



Co-creating local missions

S3 Summit, Azores

Matthijs Janssen

Assistant Professor 'Innovation policy for societal challenges'

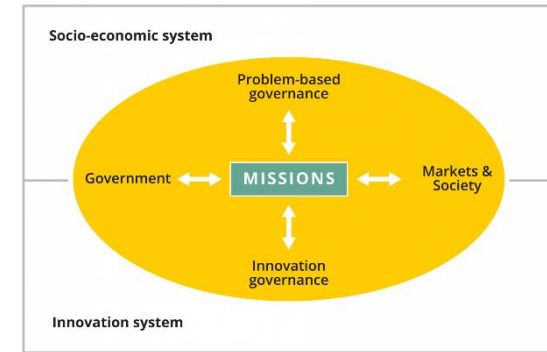
The Observatory (MIPO)

Mission-oriented Innovation Policy Observatory

- Conceptualisation of missions and MIPs
- Comparison of different missions and MIPs
- Reviewing policy adoption and effects

With and for policy practitioners

- Webinars/workshops
- Dialogues
- Commissioned studies (e.g. EZK/OECD; JRC)
- Training for professionals



Content

- Workshop objectives
- Mission-oriented innovation policy (recap)
- Mission scoping / formulation
Task 1: Developing a theory of change
- Mission governance, policy, and evaluation (+example)
Task 2: Designing a mission
- Peer learning panel

Workshop objectives

Enhancing your **understanding** of...

... what missions and mission-oriented innovation policy (MIP) are

... on what accounts there is variety, and why that matters

... which strategic considerations could apply when developing MIP

... how missions can be scoped/formulated and designed

(including governance, policy instrumentation, evaluation)

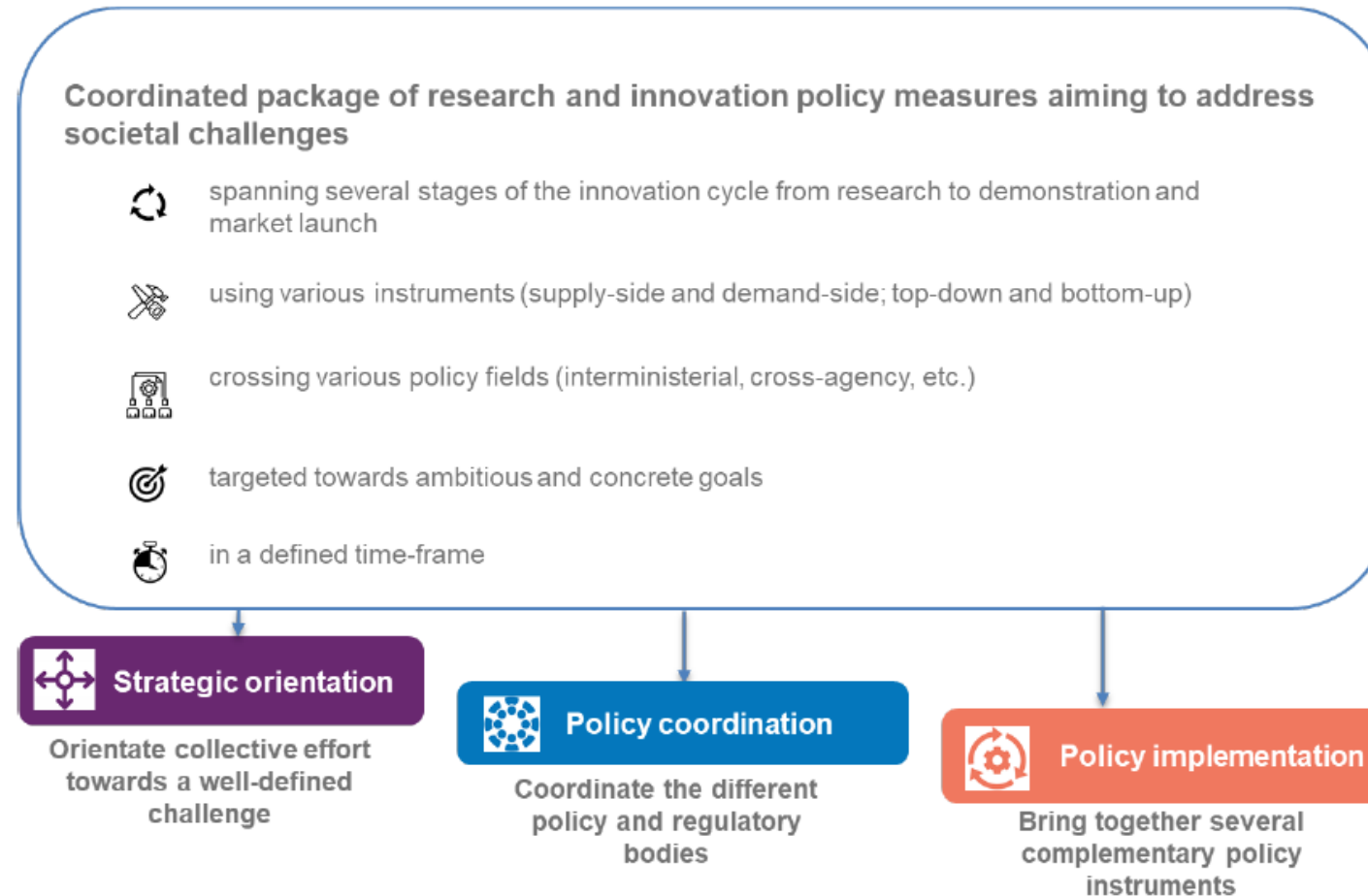
Get you to **practice** with some analyses; develop *your* MIP (Azores)

Support **critical thinking** regarding the (im)possibilities of MIPs

Mission-oriented innovation policy

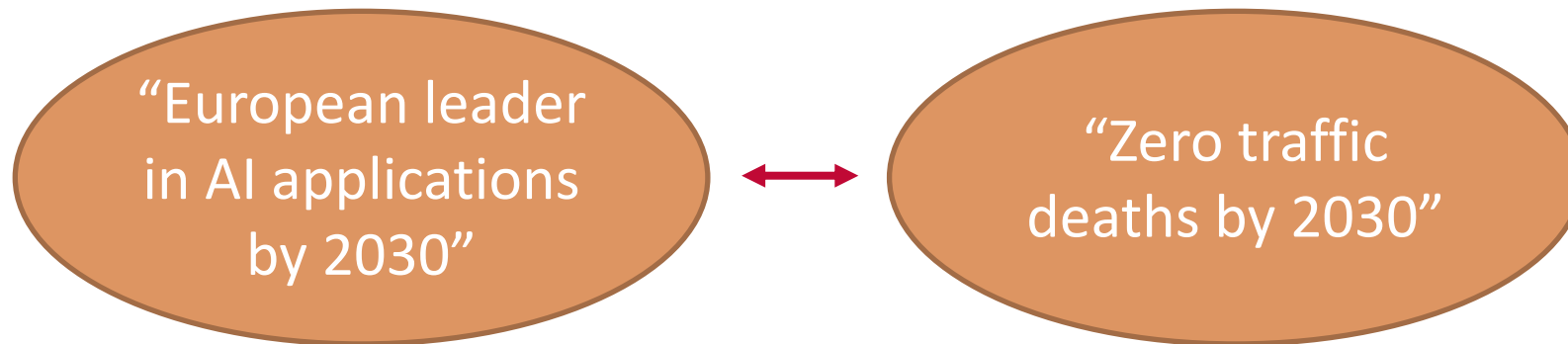
Mission-oriented innovation policy (OECD)

Figure 2. Synthetic view of the MOIP definition and the three MOIP dimensions



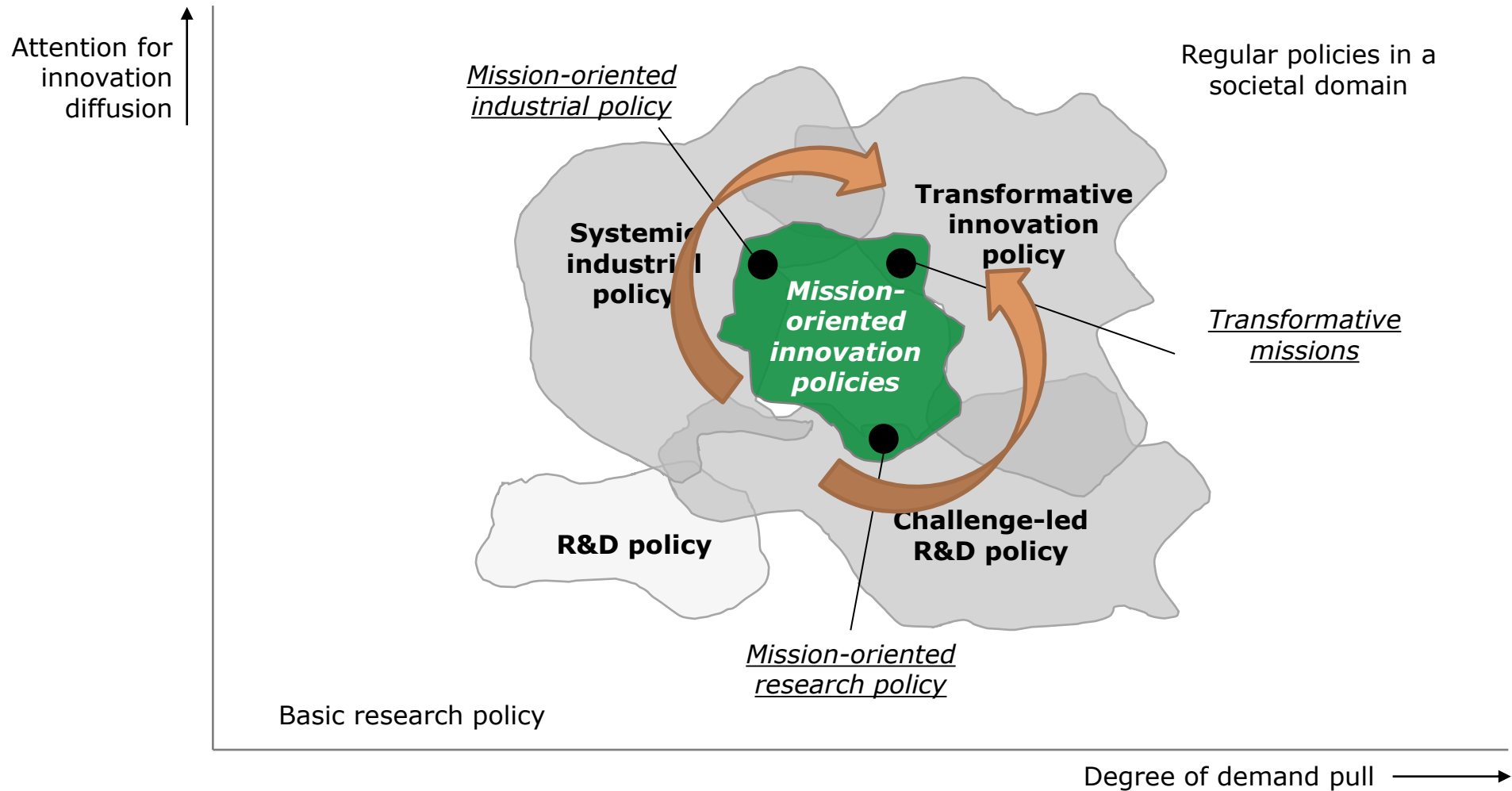
Mission-oriented innovation policy: variety

- Accelerator vs. Transformer missions
- Economic growth vs Challenge-oriented
- Closed vs. Open
- ...



Differences in motivation/interpretation hold important implications for governance, policy instrumentation, monitoring, etc.!

Missions at the interface as different policy traditions



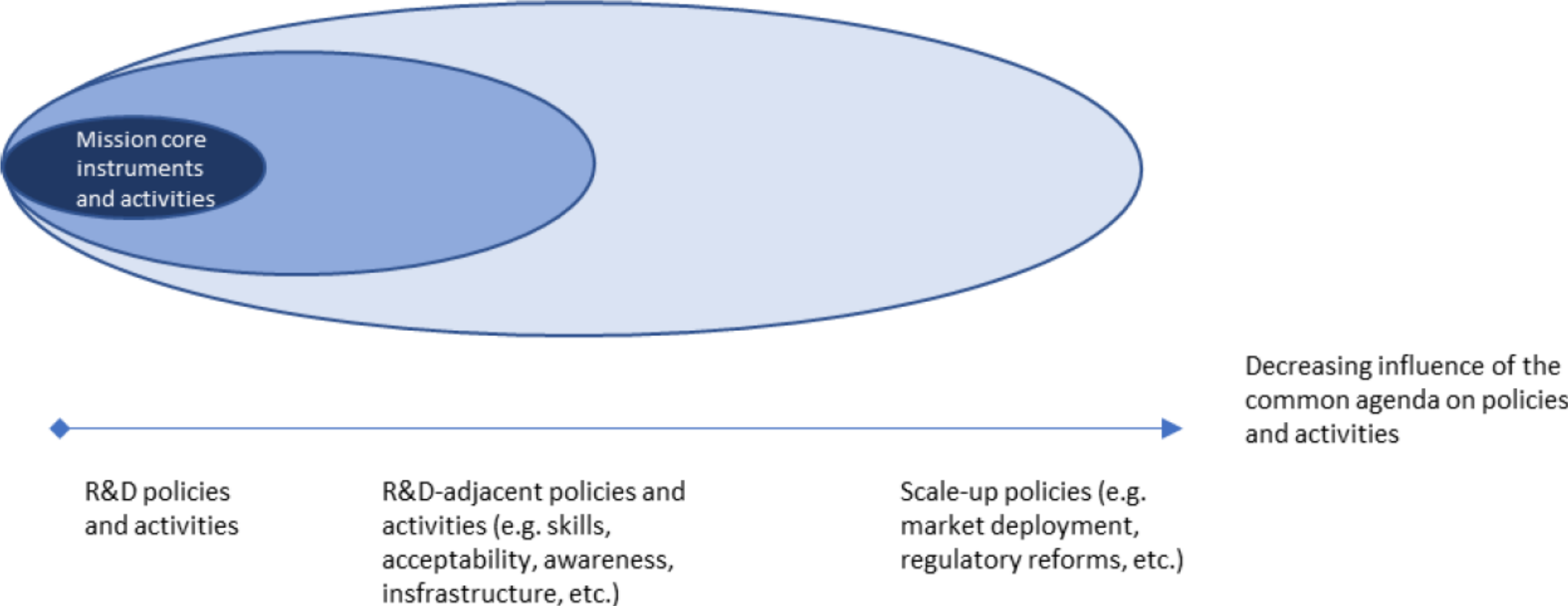
In sum

Missions can be regarded as:

- Goals
- An innovation policy approach (governance + instruments)
- A process ...
 - ... for discovery and coordination/convergence (→ ODP)
 - ... for capacity building / policy transformation

Some additional strategic considerations (1)

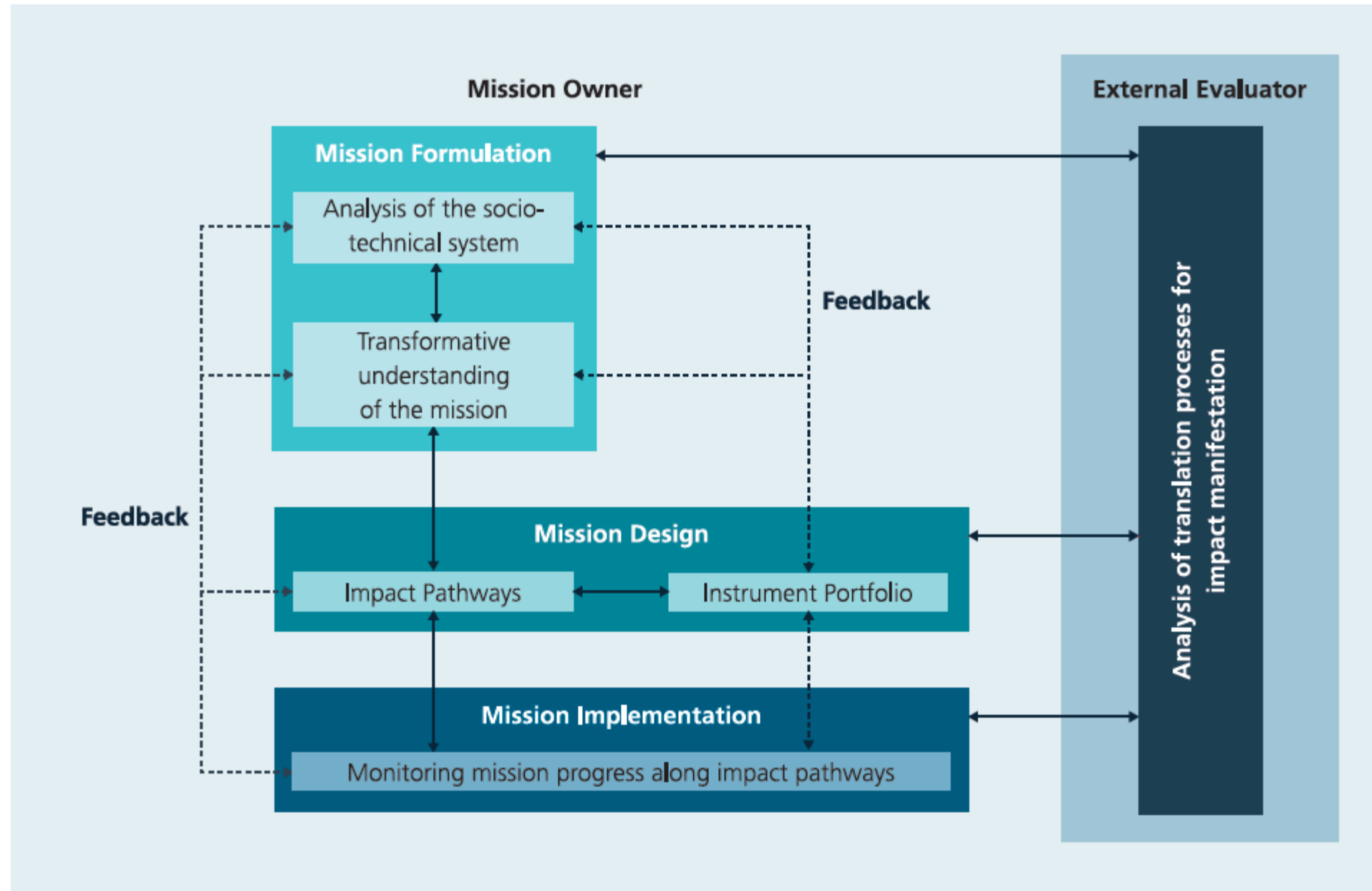
What is the remit of MIP?



Some additional strategic considerations (2)

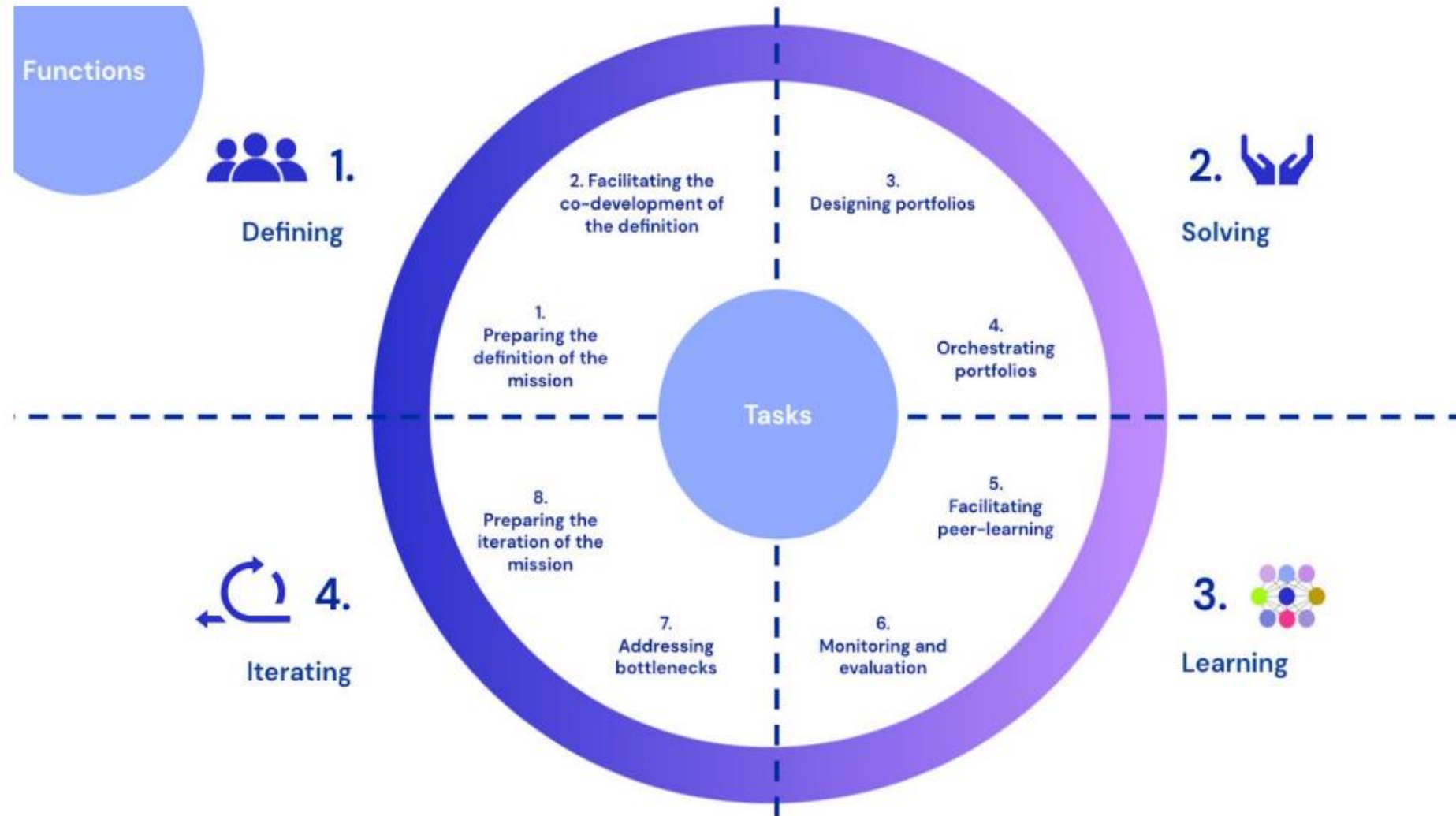
- Some ambiguity on the 'why' might be good for stability
- Missions are a coordination mechanism, but not everything can and should be orchestrated. Missions can also help to interlinking different approaches / communities ('boundary object')
- Development: a mission approach can evolve (e.g. in terms of budget, narrow/wide scoping, open/closed nature).
→ This also provides an opportunity for capacity building!

Let's start!



Let's start!

An operative model of the functions and tasks required for a successful implementation of missions



Remainder of the programme

S3 and societal challenges in Azores (Fábio Vieira, ANI)

Mission scoping / formulation

- Co-developing shared agendas (Tatiana Fernandez, Gen. Catalunya)
- Co-creating a theory of change (Matthijs Janssen, UU) → Task 1

Mission design

- Governance, policy, evaluation (Matthijs Janssen, UU) → Task 2

Peer learning panel (Luísa Henriques, FCT)

Mission scoping / formulation

Mission scoping / formulation

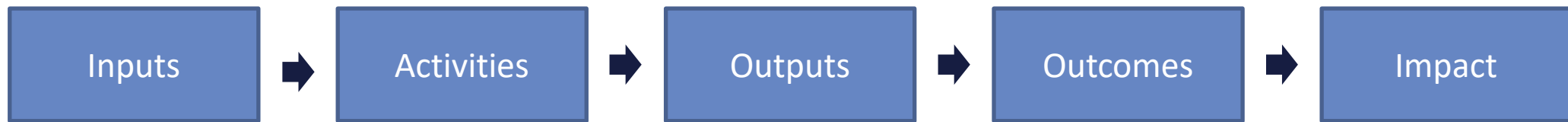
- Defining the **mission goal**: year, geographic boundary, ambition level, (sub)problem, (partial) solution(s).

“A carbon free built-environment by 2050”

- The **process** of co-creating visions and agendas
- The **strategy** of linking local problems and strengths to global developments/opportunities
- The **analysis** of possibilities to drive change through intervention → Theory of change

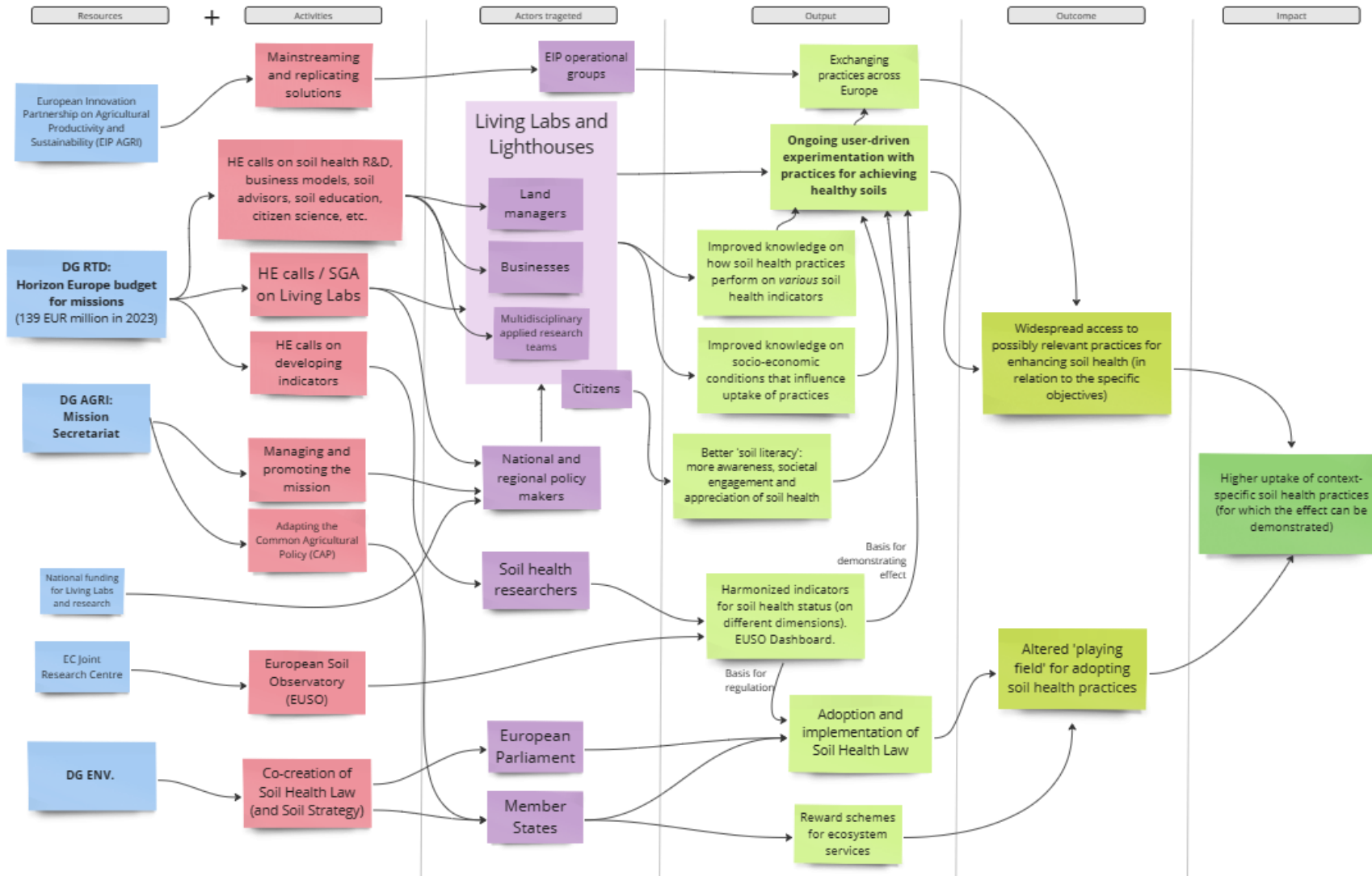
A theory of change for missions

Theory of change: description of how interventions, through a series of steps, lead to a desired outcome.

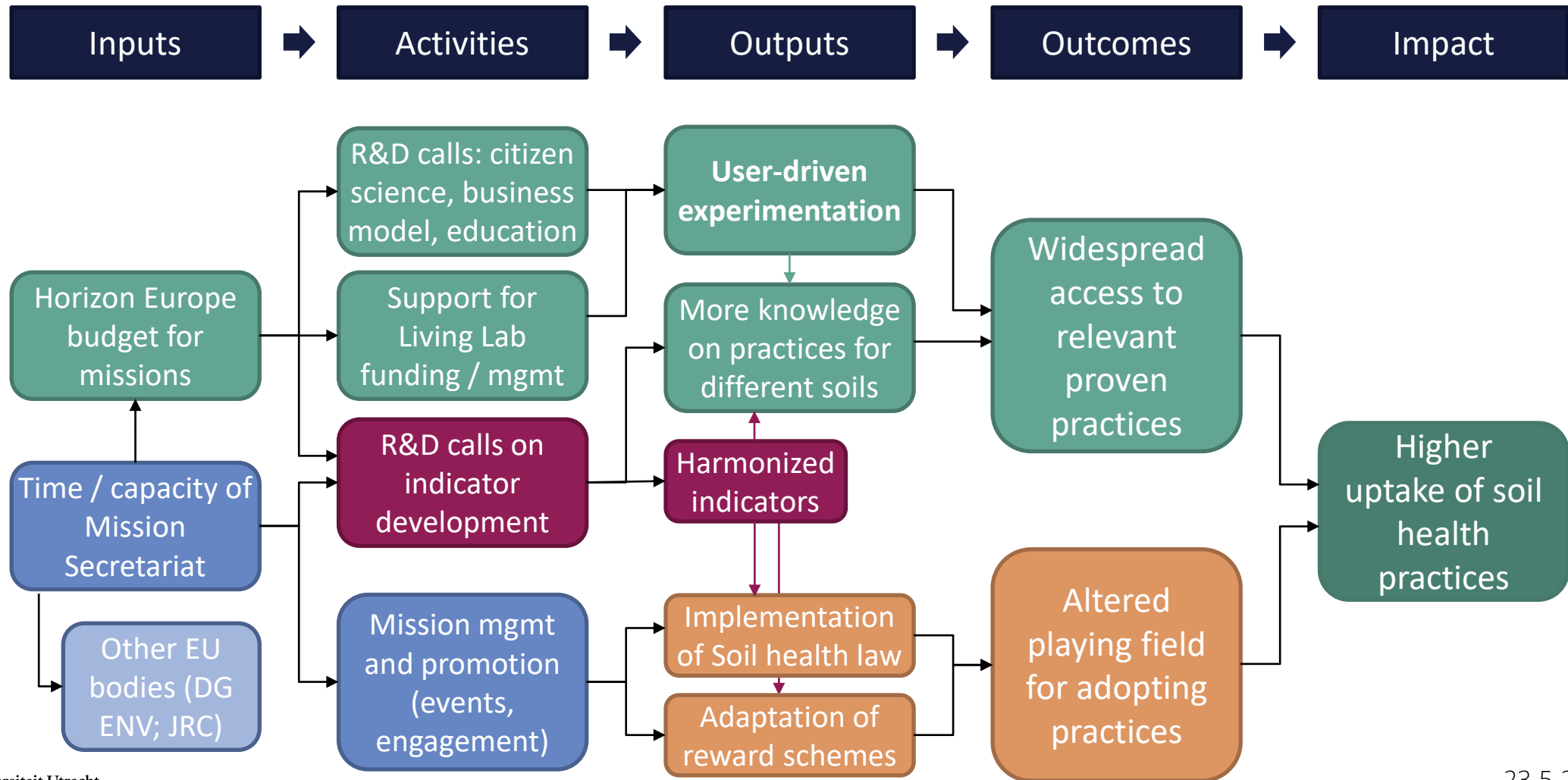


Purpose: reflecting on what causal mechanisms can be set in motion, which variety of interventions this requires, and how different interventions / causal paths interrelate.

A theory of change for missions: Example



A theory of change for missions: Example



TASK 1: Develop a theory of change

1. Form 3 groups (self-selection): one per challenge
2. Define a goal
3. Reason back from impact to input: see *log-frame template*

Inputs



Activities



Outputs



Outcomes



Impact

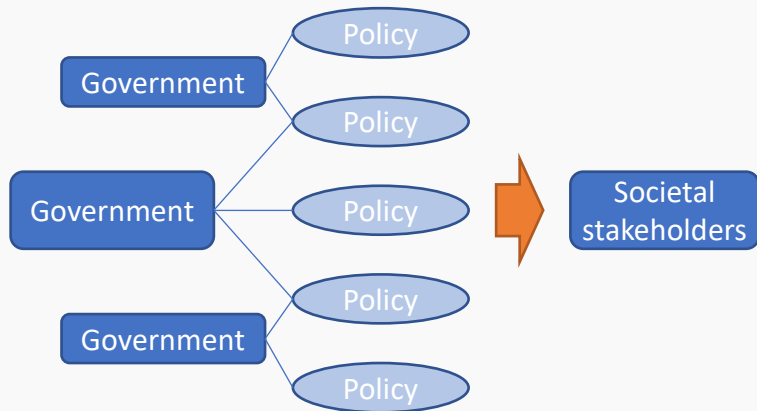
4. Which policy 'impulses' are needed for achieving the goal?
 - Funding / resources (R&D, demo, ...) → calls; Living Labs
 - Infrastructure / information → harmonized monitoring
 - Organizing / networking → soil advisory networks
 - Engagement / visibility → mission in laws / schemes
 - ...

Mission design

Governance models

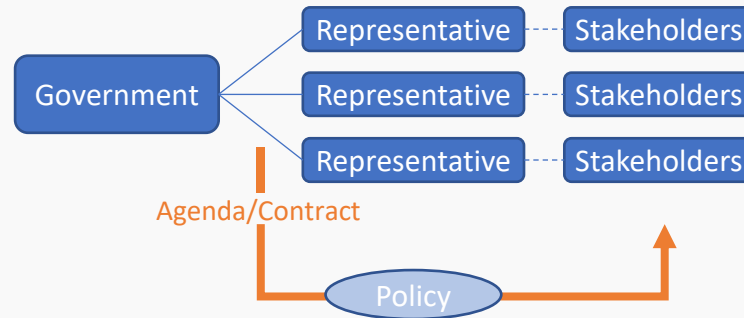
Administration-based TPI governance

Implementing strategies by maneuvering within bureaucratic procedures (e.g. for allocating resources), while respecting legality, responsibilities and rights



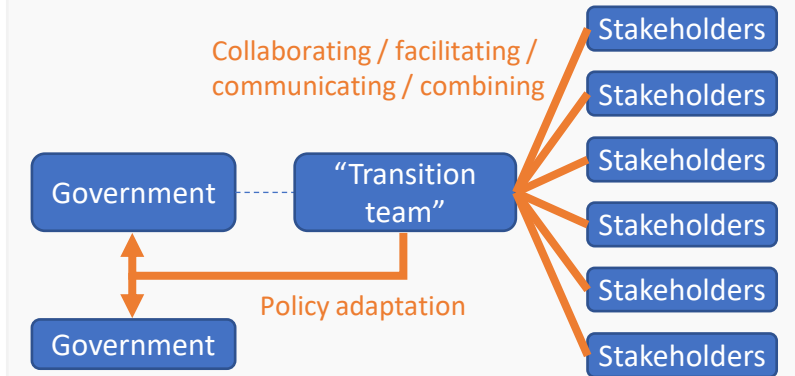
Network-based TPI governance

Making agreements and covenants with representatives of different stakeholder groups; forming alliances by managing the quality of the process (e.g. openness).



Society-based TPI governance

Facilitation of self-organization: enabling and interconnecting bottom-up societal initiatives to build momentum.



← Inside-out

→ Outside-in

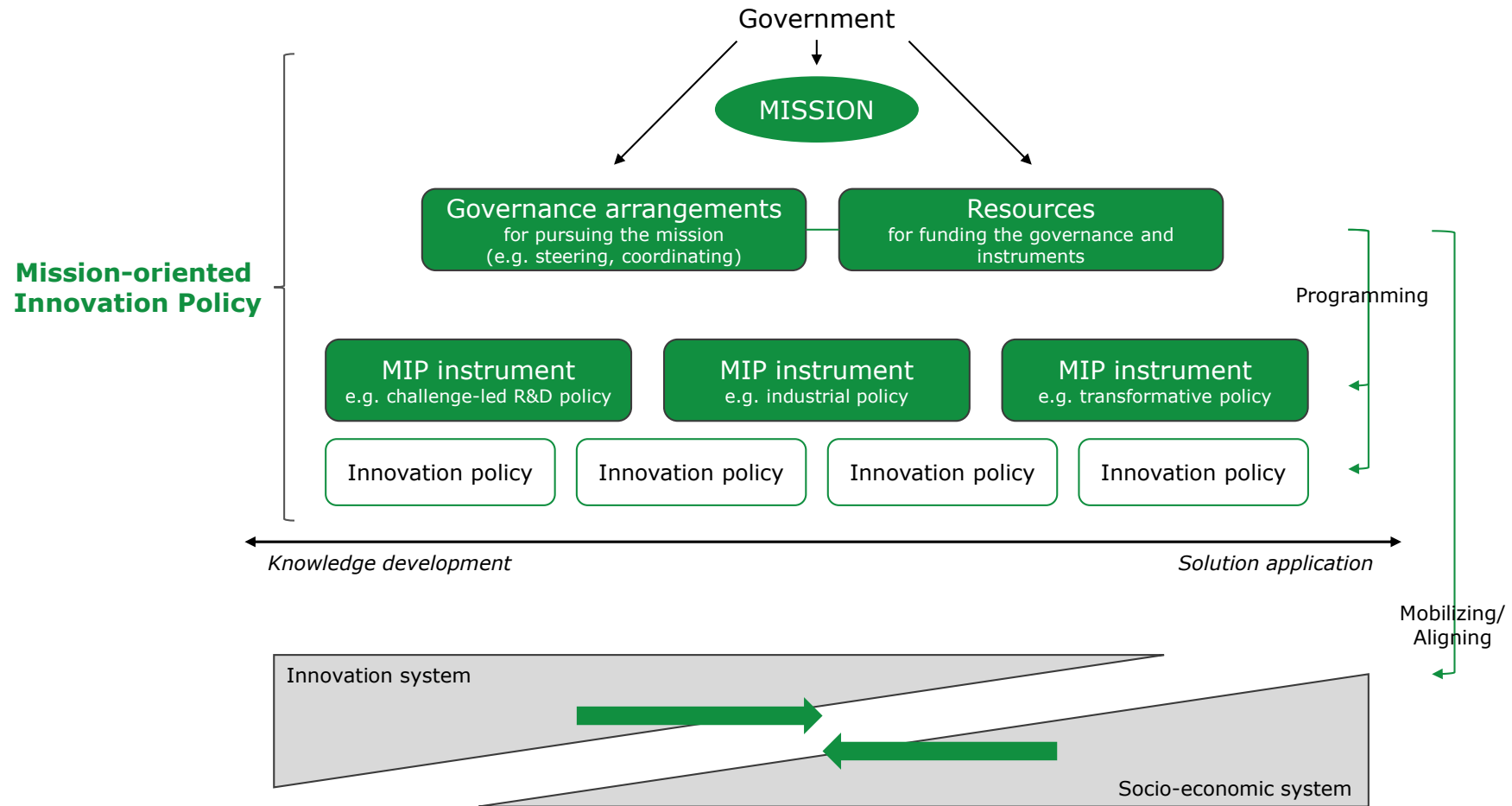
Transformative tasks

Creating legitimacy and leadership	Multi-level, multi-actor and multi-instrumental coordination and alignment	Reflexivity, learning and experimenting	Resolving conflicts
<p>Identifying and demonstrating transformative failures (Weber & Rohracher, 2012)</p> <p>Acknowledging and managing the normativity of innovation policies for societal challenges (Uyarra et al., 2019; Schlaile et al., 2017)</p> <p>Accountability mechanisms (Rogge & Reichardt, 2016)</p>	<p>Vertical and horizontal policy coordination (Weber & Rohracher, 2012; OECD 2020)</p> <p>Multi-instrumental policy approaches / Policy mix (Rogge & Reichardt, 2016)</p> <p>Focus on multi-disciplinarity beyond epistemological boundaries (Cagnin et al., 2012)</p>	<p>Reflexive governance (Weber and Rohracher, 2012)</p> <p>Adaptability (Janssen, 2019)</p> <p>Experimental/ tentative governance (Torrens & Schot, 2017; Kuhlmann & Rip, 2018)</p> <p>Formative evaluation (Molas-Gallart et al., 2020)</p> <p>Second-order learning (TIPc, 2017)</p> <p>Consideration of system-level impact (TIPc, 2017)</p>	<p>Destruction policies / deliberate decline / destabilization / exnovation / phasing out (Rogge et al., 2020 ; Hekkert et al., 2020; Klerx & Begemann, 2020)</p> <p>Embracing contestation (Wanzenböck et al., 2020)</p> <p>“Conflict vs Consensus”/anticipatory deliberation (TIPc, 2017; Schot & Steinmueller, 2018)</p> <p>Establish corridors of acceptable development pathways (Schot & Steinmueller, 2018)</p> <p>Tilting the playing field (Kattel & Mazzucato, 2018)</p>

Transformative tasks * Governance models

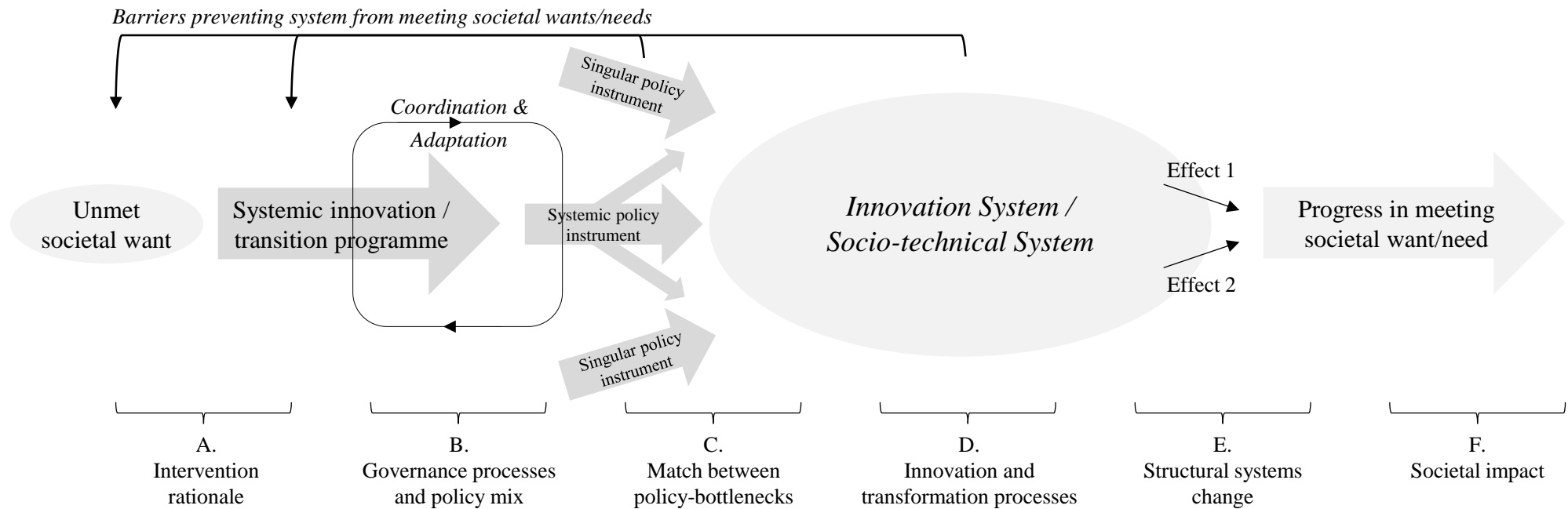
Governance modes:	Transformative innovation policy governance task:			
	Creating legitimacy and leadership	Coordinating across multiple levels, actors and instruments	Reflexivity, learning and experimenting	Resolving conflicts
Administration-based governance	<ul style="list-style-type: none"> ▶ Show commitment from high political levels ▶ Create an independent policy unit 	<ul style="list-style-type: none"> ▶ Change of innovation funding priorities ▶ Targeting multiple (existing) instruments, actors or policy fields at prioritized topics 	<ul style="list-style-type: none"> ▶ Policy mapping across different departments ▶ New monitoring and evaluation procedures beyond abstract inputs/outputs 	-
Network-based governance	<ul style="list-style-type: none"> ▶ Engage in partnerships based on shared leadership and collective agendas 	<ul style="list-style-type: none"> ▶ Involve representative key stakeholders in agenda-setting ▶ Shared ownership between policy partners 	<ul style="list-style-type: none"> ▶ Adapt policies based on network signals ▶ Evaluate formatively, with participative deliberation 	<ul style="list-style-type: none"> ▶ Community building and community management
Society-based governance	<ul style="list-style-type: none"> ▶ Create a vision around perceived problem urgency ▶ Emphasize community-based problem-solving 	<ul style="list-style-type: none"> ▶ Establish a hub-like transition team outside government ▶ Reinforce bottom-up initiatives ▶ Inspire and instruct policy makers 	<ul style="list-style-type: none"> ▶ Learning-by-doing (stocktaking) ▶ Monitor project outcomes for initiative re-orientation 	<ul style="list-style-type: none"> ▶ Install a field-level working group

Policy instruments



Evaluation

Formative evaluation

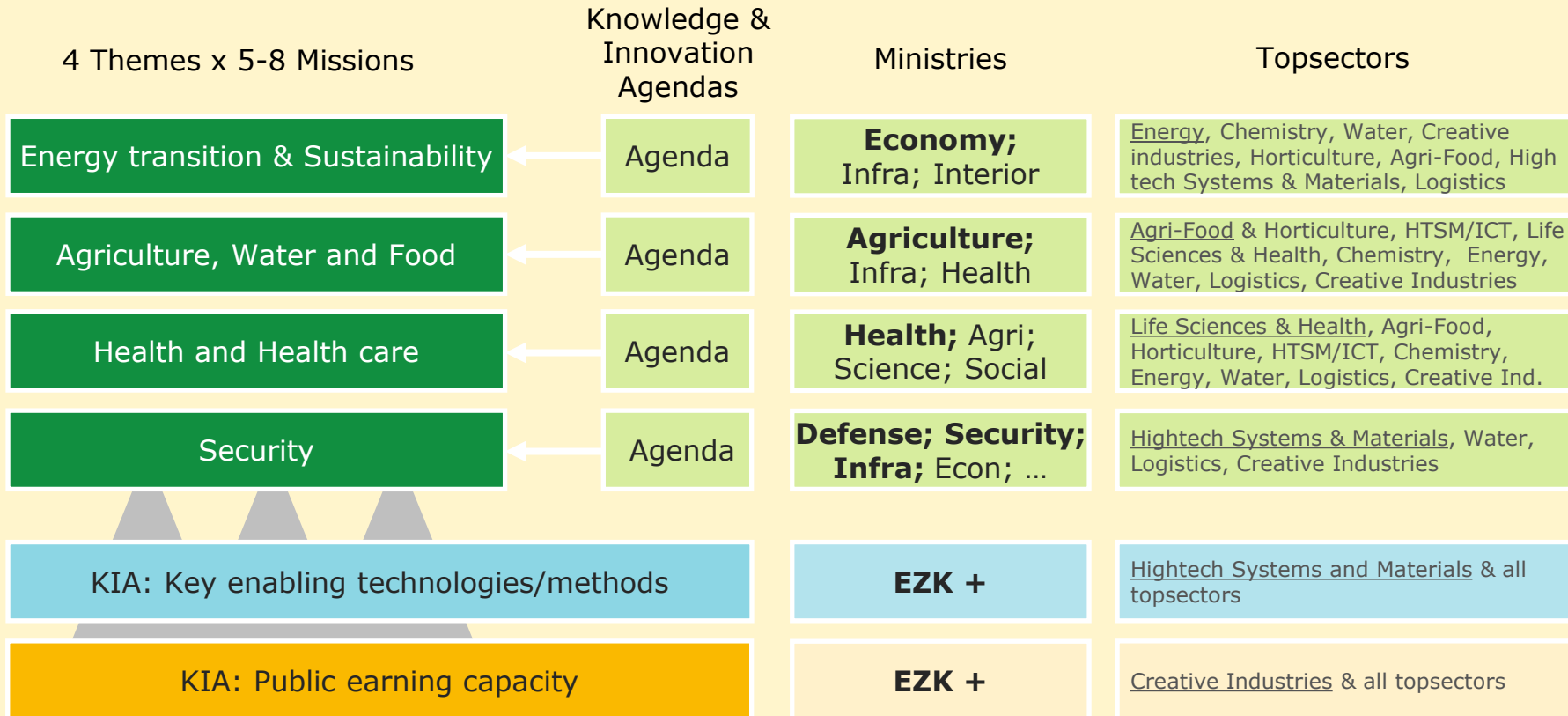


Summative evaluation

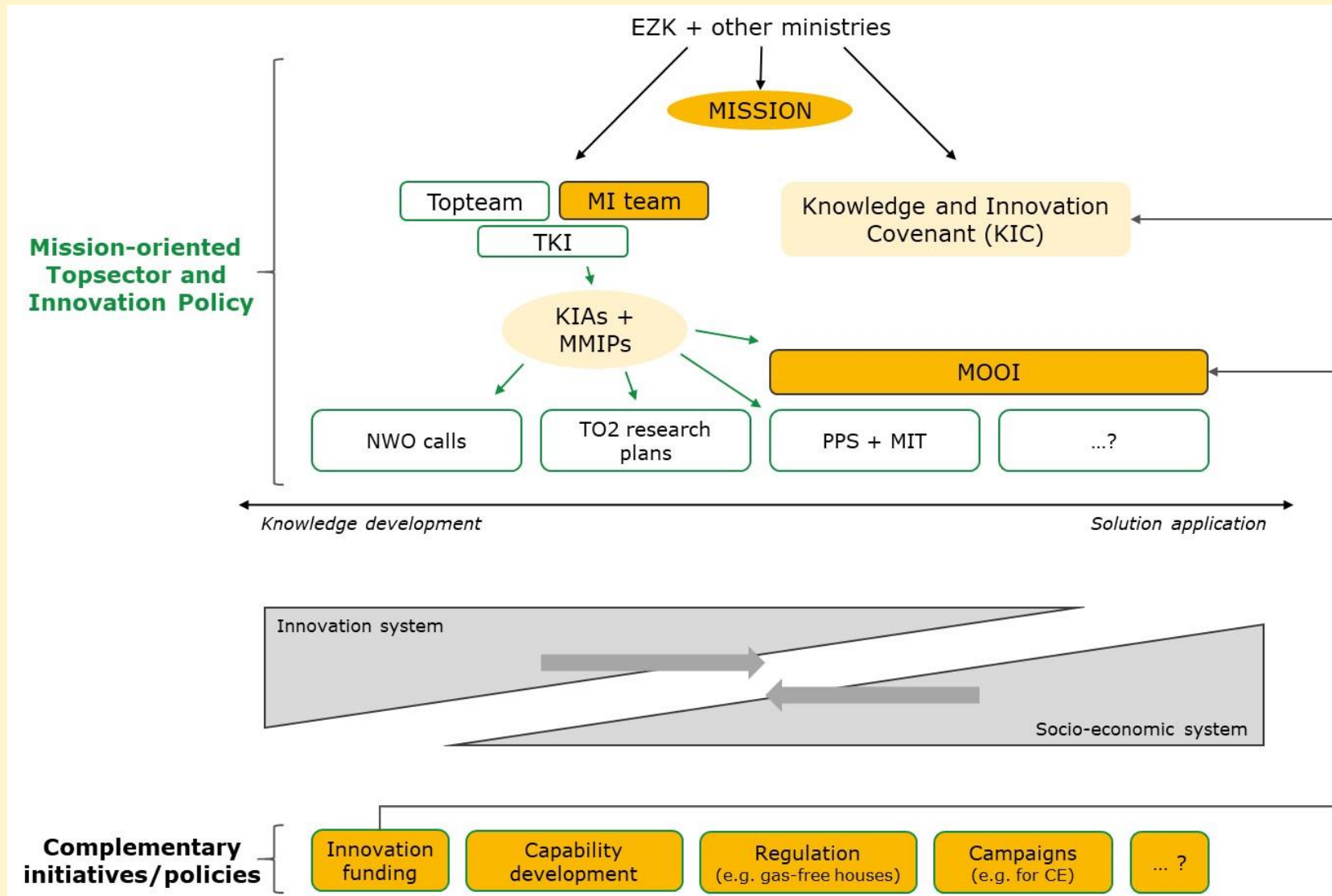
Example: Dutch ‘Mission-oriented Topsector and innovation policy’

Themes	Missions
Energy transition and sustainability	<ul style="list-style-type: none"> - 49% reduction of national greenhouse gas emissions by 2030, aiming for 95% lower emissions by 2050 compared to 1990. - An entirely carbon-free electricity system by 2050. - A carbon-free built environment by 2050. - Carbon-neutral industry with reuse of raw materials and products by 2050. - Zero-emission mobility of people and goods by 2050. - A sustainable and completely circular economy by 2050, with resource use halved by 2030.
Agriculture, water and food	<ul style="list-style-type: none"> - Reduction of the use of raw and auxiliary materials in agriculture and horticulture by 2030 and creating the maximum possible value from all end products and residuals by utilising them as fully as possible (circular agriculture). - By 2050, the agricultural and nature system will be net carbon-neutral. - The Netherlands will be climate-proof and water-resilient by 2050. - By 2030, we will produce and consume healthy, safe and sustainable food, while supply chain partners and farmers get a fair price for their produce. - A sustainable balance between ecological capacity and water management vs. renewable energy, food, fishing and other economic activities, where this balance must be achieved by 2030 for marine waters and by 2050 for rivers, lakes and estuaries. - The Netherlands is and will remain the best-protected and most viable delta in the world, with timely future-proof measures implemented at a manageable cost.
Health and health care	<ul style="list-style-type: none"> - By 2040, all Dutch citizens will live at least five years longer in good health, while the health inequalities between lowest and highest socio-economic groups will have decreased by 30%. - By 2040, the burden of disease resulting from an unhealthy lifestyle and living environment will have decreased by 30%. - By 2030, the extent of care provided to people within their own living environment (rather than in health-care institutions) will be 50% more than today or such care will be provided 50% more frequently than at present. - By 2030, the proportion of people with a chronic disease or lifelong disability who can play an active role in society according to their wishes and capabilities will have increased by 25%. - By 2030, quality of life for people with dementia will have improved by 25%.
Security	<ul style="list-style-type: none"> - By 2030, organised crime in the Netherlands will have become an excessively high-risk and low-return enterprise, thanks to a better insight into illegal activities and cash flows. - By 2035, the Netherlands will have a navy fit for the future, which will be able to respond flexibly to unpredictable and unforeseen developments. - By 2030, the Netherlands will have operationally deployable space-based capabilities for defence and security. - Cyber security: the Netherlands will be in a position to capitalise, in a secure manner, on the economic and social opportunities offered by digitisation. - By 2030, the armed forces will be fully networked with other services and through the integration of new technologies, so that they can act faster and more effectively than the opponent. - Supply and demand will come together more quickly to implement successful short-cycle innovations. - By 2030, security organisations will be capable of collecting new and better data, so that they are always one step ahead of the threat. - By 2030, the role of security professional will be among the 10 most attractive professions in the Netherlands.

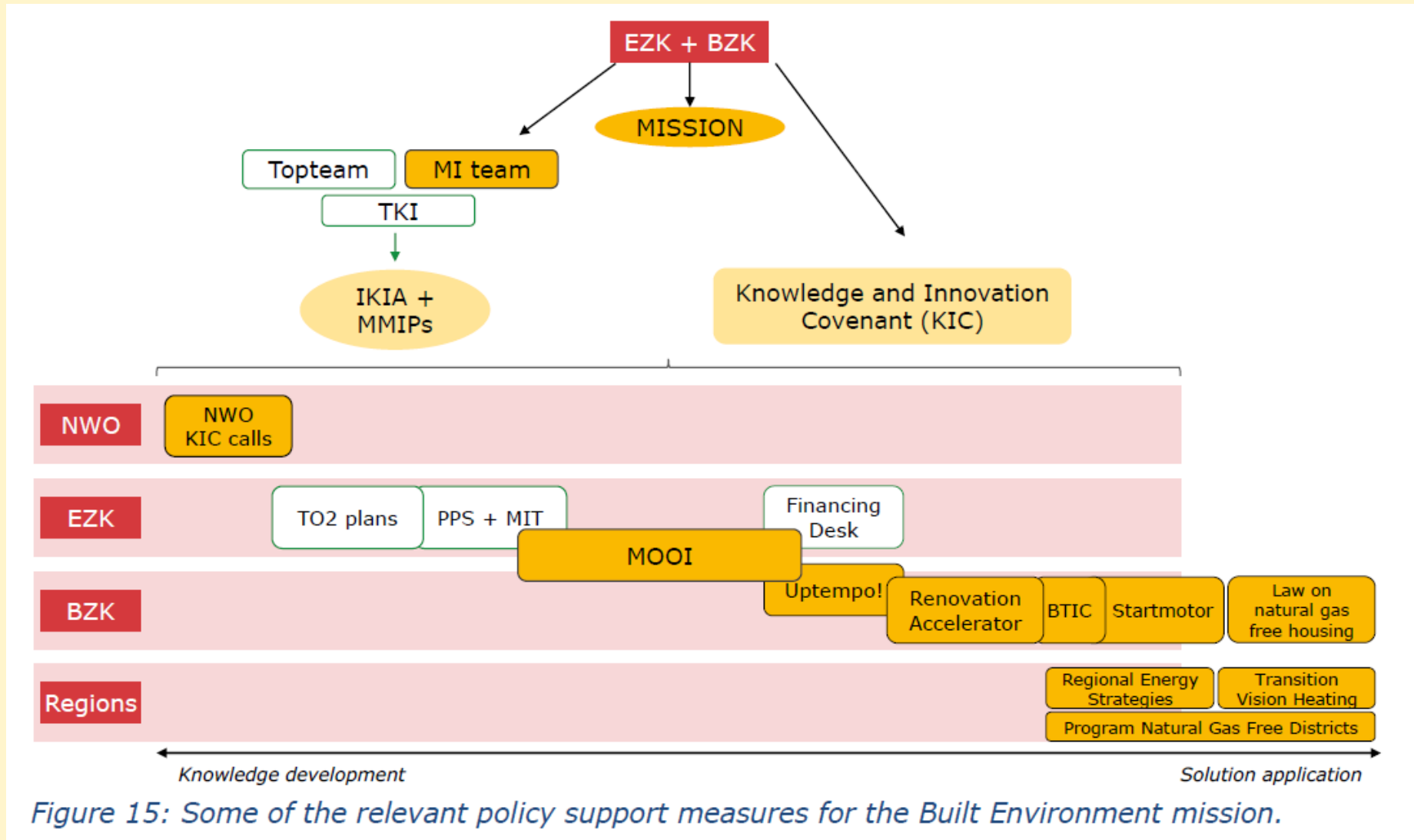
MTIP overall design



MTIP policy mix



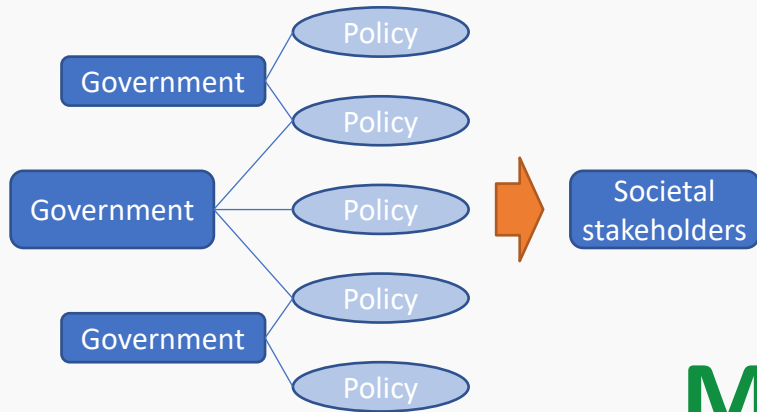
MTIP policy mix: Built Environment mission



The MTIP as the latest step in policy evolution

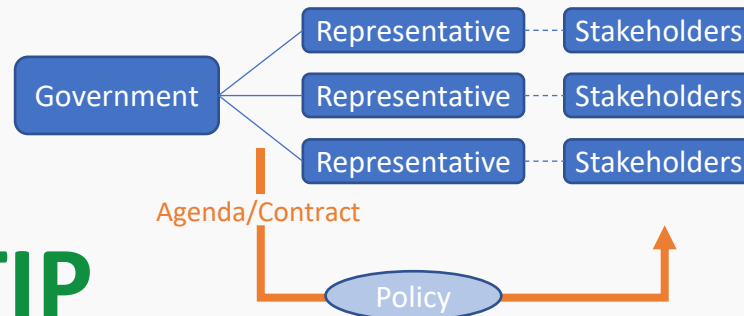
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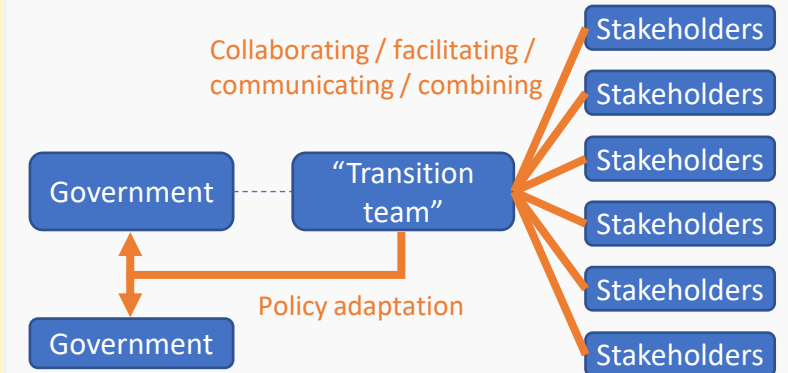
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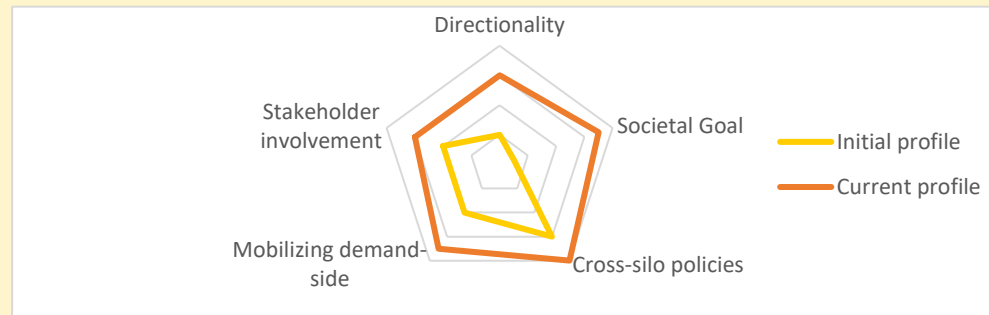
Facilitation of self-organization: enabling and interconnecting bottom-up societal initiatives to build momentum.



MTIP

← Inside-out

→ Outside-in



The MTIP as a source of inspiration (?)

Prominent example of 'fully-fledged' mission-oriented innovation policy

- Extensive governance structure for collective directions → checks-and-balances
- High-level commitment, but not politically sensitive → stability
- Many different stakeholders represented in governance layers → inclusiveness
- Leading themes for diverse policy actors, R&D and beyond → policy alignment

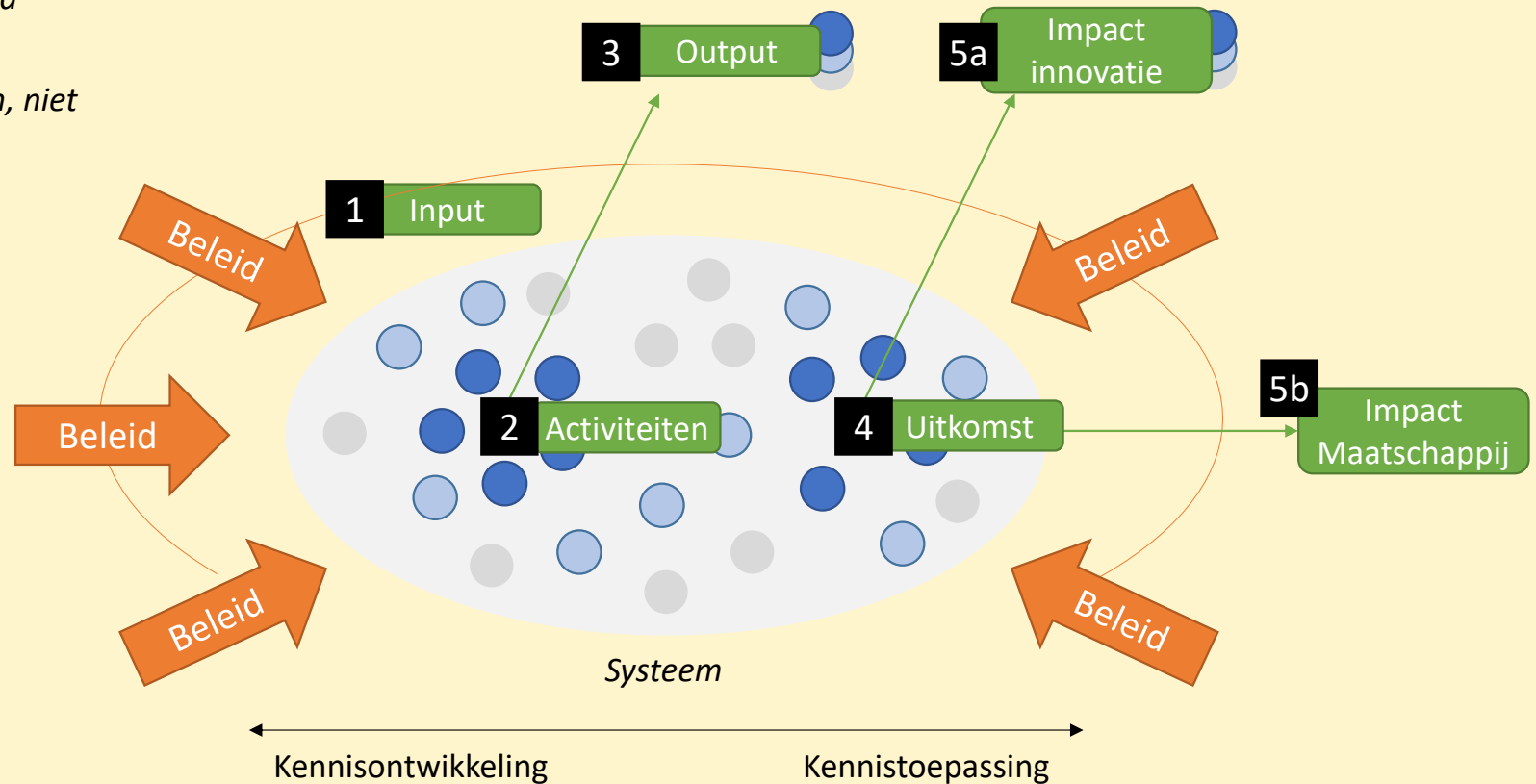
- Too complex and broad? → lack of convergence / clear directions
- Too much based on previous structure? → bias towards growth, technology, variety
- Too much associated with Min. Economic Affairs? → passing on responsibilities

Evaluation of Dutch MTIP: Suggestions for summative evaluation

● *Projecten in S/T-beleid*

● *Soortgelijke projecten, niet in S/T-beleid*

● *Overige projecten*



TASK 2: Design a mission

1. What governance structures / role distribution?
 - R&D agency; other agencies/departments; university representatives; business representatives; civil society
2. What tasks are needed, and how would you implement them?
 - Low-hanging fruit vs more radical but maybe also impactful options.
3. [What challenges do you expect] [What would you monitor?]



Upcoming MIPO events:

Special session EU-SPRI2023 conference (June 2023, Brighton):
“Governance and policy processes
for transformative research and innovation”

For more info, see:

Mission-oriented Innovation policy observatory (MIPO)

www.uu.nl/en/research/copernicus-institute-of-sustainable-development/mission-oriented-innovation-policy-observatory