

---

# 2023 MOIN GATHERING

---

**MISSION-ORIENTED  
INNOVATION:  
THE STATE OF PLAY**



Institute for  
Innovation and  
Public Purpose



ROUND-UP REPORT  
SEPTEMBER 2023

---

# About IIPP and MOIN

## **Institute for Innovation and Public Purpose (IIPP)**

The Institute for Innovation and Public Purpose (IIPP) at University College London (UCL) aims to develop a new framework for creating, nurturing and evaluating public value in order to achieve economic growth that is more innovation-led, inclusive and sustainable. This requires rethinking the underlying economics that has informed the education of global civil servants and the design of government policies. Our work feeds into innovation and industrial policy, financial reform, institutional change and sustainable development. A key pillar of IIPP's research is its understanding of markets as outcomes of the interactions between different actors. In this context, public policy should not be seen as simply fixing market failures, but also as actively shaping and co-creating markets. Re-focusing and designing public organisations around mission-led, public purpose aims will help tackle the grand challenges facing the 21st century. IIPP is housed in The Bartlett, a leading global Faculty of the Built Environment at University College London (UCL), with its radical thinking about space, design and sustainability.

## **Mission-Oriented Innovation Network (MOIN)**

The Mission-Oriented Innovation Network (MOIN) is IIPP's policy network and learning platform which brings together global public sector organisations to share the challenges and opportunities they face when stepping outside the market fixing box into a market-shaping role to respond to bold, difficult and complex 'grand challenges' such as climate change, ageing societies and preventative health care. MOIN promotes the role of governments as creators of value and aims to catalyse the potential of governments to tackle such grand challenges through directed (or mission-oriented approaches) to economic and growth policies.



---

# Contents

— Introduction	4
— Audience	10
— Session Summaries	13
Panel 1: <i>Industrial Policy: Steering Green Growth</i>	14
Panel 2: <i>Digital State Capacity and Grand Challenges</i>	18
Breakout Groups: <i>State Capacity and Capability</i>	22
Student Exhibit: <i>IIPP Master of Public Administration (MPA)</i>	26
Panel 3: <i>The Evolving Role of Public Innovation Agencies in     Tackling Grand Challenges</i>	29
Panel 4: <i>Dynamic Evaluation: Theory Meets Practice</i>	33
Panel 5: <i>Cities Solving Challenges with Purpose:     From Tools to Culture</i>	37
— Appendices	42

---

# Introduction



**On 6-7 June, as part of its 2023 festival 'The Entrepreneurial State 2.0 – Rethinking the State in the 21st Century', the Institute for Innovation and Public Purpose (IIPP) convened its Mission-Oriented Innovation Network (MOIN) for a day and a half of seminars, workshops and networking, exploring how governments globally are experimenting with policy, developing outcomes-oriented tools and institutions, and rethinking their own purpose and mandate to tackle the grand challenges of our times.**





The first in-person MOIN meet since the COVID-19 pandemic and under the theme of ‘Mission-oriented innovation: The state of play’, the gathering was attended in person by over 70 public sector actors involved in policy design and delivery from over 50 global public sector organisations, such as public innovation agencies, cities, research agencies and government departments. They represented 19 countries across Europe, Asia, Africa, North America and South America. The purpose of the gathering was to create a space for academic-policy practitioner dialogue in rethinking the role of the state to face 21st century grand challenges, to build better and stronger connections between actors in this space, and to surface communities of shared interest for continuous dialogue and research.

The gathering explored the market-shaping capacities and capabilities that governments globally are developing to tackle ‘wicked’ problems, such as the implementation of industrial policy to meet climate goals, experimentation with new organisational and institutional design within government, and the development of new instruments and tools to rethink how governments can effectively respond to such challenges. With learnings from tackling the pandemic fresh in minds, the gathering presented a timely opportunity for reflection and exchange.

The purpose of this round-up report is to provide an overview of the 2023 MOIN Gathering, including the key themes and emerging questions from these contemporary discussions on the role of government in tackling humanity’s grand challenges.

---

**“MOIN is a learning network where we discuss and rethink the state as an active investor and innovator”**

Professor Mariana Mazzucato, IIPP Director, in her welcome address.



---

# Setting the scene with the ROAR framework

IIPP research themes and concepts were central to the gathering and as such presented an opportunity to showcase the work that IIPP has done to-date in rethinking the role of governments to tackle 21st century challenges.

Professor Mariana Mazzucato, Director and Founder of UCL IIPP, proposes the challenge-driven innovation policies and market-shaping policy framework, ROAR (Mazzucato 2016 and Mazzucato 2018), which provided the key theoretical foundation to the Gathering and was shared with all participants as pre-reading, in the form of a [MOIN Resource Guide](#). The ROAR framework involves strategic thinking about the desired direction of travel of government intervention (R – Routes), the structure and capacity of the public sector, O – Organisations, the way in which policy is A – Assessed and the incentive structure for both private and public sectors (R – Risks and Rewards). IIPP has been collaborating on a number of projects that draw on one or multiple elements of ROAR framework and this guide presented a summary of this work.

MAZZUCATO, M. (2018) 'MISSION ORIENTED INNOVATION POLICY: CHALLENGES AND OPPORTUNITIES', *INDUSTRIAL AND CORPORATE CHANGE*, 27 (5): 803–815

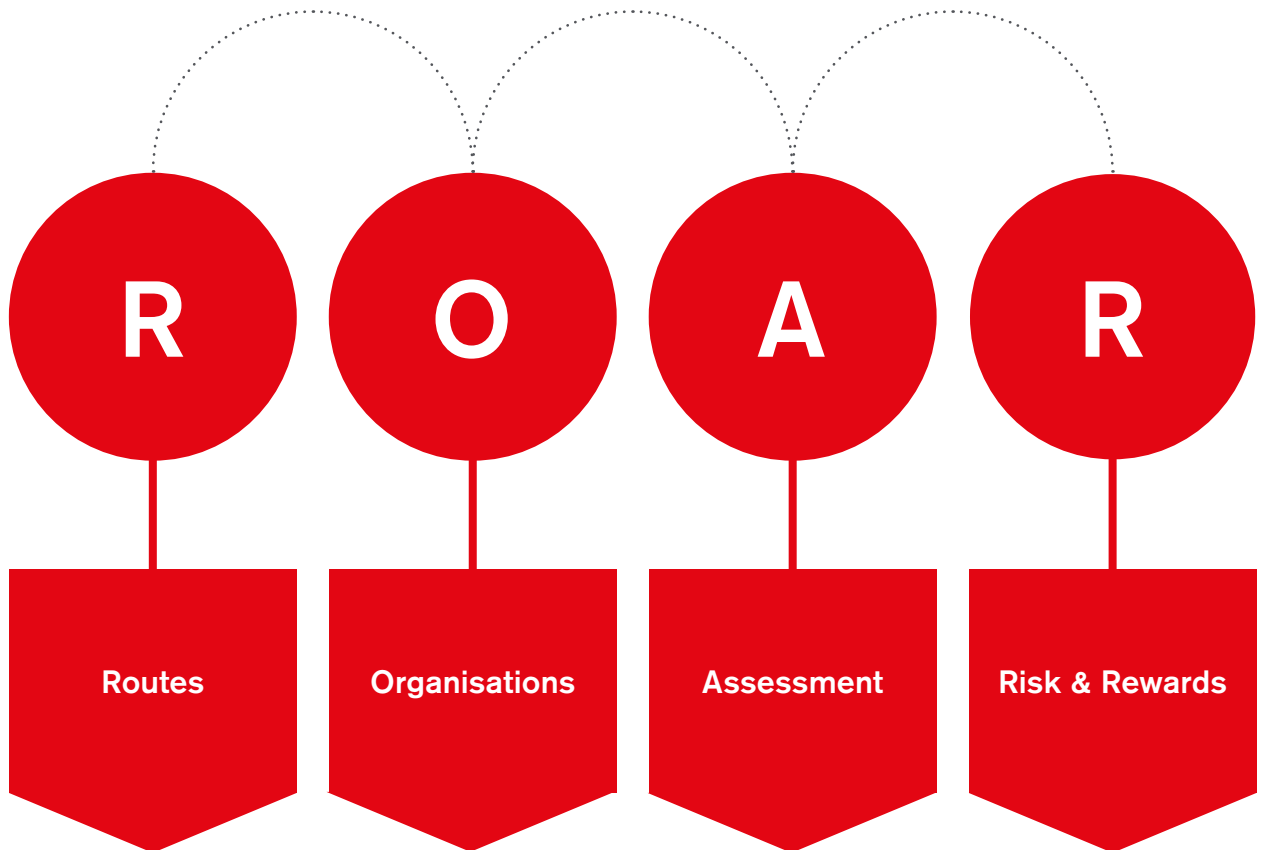
MAZZUCATO, M. (2016). FROM MARKET FIXING TO MARKET-CREATING: A NEW FRAMEWORK FOR INNOVATION POLICY. *INDUSTRY AND INNOVATION*, 23(2): 140-156



---

# ROAR framework

(Mazzucato 2016 and 2018)




How to use policy to set a direction for change which stimulates bottom-up experimentation towards a goal

How to build explorative public sector organisations that embrace uncertainty, promote learning-by-doing and welcome trial and error

How to dynamically evaluate market shaping, moving beyond static cost benefit analysis

How to form new relationships between value creating actors, socialising both risks and rewards

 This is an excerpt from the contents page of the MOIN Resource Guide. [Click here](#) to read it fully.

---

# Audience

**51**

Organisations



**78**

MOIN Attendees

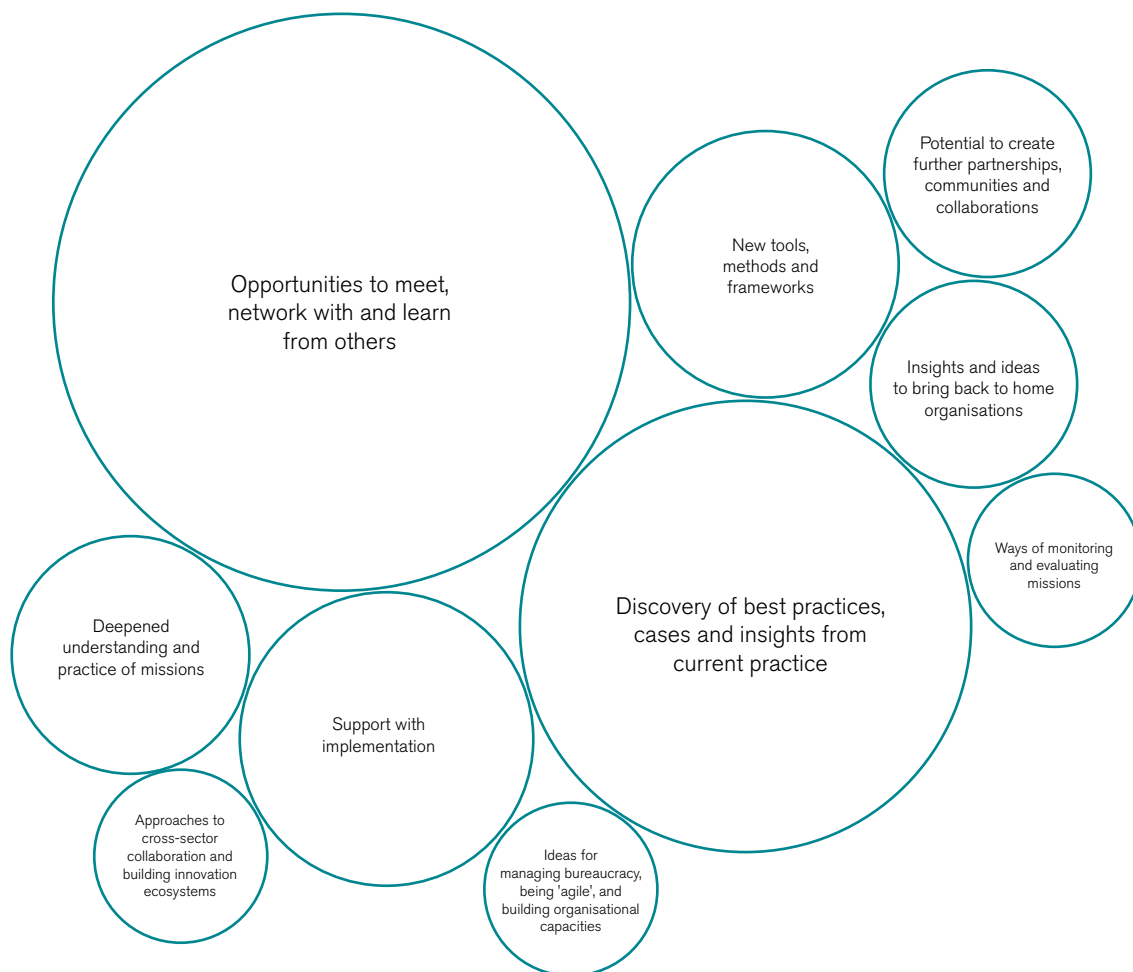
**19**

Countries

# Ahead of the 2023 MOIN Gathering, IIPP circulated a pre-event survey to understand more about the operational contexts, needs and interests of the MOIN members attending — as well as specific questions on tools for mission-oriented innovation policies, and the monitoring and evaluation of such.

We received 53 rich and thoughtful responses.

In the survey, we asked MOIN members what they are hoping to learn or gain from attending the gathering. The following themes emerged in their responses. You can find full details of the questionnaire responses in Appendices A and B of this report, including a breakdown of attendees by typology of agency and other visualisations.





# INSTITUTE FOR INNOVATION AND PUBLIC PURPOSE

Changing how public value is  
imagined, practiced and evaluated  
to tackle societal challenges





---

# Session Summaries

---

**“We need policy that is industrial, social, and sustainable”**

Alicia Bárcena, former Executive Secretary of the United Nations Economic Commission for Latin America, in the panel ‘Industrial Policy: Steering Green Growth’



2023  
MOIN  
GATHERING

---

**MISSION-  
ORIENTED  
INNOVATION:  
THE STATE  
OF PLAY**

---

---

# Panel Discussion 1

## Industrial Policy: Steering Green Growth

### Session Outline

**The first session of the day explored the revival of industrial policy and the development of a new type of industrial policy globally that is more ambitious in its efforts to direct investment and innovation towards clear objectives.**

**Rather than a sectoral approach centred around picking winners, the Institute for Innovation and Public Purpose (IIPP) is advocating for a new approach to industrial policy centred around mission-oriented goals.**

The main aim of this panel discussion was to discuss, with experts from Europe, Latin America and South Africa, the challenges and opportunities of developing, implementing and governing new forms of industrial policy aimed at steering green growth and inclusive development.

## Speakers



**Professor Mariana Mazzucato**

Founder and Director,  
IIPP (Chair)



**Elisabeth Werner**

Deputy Secretary General,  
Policy Coordination, European  
Union



**Professor Martin Guzmán**

Professor of Public Policy,  
University of Columbia and  
former Minister of Economy,  
Republic of Argentina



**Dr Nimrod Zalk**

Acting Deputy Director-  
General: Industrial  
Competitiveness and Growth,  
Department of Trade, Industry  
and Competition, Republic of  
South Africa



**Alicia Bárcena**

Former Executive Secretary,  
United Nations Economic  
Commission for Latin America  
and the Caribbean



**Dr Mzu Qobo**

Head of School,  
Wits School of Governance,  
University of the Witwatersrand

## Key Discussion Points

The key discussion points focused on the challenges and opportunities of adopting industrial policy. These included discussion on the opportunity to:

- abandon siloed approaches amongst ministries and to adopt a more coherent, all-of-government approach focussed on common goals.
- take a regional approach to industrial policy; to create great benefits in employment, innovation and value addition in areas that might otherwise fall behind.
- trigger a new social contract when designing industrial policy, to avoid the social tensions created in the past.
- address structural change, alongside ensuring social and inclusive economic change, but without compromising on the environment and the climate.
- promote healthy, co-shaping partnerships with the private sector.
- deploy conditionality so as to avoid the potential for parasitic public-private relationships.
- address the scaling up of local production capabilities centred around critical materials, potential skill shortages, and strong and competitive supply chains; a drive for self-sufficiency in certain sectors has emerged as a direct consequence of the effects of the pandemic.





- address the effect of the global architecture of finance, debt, taxation and property rights on developing countries.
- avoid a race to the bottom where countries and continents are left behind in transatlantic alliances.
- stimulate the design of a new curriculum for civil servants, which includes a) deep knowledge of political economy as well as an understanding of the complementarity of tools (industrial, fiscal and monetary policies, conditionalities) and b) the development of new skills in government (how to create partnerships with the private sector, effective monitoring and evaluation of policies, digital and green competencies).


## Emerging Questions


- How do we design transformative industrial policy that activates the complementarity between the social, industrial and environmental challenges we face?
- How can we ensure that industrial policy does not trigger a race to the bottom where countries and continents become left behind in transatlantic alliances?
- How do all sectors and ministries have to adapt, change and align when there is a common mission? What are the capacities and capabilities needed in our governments to do so?
- How can policy measures such as conditionalities be attached to loans or public procurement be utilised to ensure private firms organise behind a common mission?
- Where are potential bottlenecks arising from new types of public-private partnerships?


## Relevant IIPP Resources

 Session video recording

 Rethinking the social contract between the state and business

 Transformational change in Latin America and the Caribbean: A mission-oriented approach

 Innovation policy and industrial strategy for post-Covid economic recovery

 A Mission-Oriented UK Industrial Strategy



# INSTITUTE FOR INNOVATION AND PUBLIC PURPOSE

Changing how public value is  
imagined, practiced and evaluated  
to tackle societal challenges



---

## Panel Discussion 2


### Digital State Capacity and Grand Challenges


#### Session Outline

**Building on learnings and experiences from India, Ukraine, Italy and the cities of Barcelona and Hamburg, the second panel of the day explored how technology can enable effective governance by providing societal benefits and improving the lives of citizens.**

The debate explored how (digital) technologies transform state capacity and the challenges around such a transformation. Where should the line between state and the private sector lie when it comes to service provision such as payments, transactions, currencies, monitoring and participatory democracy? What are the values we are fostering with such digital infrastructure and do we have a shared understanding of what we want such infrastructure to achieve in our societies?

#### Speakers

 **Nandan Nilekani**  
Chairman and Co-founder,  
Infosys, and Founding  
Chairman, UIDAI

 **Francesca Bria**  
President, Italian National  
Innovation Fund

 **David Eaves**  
Deputy Director, IIPP (Chair)

 **Gulsanna Mamediieva**  
Advisor to the Vice Prime  
Minister for Innovations,  
Development of Education,  
Science and Technologies,  
Minister of Digital  
Transformation of Ukraine

## Key Discussion Points

- The general consensus between speakers that speed of digital transformation in governments globally has been accelerated by the pandemic and is happening more quickly in developing countries.
- The effect of the COVID-19 pandemic in demonstrating that digital infrastructures are underpinning essential services in our societies.
- The digital space is where global digital supremacy is playing out, in particular between the US and China.
- Digital rights by design, designing for public ownership of data and a privacy-preserving approach named as essential to a democratic society.
- Technological architecture follows organisation architecture within governments – the discussion explored where responsibility for cross-platform digital governance should lie to avoid siloed departmental approaches.
- The potential to create a new class of institutions in government, such as non-profit companies with public missions, to address privacy concerns and head off short-term political cycles.
- The role of public broadcasters in a post-truth era in sourcing and investing in high quality content, but with a mandate independent of the government and with long-term guaranteed public funding.

## Emerging Questions

- What are the missions and values we want to achieve with our digital governance infrastructure?
- How do governments design and build a digital public infrastructure which is inclusive and conducive to green (sustainable) economic growth?
- How do we create data empowerment architecture, which allows individuals and businesses to use the data for their own good? How can we give citizens digital rights by design?
- How do we create a digital public infrastructure as an ecosystem that has autonomy from the state, is independently funded, and is not compromised by political interests and short-term political cycles?

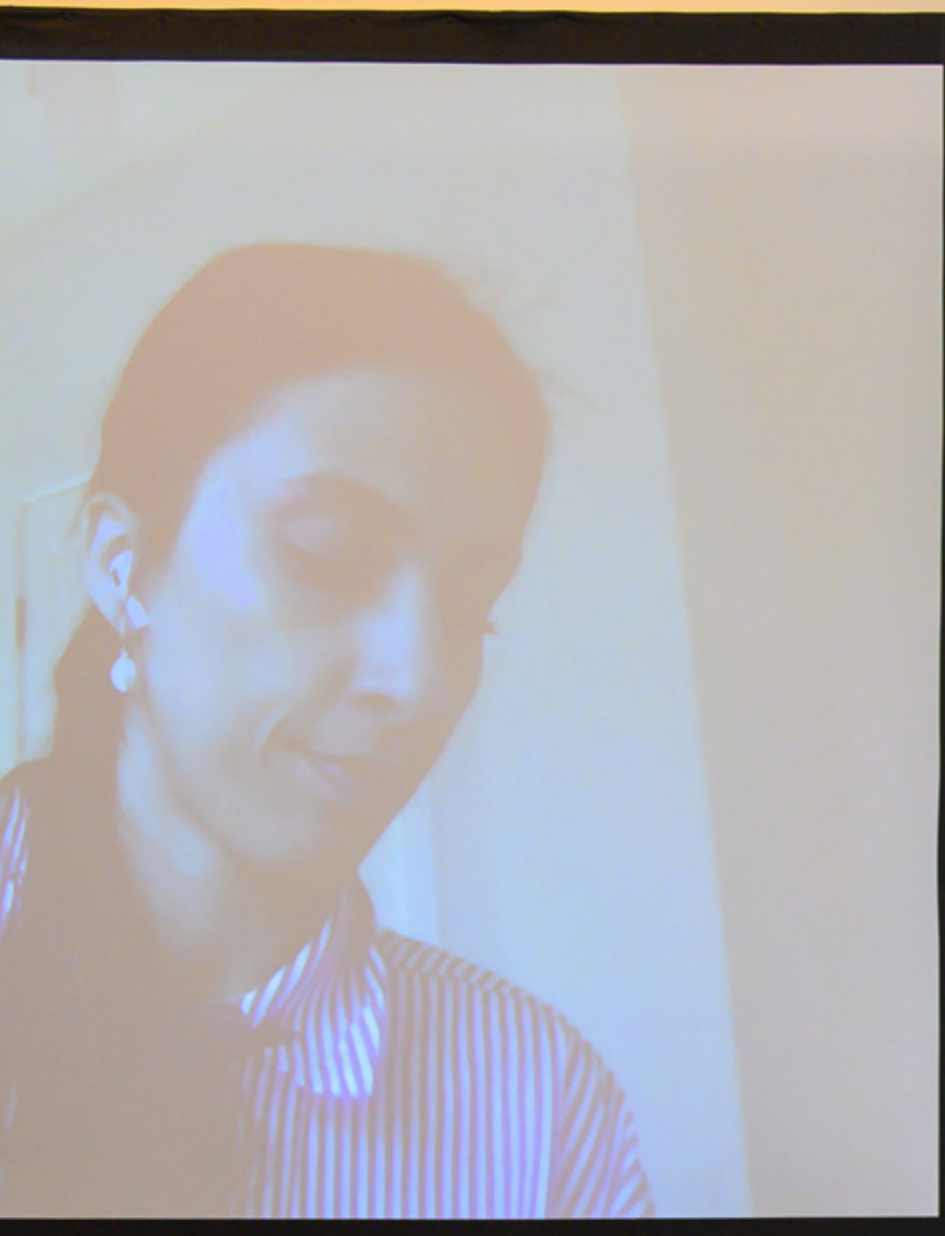
## Relevant IIPP Resources

- 🔗 [Session video recording](#)
- 🔗 [IIPP Blog "What is digital public infrastructure?"](#)
- 🔗 [Governing artificial intelligence in the public interest](#)

- 🔗 [Public value and platform governance](#)
- 🔗 [A new data deal: The case of Barcelona](#)
- 🔗 [Creating and measuring dynamic public value at the BBC](#)

- 🔗 [Dynamic capabilities in the public sector: The case of the UK's Government Digital Service](#)









---

# Breakout Groups

## State Capacity and Capability

### Session Outline

**This interactive session was intended for MOIN members to have open discussions on the topic of missions, roles and capabilities at their work, building on what they had listened to earlier in the day and to prepare for the in-depth discussions on skills and dynamic capabilities later. For this session, the members were divided randomly into nine tables.**

Each table, facilitated by an IIPP researcher, based their discussions on two questions: firstly, 'What new skills and capabilities do you think you would need to take a mission-oriented approach in your work?' and secondly, 'How can you build such roles, skills and competencies?'

Notes from each table were later shared with all Gathering attendees. Essentially, needs for clear mission design, mission officers and coordination/collaboration skills were identified. Helpful suggestions on how to build such competencies and roles were made.








## Key Discussion Points


- The groups discussed what a good mission looks like. The more complex missions get, the more difficult it can be to coordinate plans and actions with colleagues and stakeholders in order to achieve the mission. Due to complexity, a designated mission manager, who can lead mission design, translate the organisation's mission into tasks and monitor mission progress to keep it moving forward may be required. It is also important to have a portfolio or alliance manager to make sure all projects and departments across the organisation align and collaborate at achieve the grand vision. Mission-based employment may also be applicable to different levels.
- Mission-oriented organisations need to move away from short-term KPIs. In order to be resilient as an organisation, political orchestration is essential. Not only the heads of organisation and government have to be bought into the mission, but inter-departmental, cross-sectoral collaboration and inter-generational memory would also be important input for orchestrating actions towards the mission. Trust needs to be built and strengthened amongst colleagues and stakeholders.
- There are sets of skills and capabilities similarly identified as essential for mission-oriented organisations. They are: negotiation skills, communication skills, cultural intelligence, adaptability and critical thinking. New mindset and gender perspectives should be adopted. New roles may be needed to bring about the changes identified. Existing staff may have to be retrained. And depending on specific contexts, organisational structure may need to be re-imagined.
- To make sure everyone onboard is consistent and progressing towards the mission, what success looks like needs to be clearly thought out. Evaluation and metrics to measure outcomes have to be incorporated.


## Emerging Questions

- What does a good mission look like for a specific organisation?  
How do we make missions less abstract?
- How do we deliver missions at different levels and deal with ambiguity in the long process towards missions?
- A general question is whether we need a new organisation to achieve missions or indeed a new organisational structure. What is the right organisational structure? This is a context-specific question, because it's agreed that organisational structure is not one-size-fits-all. Yet, questions remain over which structures work and which do not.

## Relevant IIPP Resources

 Challenge-Driven Innovation Policy: Towards a New Policy Toolkit

 Mobilising local action to address 21st century challenges

 Dynamic evaluation: Theory meets practice

---

# Student Exhibit

## IIPP Master of Public Administration (MPA)

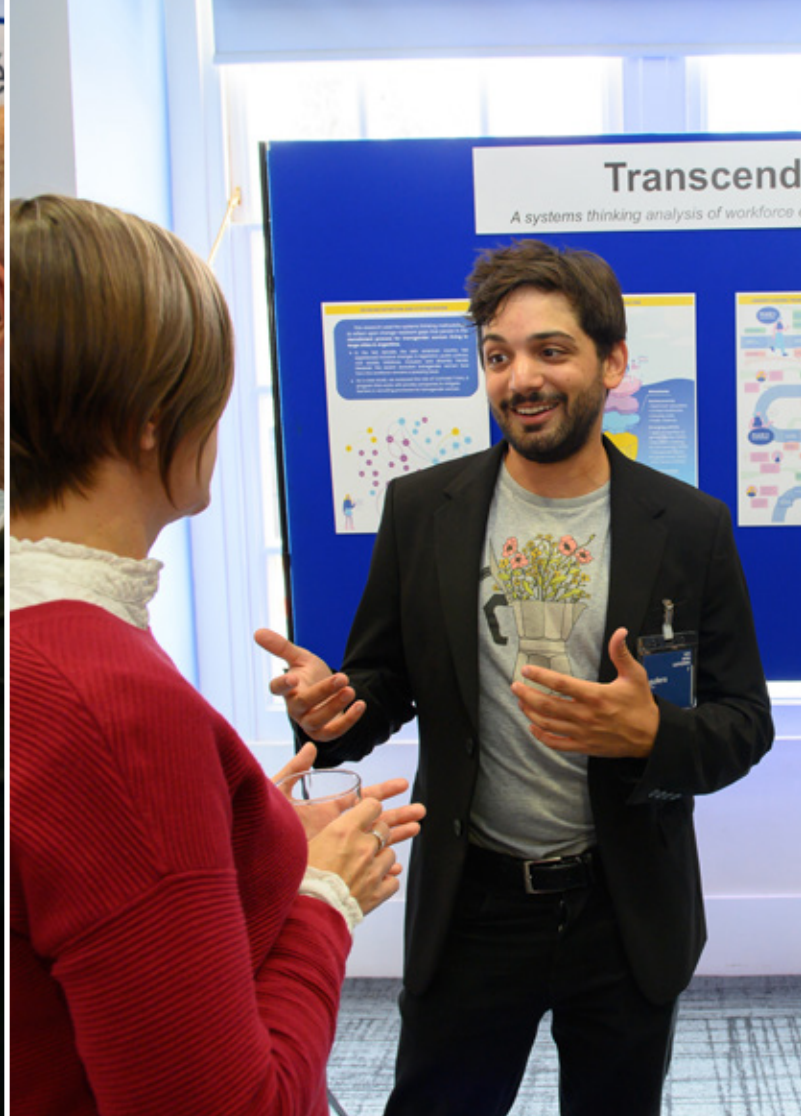
### Session Outline

**The student exhibition was an opportunity for MOIN members to meet some of the students from IIPP's Master of Public Administration (MPA) in Innovation, Public Policy and Public Value and to learn about the work they have been developing as part of the programme.**

Students presented visual exhibits, in the form of storyboards, which showcased their work across a range of topics – from green social prescribing to policy appraisal tools and electricity equity.

### **Student projects showcased at the exhibit included:**

- *Transcending Barriers: Systems thinking analysis of workforce exclusion for transgender women in Argentina.*
- *Community Energy: Systemic barriers to its adoption in New Zealand.*
- *Here to Help: Hackney Money Hub – Facilitating access to discretionary funds.*
- *Beyond Representation: Radical community-led healthcare for racial health equity.*
- *Challenges as an Innovation Policy Instrument.*
- *Deciding how to Decide for Decarbonisation: How the UK civil service can deploy new appraisal tools to accelerate ambitious climate policy.*
- *Land Co-Governance of Thaidene Nënë: Case study on climate crisis and indigenous sovereignty.*
- *Using Nature as a Drug: The possibility of green social prescribing (GSP).*





UCL

# INSTITUTE FOR INNOVATION AND PUBLIC PURPOSE

...ng how public value is  
...l, practiced and evaluated  
... societal challenges





---

## Panel Discussion 3


# The Evolving Role of Public Innovation Agencies in Tackling Grand Challenges

### Session Outline


**Our afternoon plenary session focused on emerging practices and ways of working in public innovation agencies to implement innovations and ambitious policy agendas to shape markets.**

With expert views from Bangladesh, Denmark, the US and Australia, the session explored how the very idea of an innovation agency is expanding from innovation policy organisations to innovations labs and digital teams, focussing on their evolving institutional design, analytical frameworks, policy analytical methods, tools and scope of work, and how they might evolve to tackle the 21st grand challenges facing humanity.


### Speakers

 **Professor Rainer Kattel**  
Deputy Director,  
IIPP (Chair)

 **Anir Chowdry**  
Policy Advisor,  
a2i Bangladesh,  
supported by UNDP

 **Dr Susan Monarez**  
Deputy, Director ARPA-H

 **Dr Christian Bason**  
CEO, Danish Design Centre

 **Dr Alex Cooke**  
Director of Strategic Delivery  
and General Manager of the  
Missions programme, CSIRO,  
Australia

## Key Discussion Points

- How mission-oriented innovation represents a new approach for innovation agencies: for example, it requires vision and commitment to the direction of change and demands that societal resources are mobilised collectively, rather than actors competing for funds.
- The inherent tension for public innovation agencies to be in compliance with public sector expenditure rules, as opposed to a new role for such organisations as facilitators or enablers of missions.
- Internal constraints and ceilings to existing institutional capacity and capabilities become quickly apparent when adopting a MOI approach, highlighting the need for new organisational design and roles for mission experimentation and implementation.
- The importance of shifting mental modes and activating career incentives within the civil service to become more innovative; 'govpreneurship' as a shared purpose within the civil service, giving autonomy to civil servants to make certain decisions.
- The need to leverage data and evidence to support all decision making; the data often exists and it must be used.
- The need for codification of knowledge and embedding learning on actions taken to implement a mission-oriented innovation approach, for example through storytelling, playbook and toolkit development.
- The growing calls for new institutions to enable mission-oriented innovation, for example third sector organisations to sit between mission actors in the innovation space.
- Challenge competitions as tools for learning which may trigger regulatory change.
- Institutional legitimacy as critical for building political capital. Through partnering, education, outreach and creating impactful projects public agencies can earn the necessary political capital for institutional longevity.

## Emerging Questions

- How do we keep collective imagination about a better future alive?  
What is the future that we want to create?
- How can we encourage and create the right incentive structures for civil servants within government to be more innovative?
- How does the organisational design of public innovation agencies need to change to adopt a mission-oriented innovation approach? Should new 'third' institutions be designed to hold the mission mandate?

## Relevant IIPP Resources

[🔗 Session video recording](#)

[🔗 From market fixing to market-creating: a new framework for innovation policy](#)

[🔗 Dynamic capabilities of the public sector: Towards a new synthesis](#)

[🔗 Mission-oriented innovation policy and dynamic capabilities in the public sector](#)

[🔗 COVID-19 and the Need for Dynamic State Capabilities: An International Comparison](#)



LB  
Leon B. U.

DW  
Wainwright, D.

ROBINS

Send Just-in-Time Email to  
Doubles, Army

The state of  
play  
Most  
Teams

ON



---

## Panel Discussion 4

### Dynamic Evaluation: Theory Meets Practice

#### Session Outline

**Market-shaping policies require monitoring & evaluation (M&E) approaches that can capture the dynamic nature of system shifts and transformative policies. However, M&E frameworks are often limited by a static, linear and sector-specific approach, and so there is an urgent need to change the way we monitor and evaluate.**


This year, IIPP has been convening a Dynamic Evaluation Learning series which brought together and fostered collaboration among academics, policymakers and organisations who are interested in advancing and implementing monitoring and evaluation approaches to capture learning from mission-oriented policies. (You can learn more about the series and its outputs in the resources section below).


The third and final session of the Learning Series, 'Dynamic Evaluation: theory meets practice', took place at the MOIN Gathering on the Wednesday morning. It focussed on the challenges of transforming M&E practices in order to capture the dynamic nature of missions and explored some potential models, case studies and approaches for doing so. The panellists included pioneers and experts in M&E across both academia and practice.


## Speakers

 **Professor Rainer Kattel**  
Deputy Director, IIPP (Chair)

 **Philippe Larrue**  
Policy Analyst, Science and  
Technology, Policy Division,  
OECD

 **Søren Vester Haldrup**  
Innovation Fund Manager,  
UNDP

 **Dr Erkki Karo**  
Associate Professor, Tallinn  
University

 **Gemma Moore**  
Senior Research Fellow in  
Evaluation, UCL

## Key Discussion Points

- Moving from a project-based to a portfolio-based approach to M&E: standard M&E practice often looks at single policy tools and ‘market-fixing’ metrics, but there is a need to expand this in order to capture the combined effects of broad policy mixes or those that are ‘market-shaping’.
- Adopting an iterative and reflexive approach to M&E that draws on design methods for piloting, prototyping and scaling: a new approach to monitoring and evaluating missions should both look at long-term challenges (potentially those years in duration which missions often seek to address) and keep a focus on continuous learning (potentially on a day-to-day basis). Policymakers are therefore looking to design for tools and approaches that can help with piloting, prototyping and scaling up. For instance, the Greater London Authority has embedded ‘continuous cycles to reflect, assess and act’ in its mission evaluation model.
- Shifting from ‘M&E’ to monitoring, evaluation and learning (‘MEL’), with a focus on the ‘Learning’: closely tied to the iterative and reflexive approach is a need for continuous learning throughout the M&E of missions. In a sense, the whole process of implementing missions can be seen as a process of experimentation and learning, and the associated M&E approach should reflect and capture a mission’s experimentative nature. However, traditional M&E practices often centre on reporting and accountability mechanisms – without sufficient emphasis on reflection, co-learning and subsequent knowledge generation. Nurturing continuous, participatory and collaborative (often transdisciplinary) approaches to learning is a key focus for many missions’ M&E programmes going forward.
- Finding new ways to measure impact and capture systems change: the nature of missions means that we should not try to fit them within existing language, metrics and methods of monitoring and evaluation, but instead develop new ways to understand, define and appreciate their impact.

Mission implementation often transcends policy silos, cycles and budgets, and therefore cannot be captured by traditional metrics like KPIs. Instead, there should be a focus on understanding the systemic effects of missions. But capturing systemic effects is challenging: who defines the system and its underlying assumptions? How do we attribute effects? What data do we need to measure such change? What if this change takes years to materialise?

- Tensions with traditional reporting and accountability mechanisms, be they financial, political or other: a key challenge of transforming traditional M&E practice and metrics – in favour of a more reflexive, learning-based approach – is that this may not appear compatible with existing accountability mechanisms. For instance, how can we still demonstrate return on investment (ROI) to investors, fulfill political commitments bound to short-term cycles, or compare programmes in a standardised way? Participants and panellists shared and discussed some of these concerns, the need to acknowledge and embrace these tensions, and explore ways of managing them.

## Emerging Questions

- How can we use tools from design, and other disciplines in fact, to develop an iterative and reflexive approach to M&E that captures both day-to-day learning and long-term systems change?
- How can we ensure M&E practices reflect the experimentative nature of missions? How can we embed co-learning and reflection into the M&E process?
- How do we define and legitimise new ways of defining impact that adequately capture the systemic effects of missions?
- What are some of the potential tensions between this renewed approach to M&E and current reporting and accountability mechanisms? How can we manage these?

## Relevant IIPP Resources

### Session Materials

- ② Blog summarising the session

### IIPP Monitoring and Evaluation Learning Series

- ② Session 1 and session 2 video recordings
- ② IIPP blog on session 1 and 2

### Relevant IIPP publications, projects and case stories

- ② Alternative policy evaluation frameworks and tools
- ② Creating and measuring dynamic public value at the BBC

- ② The economics of change: Policy and appraisal for missions, market shaping and public purpose

- ② Mission metrics: Policy evaluation tools for cities to optimise learning for the green transition



**“Take back this idea that cities have always given everything to the private sector in order for things to work. Now, we can have public-operated buses, and we can compete in the same conditions with the private operators.”**

Diana Rodriguez Franco,  
Secretary of Women Affairs,  
Bogota, on the La Rolita  
Initiative



---

## Panel Discussion 5

### Cities Solving Challenges with Purpose: From Tools to Culture

#### Session Outline

**This panel explored some of the ways cities are using market-shaping approaches to intervene in the system to solve pressing, often multiple, societal challenges. The panellists shared stories of mission-oriented policies to address challenges of gender, maintain streaming and mobility (in Bogota), healthy and sustainable food systems (in Sweden), racial justice, gang violence, gun violence and housing affordability (in North America), and social and economic inequalities (in Camden).**

The discussion covered a variety of challenges, opportunities and considerations associated with identifying, designing and implementing missions in response to such societal issues: for example, communicating missions' value to stakeholders; working with citizens, the private sector and national governments; and identifying and developing the necessary skills and profiles to enable mission-oriented innovation.

## Speakers



### **Dan Hill**

Director, Melbourne School of Design (Chair)



### **Jordi Peres**

General Coordinator of Urban Strategy Sustainable Agenda, Valencia Municipality



### **Bertha Johnson**

Deputy City Manager, City of Durham, North Carolina



### **Nick Kimber**

Director of Strategy and Design, London Borough of Camden



### **Diana Rodriguez Franco**

Secretary of Women's Affairs, Bogotá

## Key Discussion Points

- Participatory and distributed leadership models for city missions: panellists discussed the ways cities are using participatory approaches to their missions, in particular through collaborating with citizens and the private sector. Cities are often complex and often incomplete systems, and so it is important to 'inhabit this complexity', 'stay as close to the ground as possible', keep 'open to experimentation', and build a 'coalition of the willing' – and use missions as an opportunity to break silos and think long-term. For example, in Valencia, a 'public mission community' was created to respond to the identified missions (consisting of mission teams across government, the private sector, academia and the media).
- Capturing and communicating the value of missions: how can cities best frame the systemic and/or social value of their missions to others? Whether it is improving the health system, reducing pollution, mitigating the impacts of crime etc, it is key to understand this value and communicate it to stakeholders in order to obtain buy-in. The panellists discussed storytelling techniques for missions, including focussing on the overarching purpose, tailoring communication to different audiences, and demonstrating return on investment and positive impacts for different sectors.
- Navigating the relationship with national government and policies: understanding both the national and local context in order to ascertain which issues should be addressed at the city level versus the national level is key. Often missions are designed to include a multi-layered governance model and can have impacts that extend beyond the city context: for instance, an intervention might be adopted by the private sector, replicated elsewhere or scaled up at the national level, making cities a strong 'prototype' for future work.

- Developing the necessary skills and profiles for designing and delivering missions: leadership is fundamental for a mission's success – there must be senior leaders at the political and managerial levels who can act as advocates and manage risk, creating a safe environment for innovation to thrive.
- The session also covered other important future skills such as strategic coordination capacity, design thinking, creativity and imagination, emotional resilience and stamina.

## Emerging Questions

- What future skills, job roles and capacities should cities develop in order to maximise their ability to design and deliver missions?
- How can cities get the most out of their relationship with national governments and policies? Are there ways to better extend the impacts of missions beyond the city region?
- How can cities tell stories that capture and communicate the breath, scale and potential of impacts in order to get buy-in from stakeholders?
- What are some examples and models cities can draw on when designing and implementing distributed and participatory models for mission governance?
- What are some of the main challenges of mission-oriented innovation in cities and how can we overcome them?

## Relevant IIPP Resources

- ② Mission-led procurement: Early insights from exploratory work in Camden
- ② A mission-oriented community wealth fund for Camden: Governing finance with public purpose Community Wealth
- ② Mission metrics: Policy evaluation tools for cities to optimise learning for the green transition
- ② Council on Urban Initiatives collaborative report
- ② MOIN 2021 Casebook (contains some examples of missions in cities)





The 2023 MOIN Gathering was a high-energy event which progressed thinking and created meaningful connections between actors working to rethink the role of government to face 21st century challenges. The IIPP team hopes that this round-up report, and accompanying resources, will assist both current and future policy actors and MOIN members in their mission-oriented, market-shaping efforts. The IIPP team extends its thanks to all who participated in the 2023 MOIN Gathering and looks forward to future MOIN convenings.

## Links and Resources

[About IIPP](#)

[About MOIN](#)

For more information on MOIN, please contact Nora Clinton, Head of the Mission-Oriented Innovation Network.

[n.clinton@ucl.ac.uk](mailto:n.clinton@ucl.ac.uk)

---

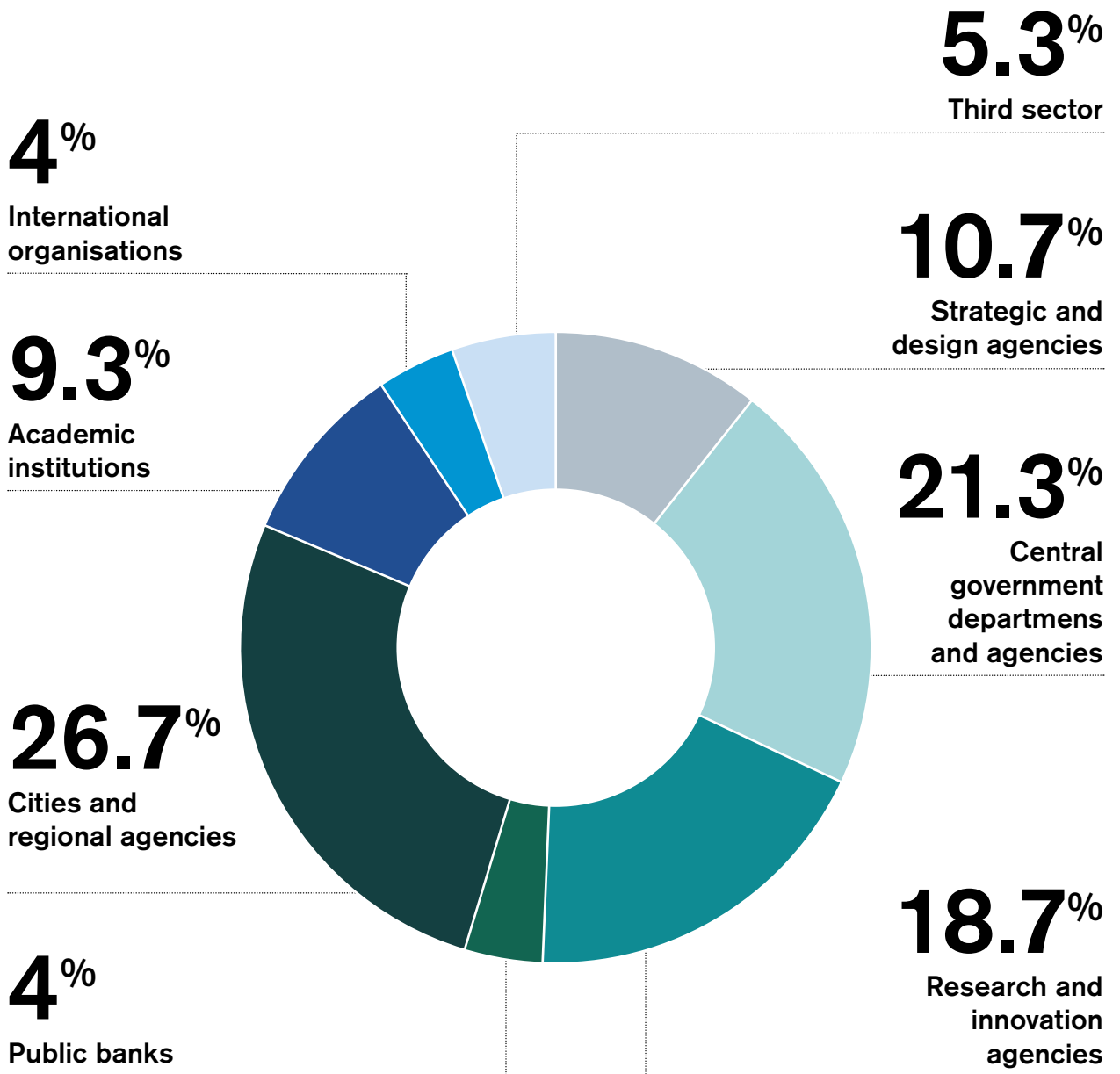
# Appendix A

## MOIN Gathering Audience Composition



## Who was in the room?

MOIN Gathering attendees by organisation type:



---

# Appendix B

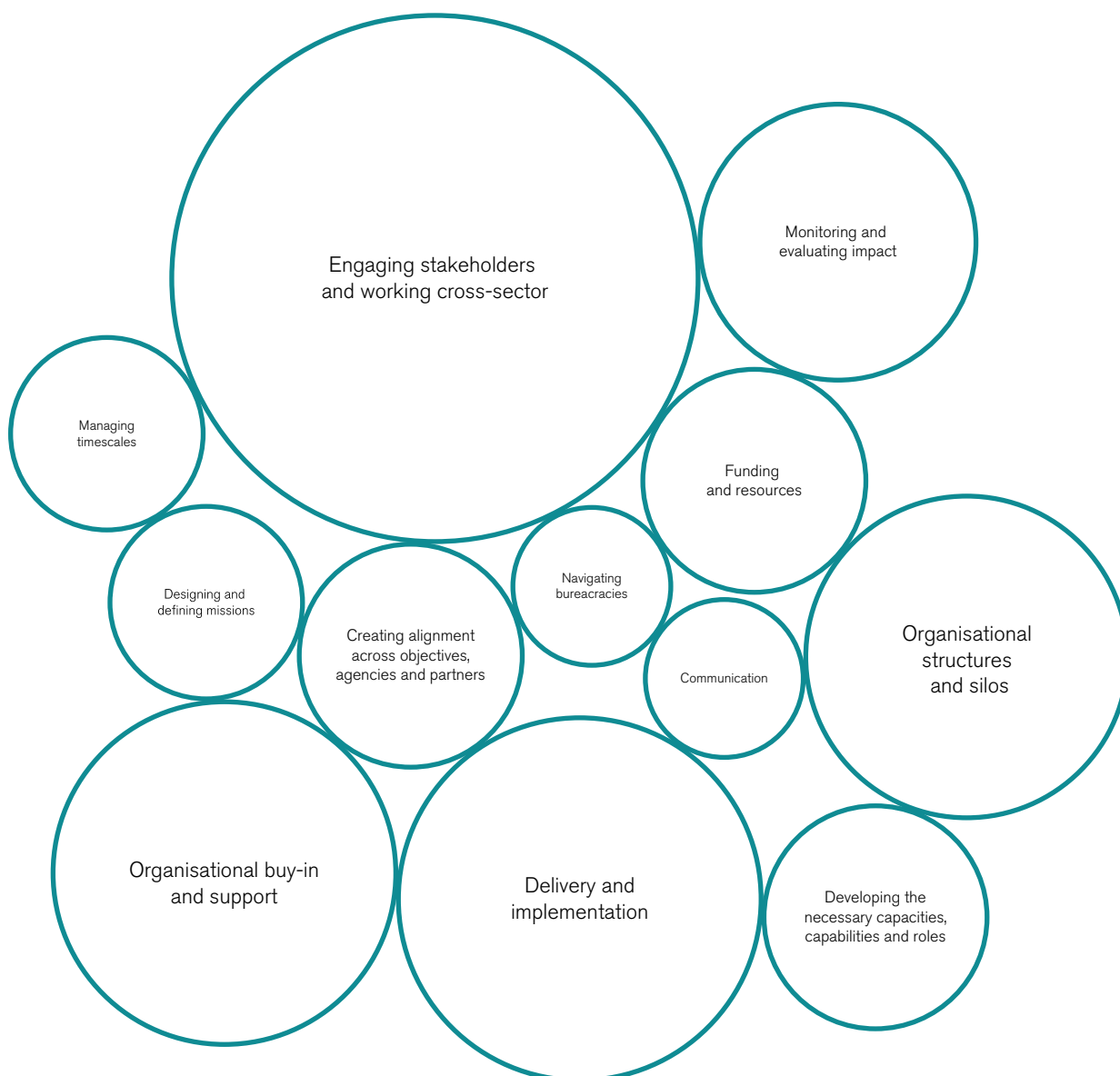
MOIN Survey on Tools and Monitoring  
& Evaluation for Missions

Ahead of the 2023 MOIN Gathering, IIPP circulated a pre-event survey which focussed on two main themes: tools for mission-oriented innovation policies and the monitoring and evaluation of missions. You can see a summary of the responses on these two themes below.

---

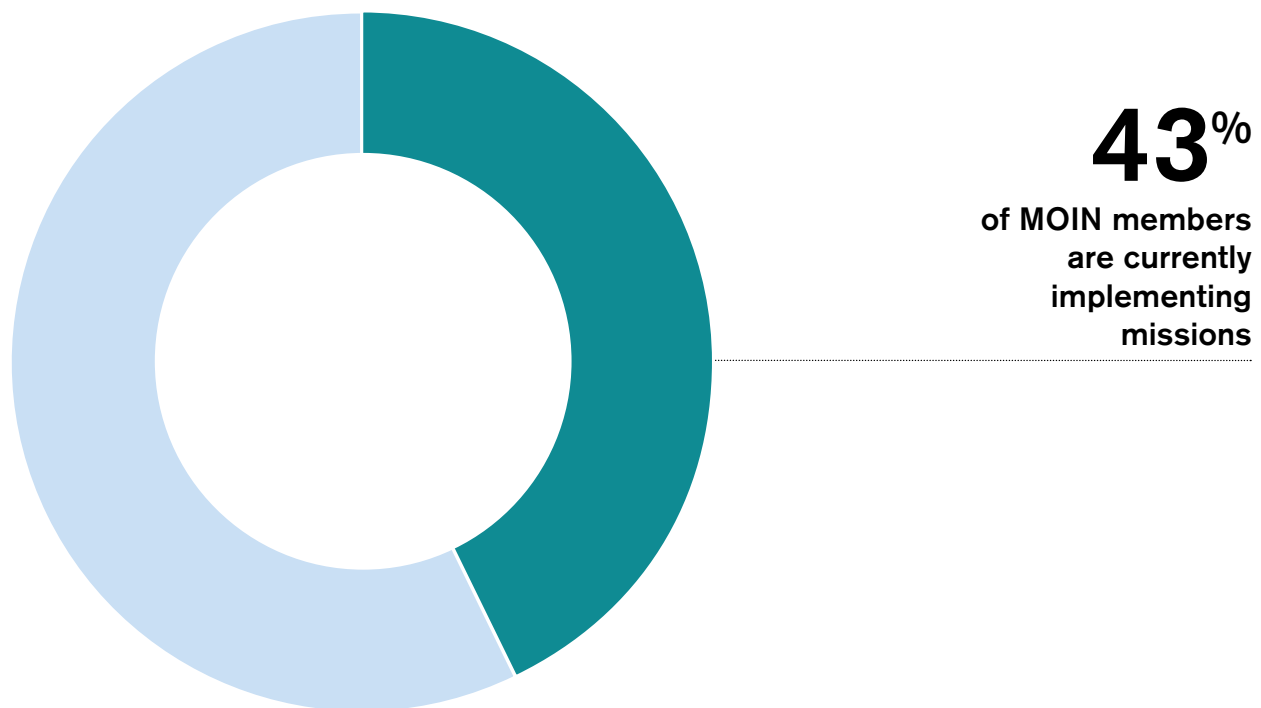
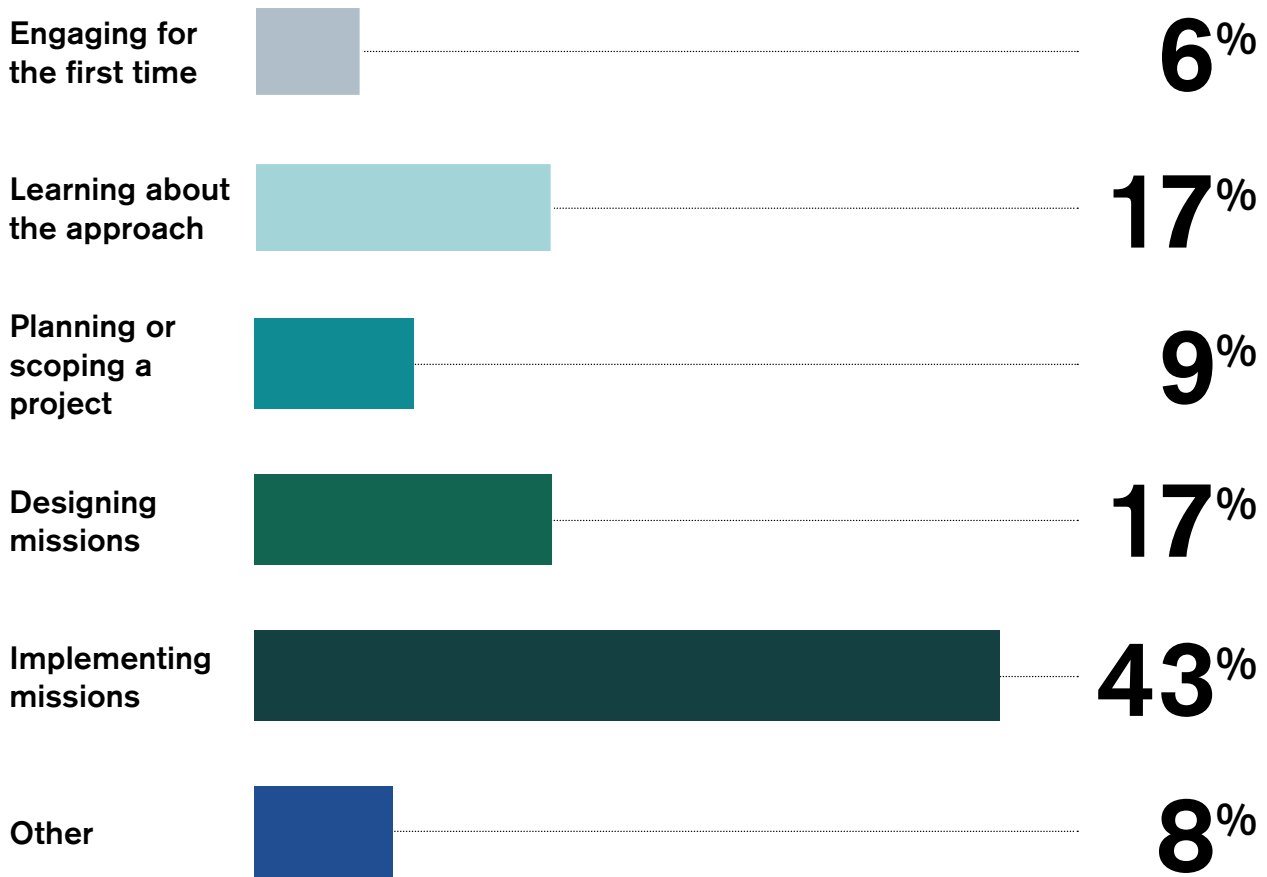
## Contexts and challenges for designing and delivering mission-oriented innovation policies

When asked what is most challenging about using a mission-oriented approach in their current roles, MOIN members identified the following areas:





We also asked MOIN members about what stage they are at in their mission journeys and received the following responses:

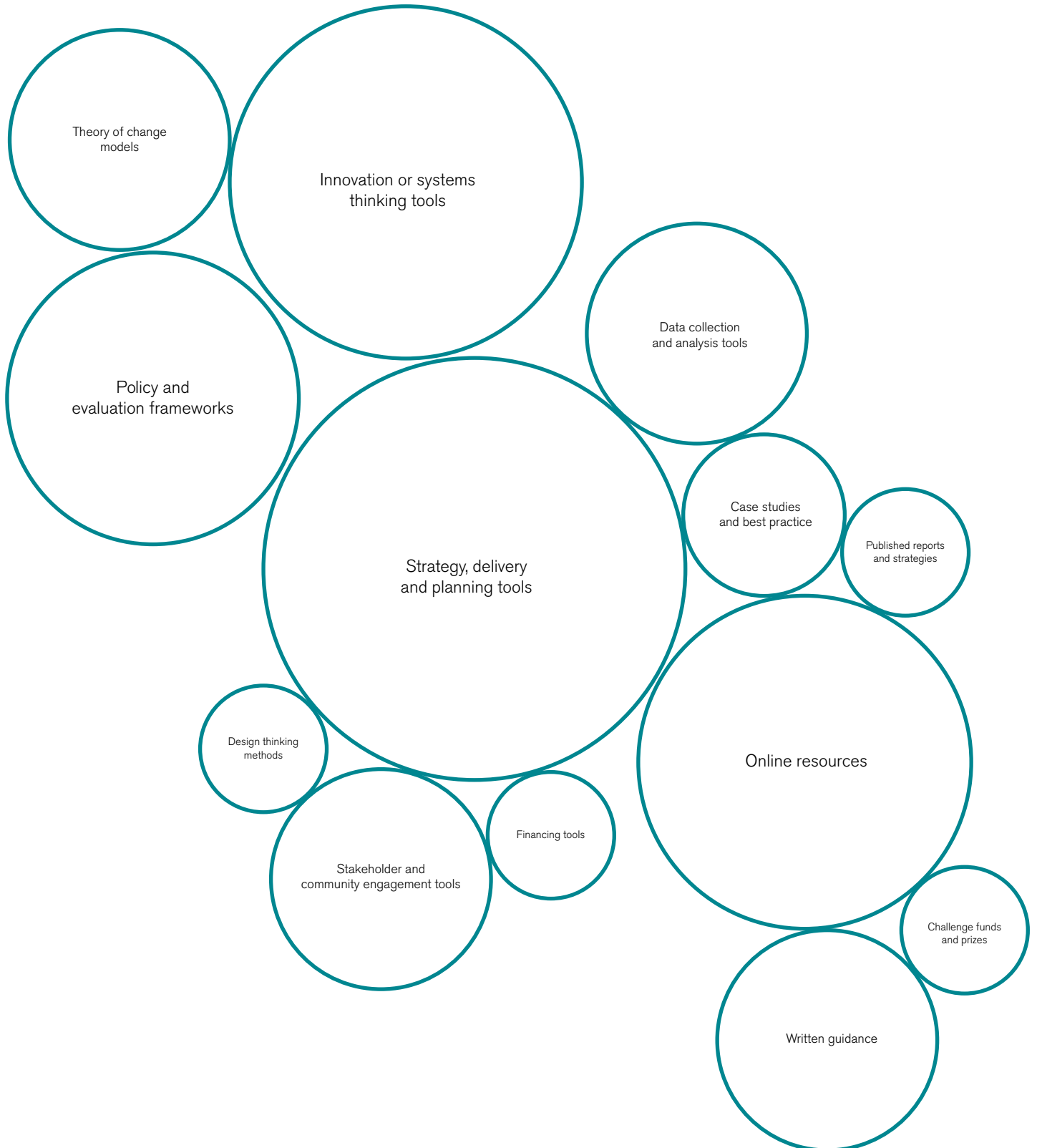




---

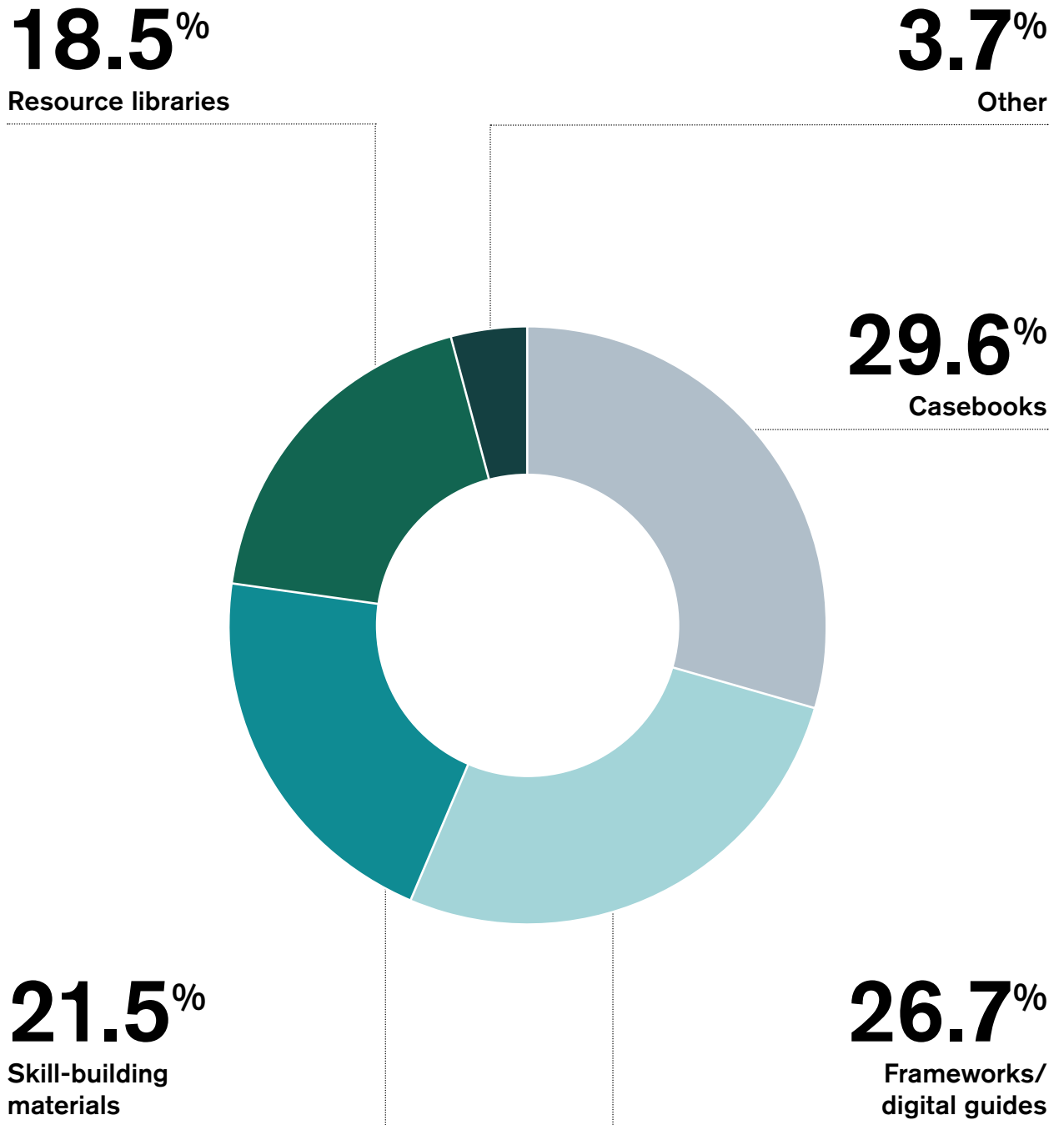
# Tools and resources to support mission-oriented policies

MOIN members indicated they are using the following tools to support them in their missions work:





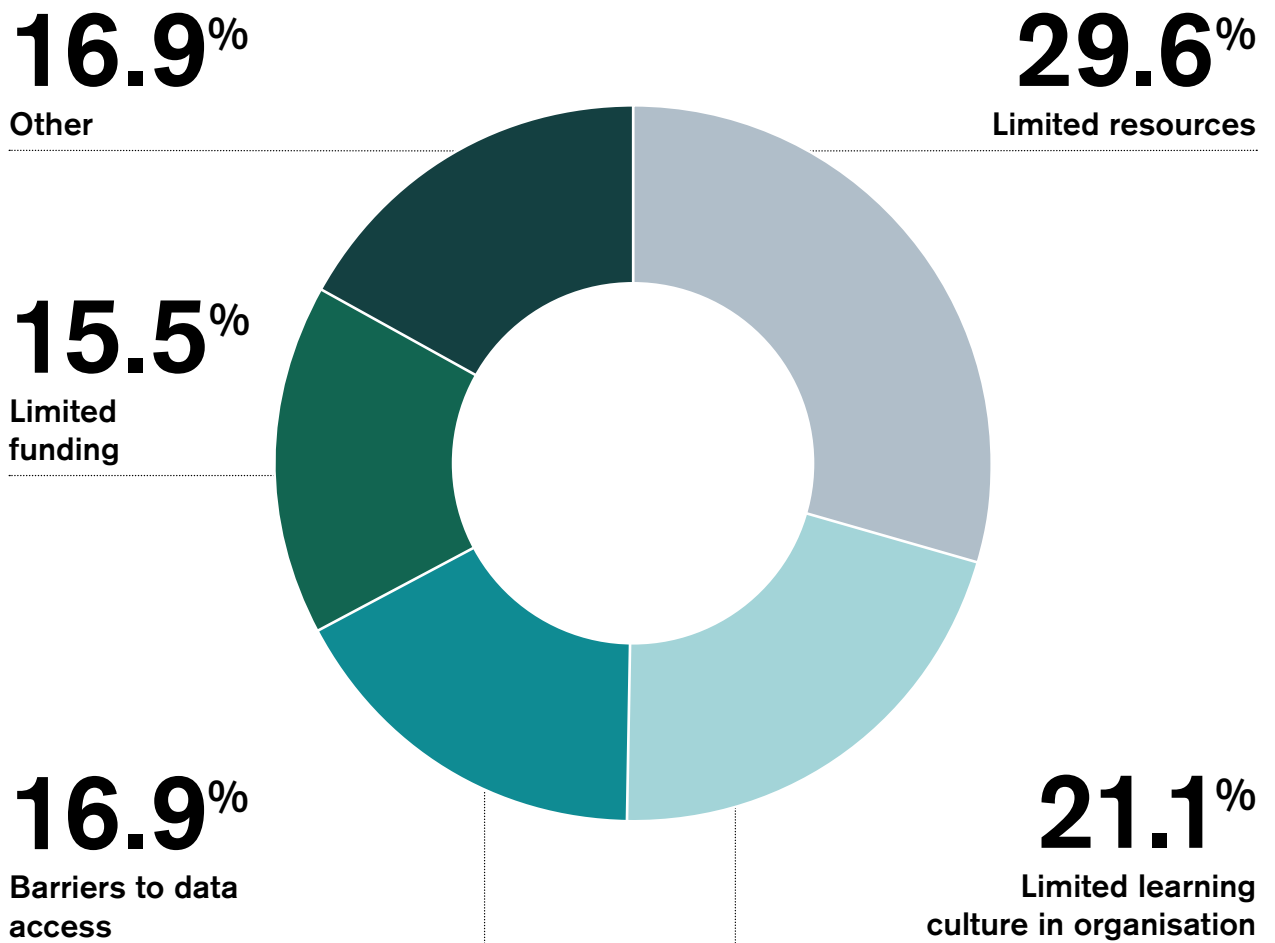
When asked about the types of tools and resources they would most want or need for missions going forward, MOIN members gave the following responses:



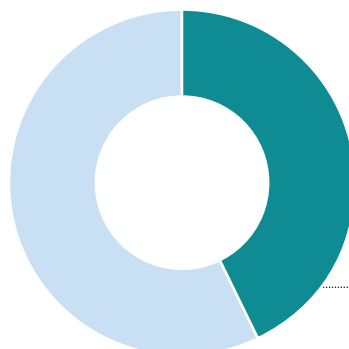


# Monitoring and evaluation of mission-oriented policies

We also asked MOIN members about the challenges associated with the monitoring and evaluation (M&E) of missions. 45% of MOIN members said their organisation had implemented M&E of missions and, from that 45%, we received the following responses in terms of M&E challenges:



We asked MOIN members about whether they have implemented monitoring and evaluation (M&E) of missions in their organisations:



**45%**  
of MOIN members  
have implemented  
missions M&E in their  
organisation





Institute for  
Innovation and  
Public Purpose

[ucl.ac.uk/IIPP](http://ucl.ac.uk/IIPP)  
[@IIPP\\_UCL](https://twitter.com/IIPP_UCL)