives?
 - Mind mission over-coordination : risk of transaction costs, mission dilution, inflexibilities..
- How to implement missions within a EU Framework Programme setting?
 - Project portfolio management (<-> project management) requires different resources, procedures and capabilities
 - How to fit missions in calls for proposal?
 - How to connect missions with demand-side support instruments?
- How to evaluate the additionnality of missions?
 - Need adapted evaluations to learn and convince about this new policy approach (cf. FP6’s IPs et NoEs)





Conclusions



- MOIPs offer a *dedicated* and *tailor-made* space for **collective action to tackle a specific challenge:**
 - co-create the objectives and targets (the ‘mission’)
 - set up a specific structure of governance
 - design and implement an intentional policy mix





OECD and missions

Le ‘Toolkit MOIP’ en ligne
<https://stip-pp.oecd.org/stip/moip>



MISSION-ORIENTED INNOVATION POLICIES

Explorable dashboards Policy learning Hub

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



Ongoing work:



OECD publishing

THE DESIGN AND IMPLEMENTATION OF MISSION-ORIENTED INNOVATION POLICIES
A NEW SYSTEMIC POLICY APPROACH TO ADDRESS SOCIETAL CHALLENGES

OECD SCIENCE, TECHNOLOGY AND INDUSTRY POLICY PAPERS
February 2021 No. 109

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MISSION-ORIENTED INNOVATION POLICY IN NORWAY
CHALLENGES, OPPORTUNITIES AND FUTURE OPTIONS

OECD SCIENCE, TECHNOLOGY AND INDUSTRY POLICY PAPERS
April 2021 No. 104

OECD publishing

MISSION-ORIENTED INNOVATION POLICY IN JAPAN
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April 2021 No. 104



Publications

Forthcoming MOIP national studies: Austria, Korea, Lithuania





Merci de votre intérêt pour nos travaux!

- *Pour plus d'information, merci de contacter: Philippe.larrue@oecd.org*

