



Final Presentation

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MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
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Agenda

- I. Recap
- II. Risk-opportunity analysis
- III. Mission evaluation
- IV. A new value vision
- V. Conclusion



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I. Recap: Challenge Brief



How to overcome institutional
and knowledge barriers?

How to resolve regional
disparity?

How to drive the green
transition?

**How to rethink public value to inform
mission-oriented innovation?**

II. Risk-Opportunity Analysis



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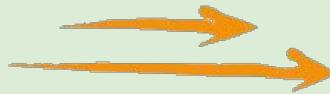
Where challenge meets opportunity



Three levels of system change:



Macro:
Values, ideologies, demographics,
economic model



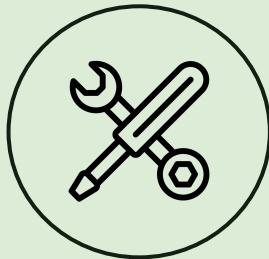
Meso:
Frameworks, rules, and norms
embedded in infrastructures, institutions,
markets



Micro:
Niche innovations, new practices,
technologies, and lifestyles

Rethinking decision-making methods

Market Fixing



Existing constraints

Static, CBA-type analyses are concerned with **allocative efficiency** - making the best use of **fixed resources** at a **fixed point in time** (Kattel et al., 2018)

Market Shaping

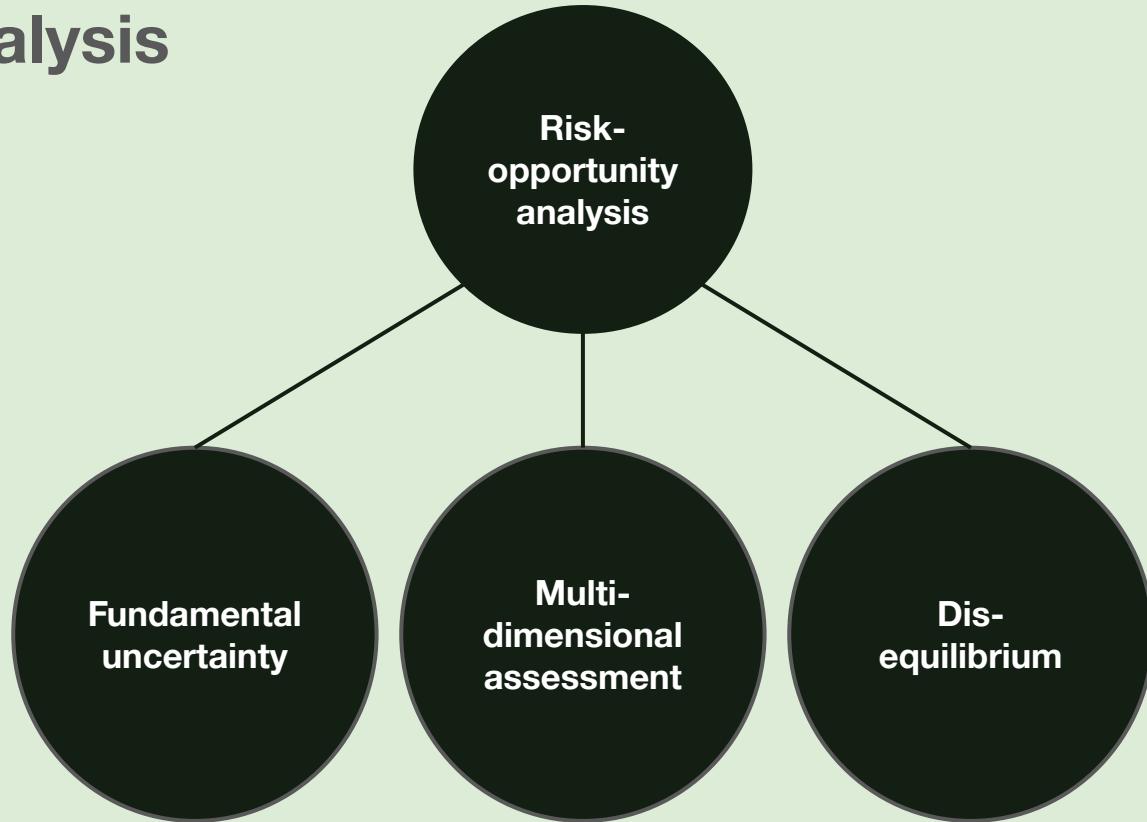


Desired outcomes

Dynamic efficiency considers making the **best use of resources to achieve transformation over time** and is concerned with **innovation, investment and growth** e.g. implementation of new production processes (technologies) and shifting technology frontiers (Huerta de Soto, 2009)

Risk-opportunity analysis

Some assessment can be made of the likely **effects of policies on private investment, industrial growth, job creation, and the evolution of systems** such as the power sector or the construction sector, **but outcomes** in many of these [important] dimensions **may not be reliably estimable with quantified probability.**



(Sharpe et al., 2021)

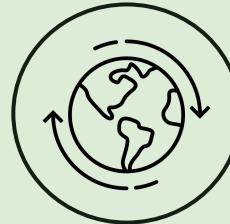
Different set of tools

Regional Development

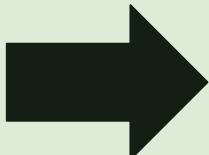


Regional development is highly path-dependent and it is highly challenging to reliably assign probabilities on the processes of change e.g. how infrastructure investment will attract new workers to a region.

Climate Change



Scientists can't assign probabilities to the full range of outcomes and analysts aren't certain which of several possible low-carbon technologies will achieve widespread adoption in sectors such as steel, shipping and chemicals.



Different sets of quantitative or qualitative analysis that provides best available evidence on possible outcomes will be beneficial.

III. Our mission evaluation tool



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MISSION EVALUATION TOOL

Project:

MISSION CRITERIA:

- Bold, inspirational, with wide societal relevance
- A clear direction: targeted, measurable and time-bound
- Ambitious but realistic research and innovation actions
- Cross-disciplinary, cross-sectoral, and cross-actor innovation
- Multiple, bottom-up solutions
- * Climate externalities

Adapted from
Mazzucato, 2018



Mission evaluation result:

Yes

No

MISSION EVALUATION TOOL

Project: Ngawha Innovation Park

MISSION CRITERIA:

- Bold, inspirational, with wide societal relevance
- A clear direction: targeted, measurable and time-bound
- Ambitious but realistic research and innovation actions
- Cross-disciplinary, cross-sectoral, and cross-actor innovation
- Multiple, bottom-up solutions
- * Climate externalities

Adapted from
Mazzucato, 2018



Mission evaluation result:

28

Yes

8

No

Gap analysis: PDU and Missions

To be added to the mission space:

- Setting intermediate goals
- Involving actors dealing with climate change
- Utilizing diverse range of assessment

Characteristics of missions:

- Offering patient finance
- Picking the “willing” over the “winners”
- Encouraging system-wide transformation
 - Aiming for multiple solutions
- Facilitating cross-learning between projects
- Actively investing for low-carbon transition

IV. A new value vision



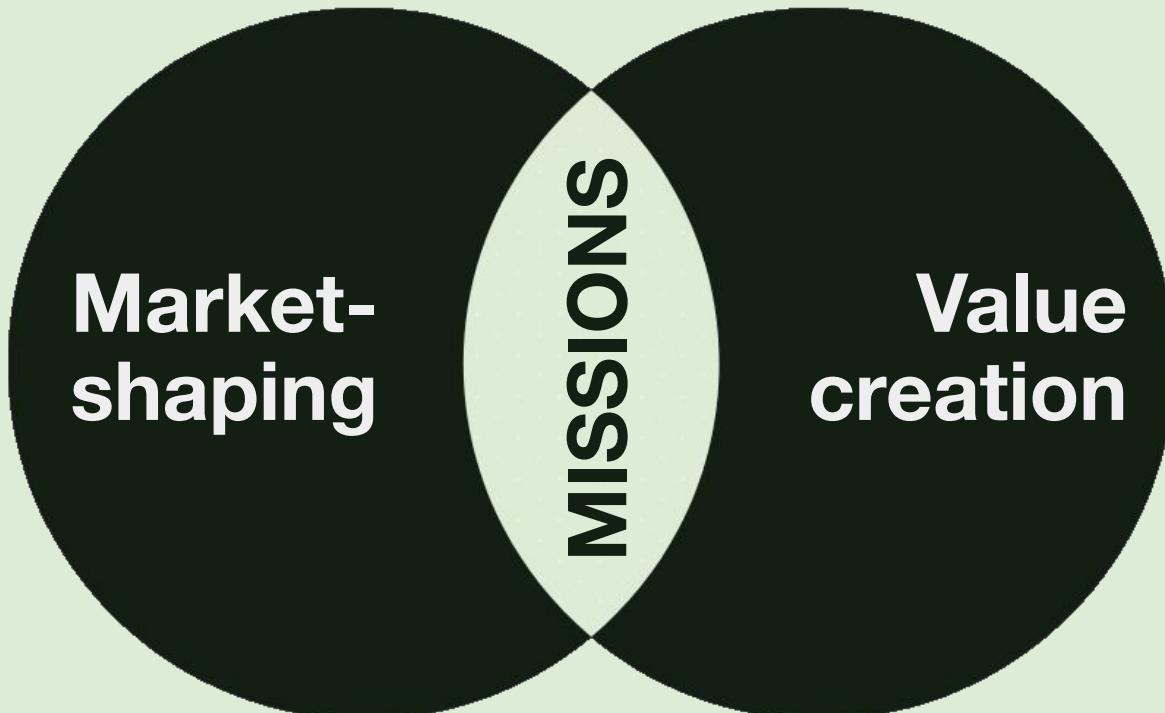
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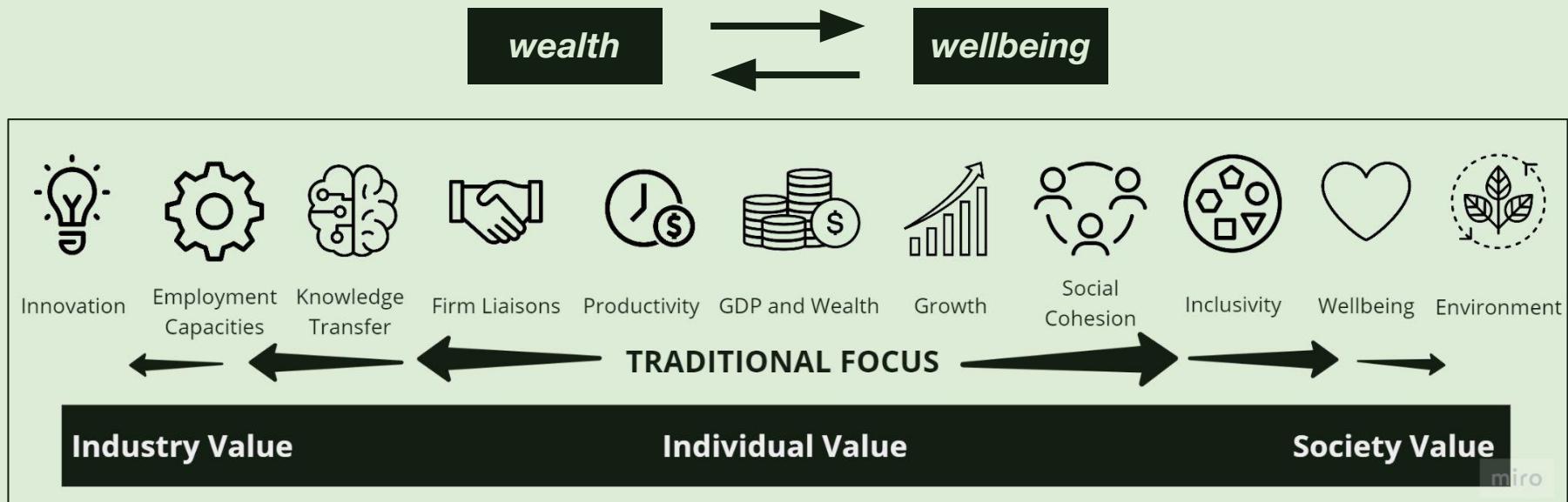
Using value as a baseline for missions



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*Market-shaping effects require a **broadening of the definition of value**, not simply as a correction to a failure, **but as an objective in itself.***

A new narrative frame for public value



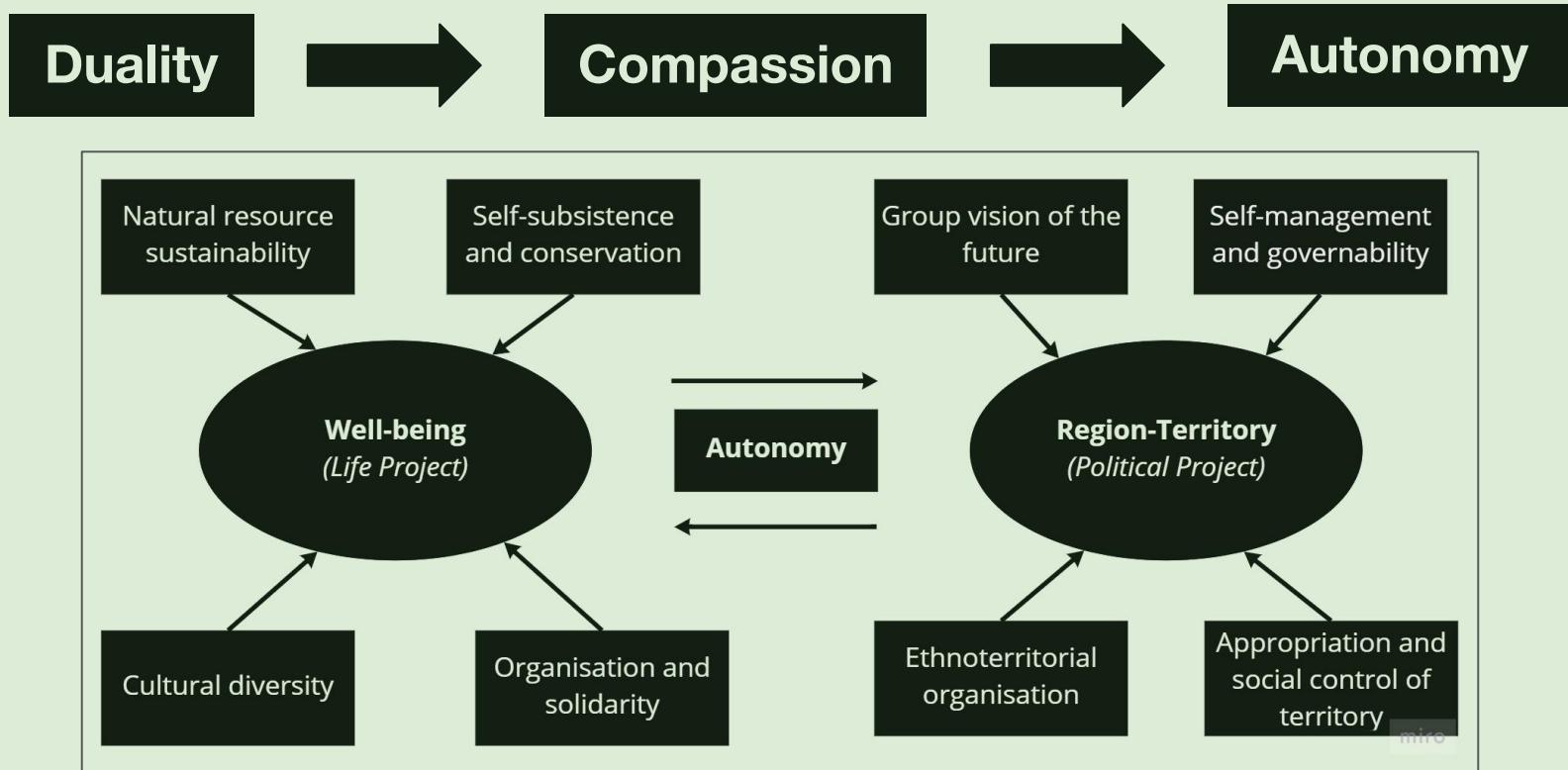
When you **relate to others**, not as parts, problems, or useful commodities, but from a connectionist view, **compassion triggers transformation**.



(Escobar, 2018)

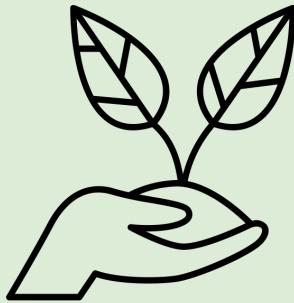
Adapted from
Mazzucato et
al., 2020

The relational sphere



Integral development of indigenous communities, based on the Designs for the Pluriverse Autonomy Model (Escobar, 2018).

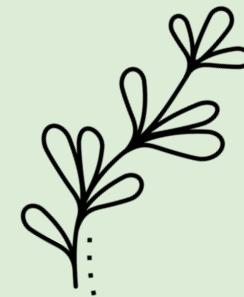
Towards a vision of flourishing



*Beyond the value dualism, there is also an ongoing
nature vs culture dualism*

which is central to the Western paradigm.

*But what if **sustainability** was viewed as
a vision of flourishing
for all **humans and non-humans** alike?*



How can a new cognitive paradigm be translated into material environments and everyday practices?

(Rose, 2017)

V. Conclusions



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Expanding the paradigm

There is **no single leverage point**, where a small shift in one part of the system can produce a big change in everything.

Rather than a paradigm change, we are suggesting to **expand the range** by rethinking the following:

- **Evaluation** methods
- The current narrative of **public value**

(Meadows, 1999)

Places to intervene in a system

(in increasing order of effectiveness)

9. Constants, parameters, numbers
8. Regulating negative feedback loops
7. Driving positive feedback loops
6. Material flows and nodes of material intersection
5. Information flows
4. The rules of the system
3. The distribution of power over the rules of the system
2. The goals of the system
- 1. The mindset or paradigm out of which the system arises.**



Thank you!!!



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Any Questions?



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