

Design and implementation of mission-oriented research and innovation policies

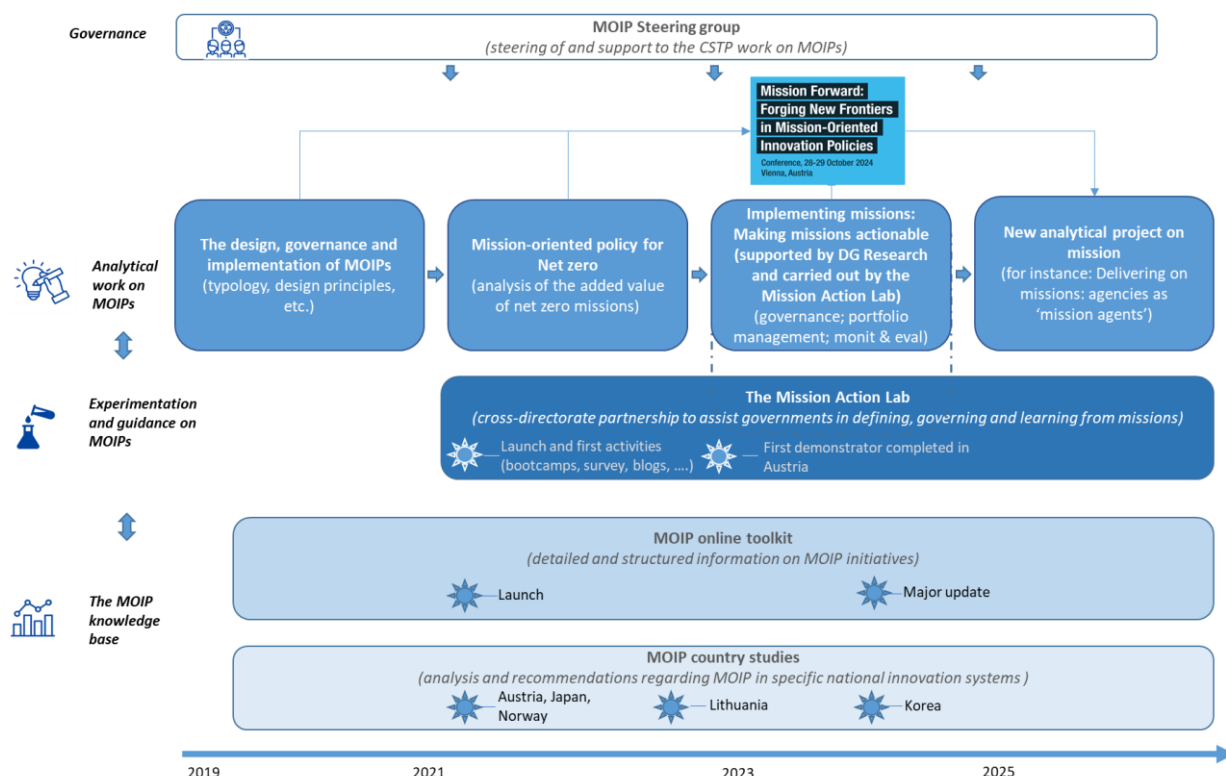
Overview of the CSTP work on mission-oriented innovation policies

The work of the OECD Committee for Scientific and Technological Policy (CSTP) on mission-oriented innovation policies (MOIP) aims to better understand the challenges and results of different MOIP initiatives in various national and thematic contexts, and help governments design, fund and coordinate these initiatives. Since it started in 2019, this work has expanded significantly and now spans three areas – each with their respective purposes, methods and tools:

- i) **analytical work** to gain an in-depth understanding of how missions work, for what results, and under which conditions;
- ii) experimentation through the **Mission Action Lab** to develop mission support tools in close interactions with mission managers and policymakers;
- iii) a dedicated **mission knowledge base** where the evidence on missions is made available online for the benefit of all.

The **MOIP steering group** – a dedicated group of mission policymakers, managers and experts – has supported this work over the last three biennia³. Members share their experiences with other members and with the OECD team and feed ideas into MOIPs' activities.

Synthetic presentation of the CSTP MOIP work





Analytical work on MOIPs

The OECD has conducted a series of analytical and benchmarking studies, providing detailed insights into the practical implementation of MOIPs across their lifecycles – from design to implementation, and then monitoring and evaluation. These studies have proven instrumental in inspiring policies and enabling governments worldwide to assess their work and identify avenues for improvement.

[The design and implementation of mission-oriented innovation policies \(2021\)](#) paper analyses ‘mission-oriented innovation policies’ and develops a dedicated analytical framework to systematically explore the challenges and opportunities that these policies present at initiative and country levels. In doing so, it provides a better understanding of the different ways in which governments design, fund and coordinate MOIPs, and contributes to broadening the range of options available to either improve or initiate this policy approach.

The [Mission-oriented innovation policy for net-zero study](#) aims to identify the added value of mission-oriented policy approaches to support countries’ efforts to reduce their Greenhouse Gas (GHG) emission reduction commitments, as compared to traditional Science, Technology and Innovation (STI) policy approaches. To do so, the study systematically assesses whether these policies unfold as expected, analysing a dedicated database of nearly 100 net-zero missions and delving more in-depth into 17 MOIP case studies.



The Mission Action Lab

[The OECD Mission Action Lab](#) – a joint initiative of the Directorate for Science, Innovation and Technology, the Observatory of Public Sector Innovation, and the Development Co-Operation Directorate – advises public sector organisations in defining, setting up and governing missions. The Lab takes an action-oriented research approach by working alongside partner organisations to develop dedicated tools and methods that are most appropriate to their country- and mission-specific contexts.

The OECD Mission Action Lab works directly with policymakers and practitioners at any stage of their mission to overcome challenges that prevent them from getting started or meaningfully staying on course with their missions. In turn, the Lab seeks to leverage this project work to build a broader evidence base and develop guidance on how governments can best implement mission-oriented approaches to public policy to address complex and systemic challenges.

With support from the European Commission’s Directorate-General for Research and Innovation, the Lab has developed a series of mission-support tools, notably a mission theory of change, a mission governance functional framework, and a mission self-assessment tool. It has already tested these tools in real policy settings in close interactions with government partners. Interest in partnering with the Lab on these issues continues to grow from countries around the world.



The MOIP knowledge base

[MOIP country studies](#) provide a thorough understanding of how a country does or could implement MOIPs in a specific national institutional setting and for what results. On this basis, these studies provide precise and relevant recommendations and guidance on how to improve the adoption and implementation of MOIPs in a specific context.

The OECD continuously collects new evidence on missions via its constant contacts with mission policymakers and managers responsible for designing and delivering missions. The [MOIP online toolkit](#) makes this evidence base available online. It provides systematic and in-depth information on missions based on frequent interactions with mission policymakers, managers and experts.



Governance of the MOIP work

This work is undertaken in close collaboration with member countries. A steering group of mission policymakers and practitioners provides guidance on research and other projects. This ensures the OECD's work stays responsive to the needs of these policymakers and also helps us stay abreast of the latest developments in leading MOIP cases.

The MOIP work is undertaken under the purview of the CSTP, which provides overall guidance and regular feedback.

Future MOIP work

Through its work with policymakers, the OECD has identified five key issues that will structure its work over the coming years:

- Framing the mission to be at the right level of ambition and to have the proper scope;
- Enlisting actors, programmes and budgets beyond the STI area;
- Delivering on their co-developed strategic agendas, including via new forms of joined-up action;
- Crowding in private sector financial and human resources;
- Tailoring the complexity and transaction costs they involve.

To explore how policymakers address these key challenges, the OECD is organising a conference on MOIPs in October 2024 in Vienna, with support from the Austrian authorities. The conference will be the first-ever gathering of the community of mission policymakers and managers. With support from a group of preeminent researchers in the field, they will share their experiences on ongoing challenges and ways to overcome them. This event is a critical step in fostering a dialogue platform between those who 'think' and those who 'do' missions (especially those who do both) grounded in empirical evidence.



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