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COVER NOTE

Subject:	Mission-oriented Policy: principles, typology and practices - Powerpoint presentation (Informal videoconference of the Research WP members
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5733/22 MVG/lv COMPET.2.



MISSION-ORIENTED POLICY: PRINCIPLES, TYPOLOGY AND PRACTICES

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

27 Janvier 2022

Philippe Larrue, OECD Directorate for Science, Technology and Innovation





- 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



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

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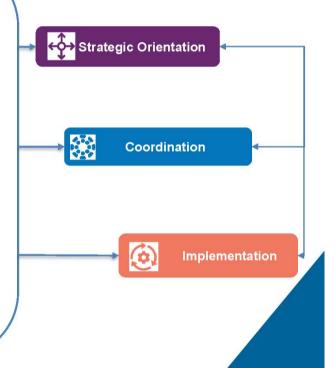
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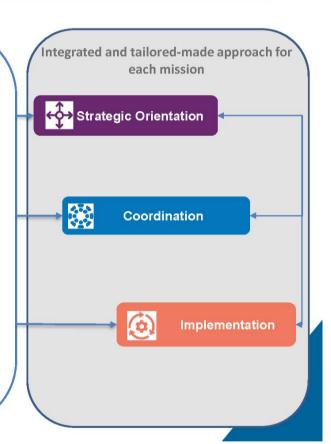
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How to create a broad consensus on selected societal challenges, their transcription in clear and bold objectives and the way to address them?



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





Strategic orientation

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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?

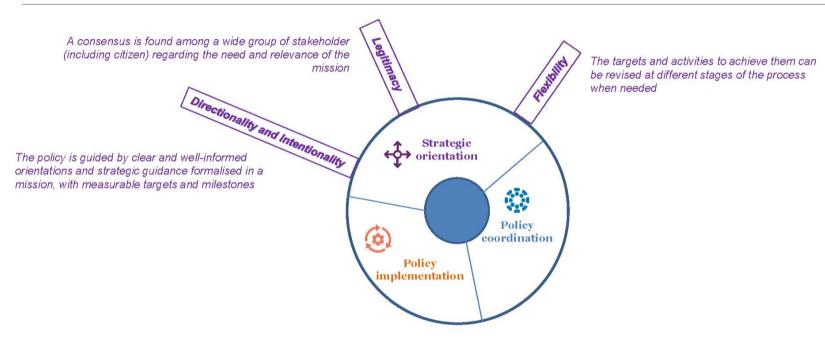


Implementation of a tailor-made policy mix

(drawing on / using various instruments, funding streams,..)

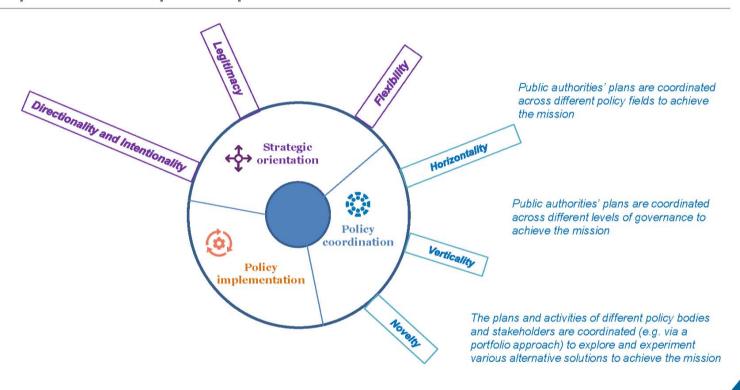


Quels sont les principes qui doivent guider la conception des politiques orientées mission?



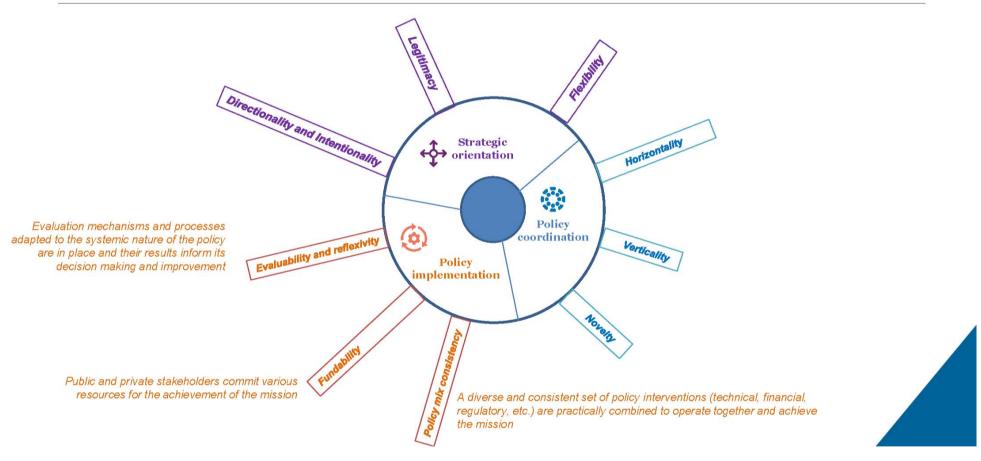


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TYPOLOGY OF MISSION ORIENTED POLICIES



Type Selected cases



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



Туре	Selected cases
Overarching mission-oriented strategic frameworks	Horizon Europe's missions [EU]Mission-driven Top Sectors policy [NL]
Challenge-based programmes and schemes	Pilot-E [NO]The Future Innovator Prizes [IE]



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S	Ecosystem-based mission programmes	Vision-Driven innovation milieus [SE]Growth engines [FI]



3 EXAMPLES OF MISSION-ORIENTED POLICY





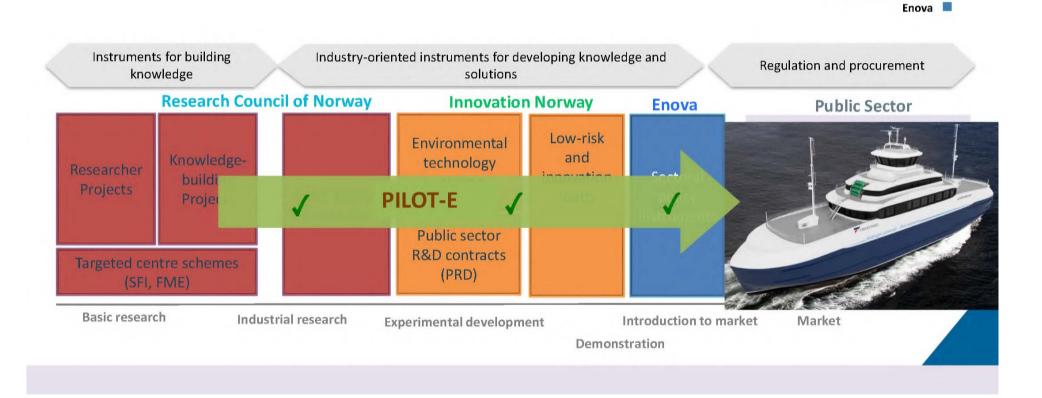
- Les principes de base
 - Lancée depuis 2016, développement de technologies/véhicules à faible ou zéro émission
 - 3 agences: développement des AAP en commun, coordination tripartites, monitoring et évaluation collectif
 - Sélection de projets incluant la composante demande
- Avantages pour les bénéficiaires
 - 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 chaine 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

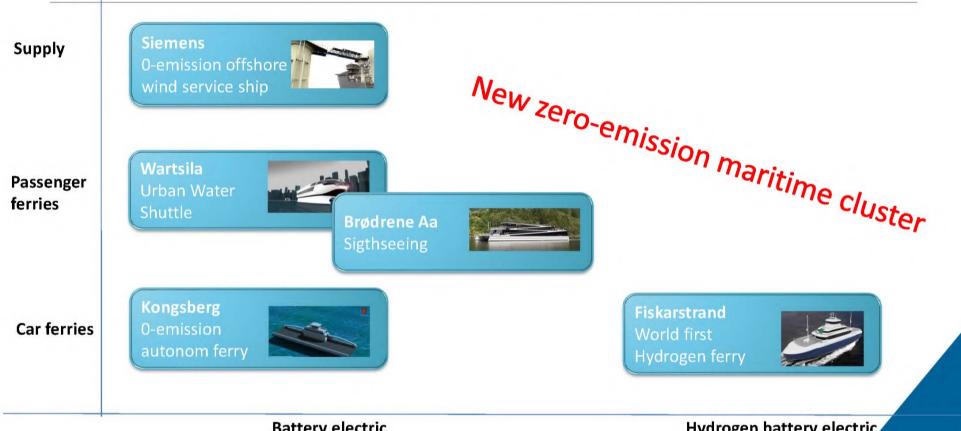
Research Council of Norway

Innovation Norway





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



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-création des feuilles de route stratégique par les acteurs des eco-systèmes
 - Processus en 2 étapes (développement des feuilles de route / mise en œuvre des projets pour réaliser la feuille de route)
- Avantages pour les bénéficiaires
 - implications de l'ensemble des acteurs dans la définition des feuilles de route
 - engagement de l'état à 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'écosystèmes
 - gestion des AAP par chaque programme (avec les agences concernées)
 - mobilisation de l'écosystème, approche collective

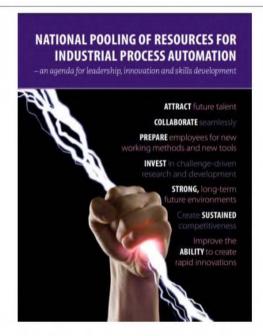


Les Strategic Innovation Programmes Exemples de projets



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

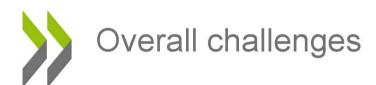
Soutien à l'innovation pour un développement soutenable de l'industrie minière



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



CHALLENGES AND OPPORTUNITIES











Overall challenges

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...



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What costs and benefits of broad and inclusive governance?

Elaborated multi-level ('nested') governance structure generates important transaction cost and coordination fatigue



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Overall challenges

Missions: what scope?

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What costs and benefits of broad and inclusive governance?

Elaborated multi-level ('nested') governance structure generates important transaction cost and coordination fatigue How to evaluate the additionnality of missions?

MOIPs still rely on traditional (non-systemic) evaluation tools and methods – limited lessons learned



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Ex post, bottom up missions...

Where to anchor the missions? Still driven by public bodies in charge of STI policies, sectoral ministries on the passenger seat How to practically connect the supply-side and demand-side policy instruments? The 'instrument packages' are still not well integrated



IMPLICATIONS FOR EU MISSIONS



Implications for EU missions



→

ation Strategi





- 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)

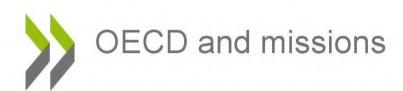




- MOIPs offer a *dedicated* and *tailor-made* space for collective action to tackle a specific challenge:
 - co-create the objectives and targets (the 'mission')
 - set up a specific structure of governance
 - design and implement an intentional policy mix







Le 'Toolkit MOIP' en ligne https://stip-pp.oecd.org/stip/moip



Explorable dashboards Policy learning Hub

OECDpublishing 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 **OECD**publishing MISSION-ORIENTED INNOVATION POLICY IN NORWAY CHALLENGES, OPPORTUNITIES AND FUTURE OPTIONS **OECD** publishing POLICY PAPERS MISSION-ORIENTED **INNOVATION POLICY** IN JAPAN CHALLENGES, OPPORTUNITIES AND FUTURE OPTIONS OECD SCIENCE, TECHNOLOGY AND INDUSTRY POLICY PAPERS

Ongoing work:



Forthcoming MOIP national studies: Austria, Korea, Lithuania

⊗» OECD

Publications



Merci de votre intérêt pour nos travaux!

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