MISSION-ORIENTED INNOVATION POLICY GUIDE

The RESIST project is co-financed by the European Union (European Regional Development Fund) under the Interreg Baltic Sea Region Programme.

The report is prepared as part of the project Regional Ecosystems for Social Innovation and Social Transformation (RESIST) project

Main authors: Katri-Liis Lepik, Luke Li Stange, Audrone Urmanaviciene (Tallinn University)

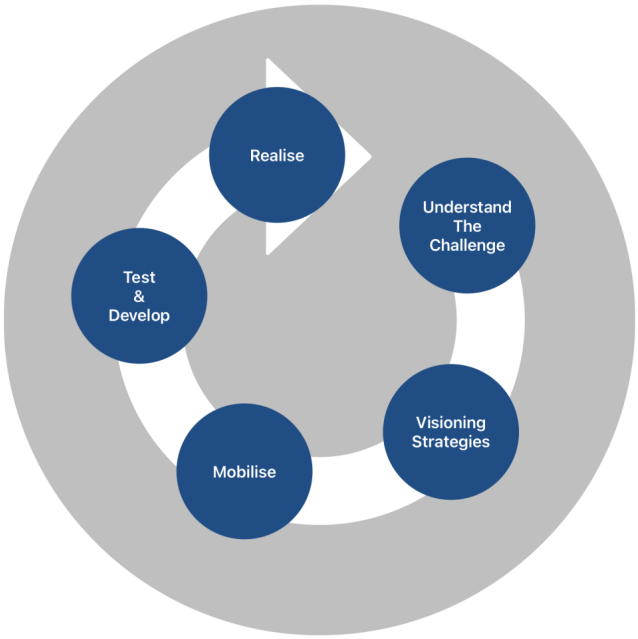
Table of Contents

The RESIST project

This Mission-Orientated Innovation Policy (MOIP) guide was funded by European Commission's Interreg Baltic Sea Region Programme.

In the project RESIST (Regional Ecosystems for Social Innovation and Social Transformation), regional authorities, business support organisations and sectoral agencies develop a model of how to open up existing regional innovation ecosystems for social innovators and social entrepreneurs tackling societal and environmental challenges. Social innovators and social entrepreneurs can play an important role in finding creative and unconventional solutions to current transformative challenges such as migration, the transition to a carbon neutral society, or digitisation. But to turn good ideas into practice they need help – in terms of qualification, funding and access to markets and cooperation partners. Regional public authorities, business support organisations and sectoral agencies in the Baltic Sea Region are already very effectively providing such support to mainstream innovators and entrepreneurs, but they have yet to realise the benefits of adapting their offers to the needs of social enterprises. The RESIST project supports these institutions in creating better and more supportive regional ecosystems for social innovation (SI) and social entrepreneurship (SE) and in making existing innovation support more accessible for social entrepreneurs. The project partners explore the concept of "clusters of social and ecological innovation" (CSEI) as a model for fostering cross-sectoral collaboration, and they develop and test a programme to improve the capacity of innovation support actors to foster social innovation. In the long run, the objective is to raise the number of CSEIs in the BSR and to facilitate cooperation between them. Throughout the process, the involved regions will also collect ideas and recommendations for improving the integration of social innovation in their regional innovation strategies.

Introduction



The purpose of this Social Innovations Mission Design Guide is to equip policymakers, community leaders, and stakeholders with a structured framework for designing, implementing, and scaling social innovation missions.

The guide navigates through all stages of mission development: from defining policy objectives and engaging stakeholders to creating a robust policy framework, mobilising resources, executing the mission, ongoing monitoring and evaluation, ensuring that missions can be adapted and scaled as necessary. Rather than a linear process, it is an evolving one that often involves returning to a stage as the MOIP develops. We have drawn on previous work that has sought to understand this process. This document aims to help you navigate through this often messy process through these five stages:

- Understand The Challenge
- Visioning Strategies
- Mobilise
- Test & Develop
- Realise

Through the insights and strategies provided, stakeholders can design missions that not only address immediate social challenges but also create pathways toward a more equitable, resilient, and sustainable future.

What Are Social Innovation Missions?

Social innovation missions are ambitious, targeted initiatives designed to address wicked problems through innovative and collaborative means. They are multi-faceted issues like poverty, healthcare, and environmental sustainability that are difficult to define and solve. They are characterised by complex causal relationships, rarely have simple solutions and concern several societal actors and sectors (Churchman 1967).

Social innovation missions combine the goal-driven approach of mission-oriented policies with the inclusive, participatory nature of social innovation. These missions are distinguished by the following key elements:

1. **Clear and Ambitious Goals**: Establishing specific, measurable objectives addressing urgent social challenges.

2. **Innovative Solutions**: Encouraging creative approaches to problem-solving.
3. **Stakeholder Engagement**: Involving diverse groups such as government, non-profits, private sector, and communities in co-creation.
4. **Systemic Change**: Targeting long-term, sustainable and meaningful impact by addressing root causes.
5. **Collaborative Efforts**: Promoting partnerships across sectors.
6. **Continuous Evaluation and Adaptation**: Monitoring progress and adjusting strategies as needed.

Social Innovation Missions vs. Traditional Innovation Policies

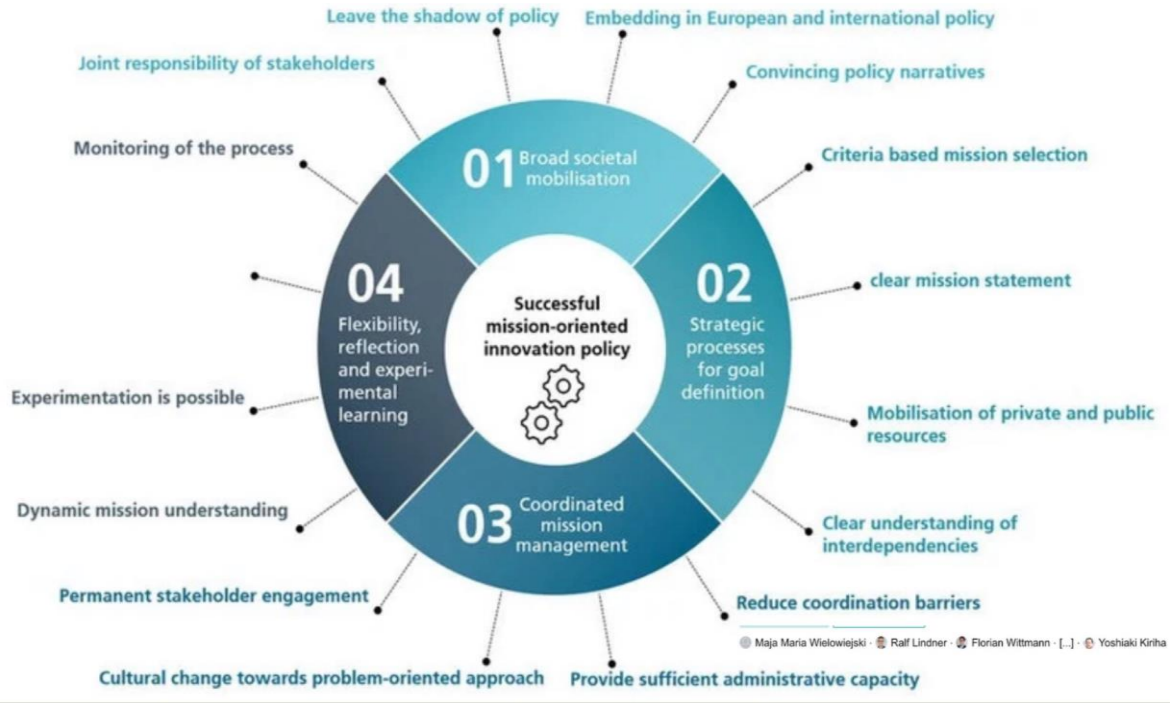
Social innovation missions provide a holistic, collaborative, and flexible approach to addressing social issues. Key advantages include:

- **Holistic Solutions**: Focus on tackling root causes rather than symptoms, leading to long-term sustainability.
- **Collaborative Efforts**: Engage multiple stakeholders, ensuring diverse resources and perspectives.
- **Adaptive and Flexible**: Encourage experimentation and allow iterative problem-solving.
- **Community Empowerment**: Involve local communities in design and implementation, leading to more relevant solutions.
- **Technology and Creativity**: Leverage cutting-edge solutions for more efficient outcomes.
- **Focus on Social Impact**: Prioritise societal well-being over economic or political gains.
- **Scalability**: Missions can be adapted to different contexts, spreading their positive impact.
- **Sustainability**: Foster community ownership and create lasting systemic change.
- **Resource Efficiency**: Achieve more with fewer resources through innovative solutions.

How Mission-Oriented Innovation Policies Can Benefit Communities

Mission-oriented innovation policies can help local communities in several ways:

- **Economic Development**: Job creation and support for local businesses, particularly in innovative sectors.
- **Improved Public Services**: Enhancements in education, healthcare, and public safety.
- **Social Equity**: Inclusive policies that address the needs of marginalised groups.
- **Environmental Sustainability**: Promotion of green technologies and waste management practices.
- **Community Well-being**: Strengthened social cohesion, infrastructure improvements, and cultural enrichment.



Traditional Innovation Policy	Mission-Oriented Innovation Policy (MOIP)
Object: Economic growth, exports	Object: Solutions to societal problems
Top-down, technology-driven	Bottom-up, interdisciplinary solutions
Economic performance as success	Societal impact as success

Source: Breitinger et al., 2021 and Kuittinen et al., 2018

Mission-Oriented Approaches

Mission-orientated innovation policies refer to any new or improved technological, social, or organisational solution (product, process, or service) that aims to respond to one or several objectives tackling grand societal challenges (missions) and create public value to society (e.g., climate mitigation, clean oceans, sustainable economic growth, and well-being) (OPSI, 2024). MOIPs often involve a combination of regulatory measures, financial incentives, research funding, and targeted investments to drive progress towards the mission (OECD Mission

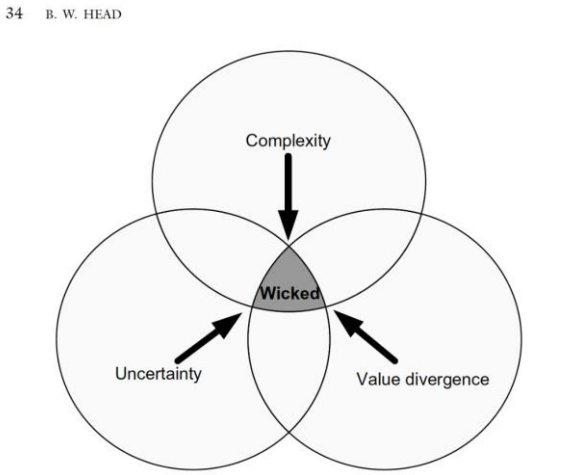
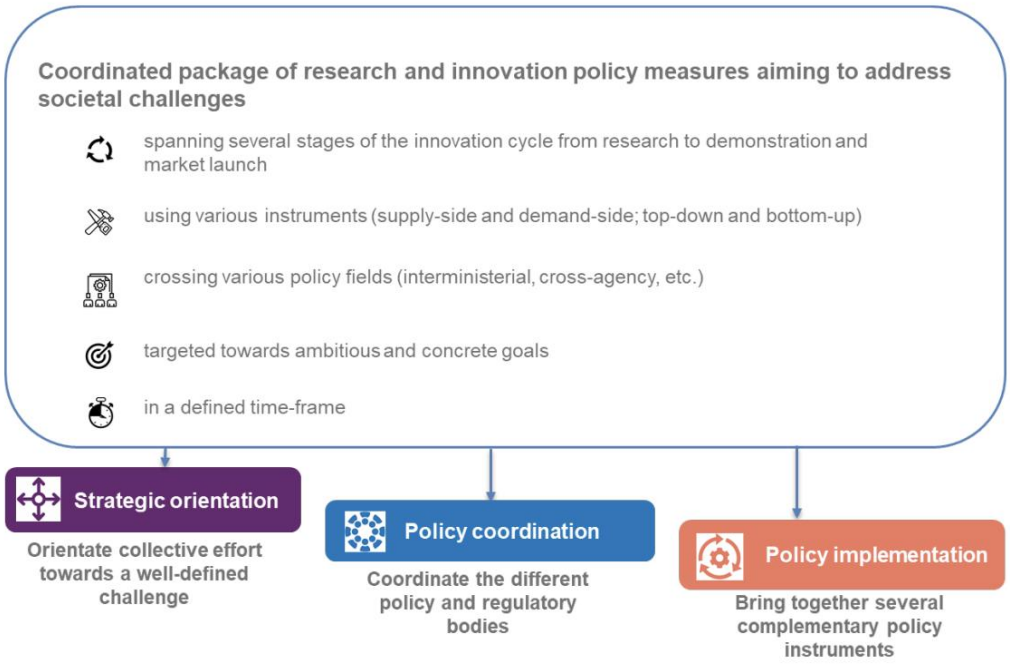


Fig. 2.1 Complexity uncertainty and value divergence dimensions (*Source* Head, 2008, p. 104; 2010b, p. 22)

Action lab, 2024). The public sector takes an active role in convening and coordinating actors around complex, cross-sectoral issues that cannot be solved with existing methods or by individual actors alone.

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



Source: OECD MOIP toolkit, 2024.

Examples of Mission-Oriented Innovation Policies

1) The Future Research and Innovation Strategy (Germany)

Type of MOIP: The National Mission

The Future Research and Innovation Strategy defines goals, milestones and priorities of the Federal Government's research and innovation policy for the coming years. The Forum #Zukunftsstrategie acts as the central advisory body for the Future Research and Innovation Strategy and is under the patronage of the Federal Ministry of Education and Research. In 2023 six missions were defined. The missions are being implemented and monitored by six mission teams with 10 to 15 members from departments of the ministries concerned. Missions are divided into sub-missions with targets in the Future Research and Innovation Strategy. For example:

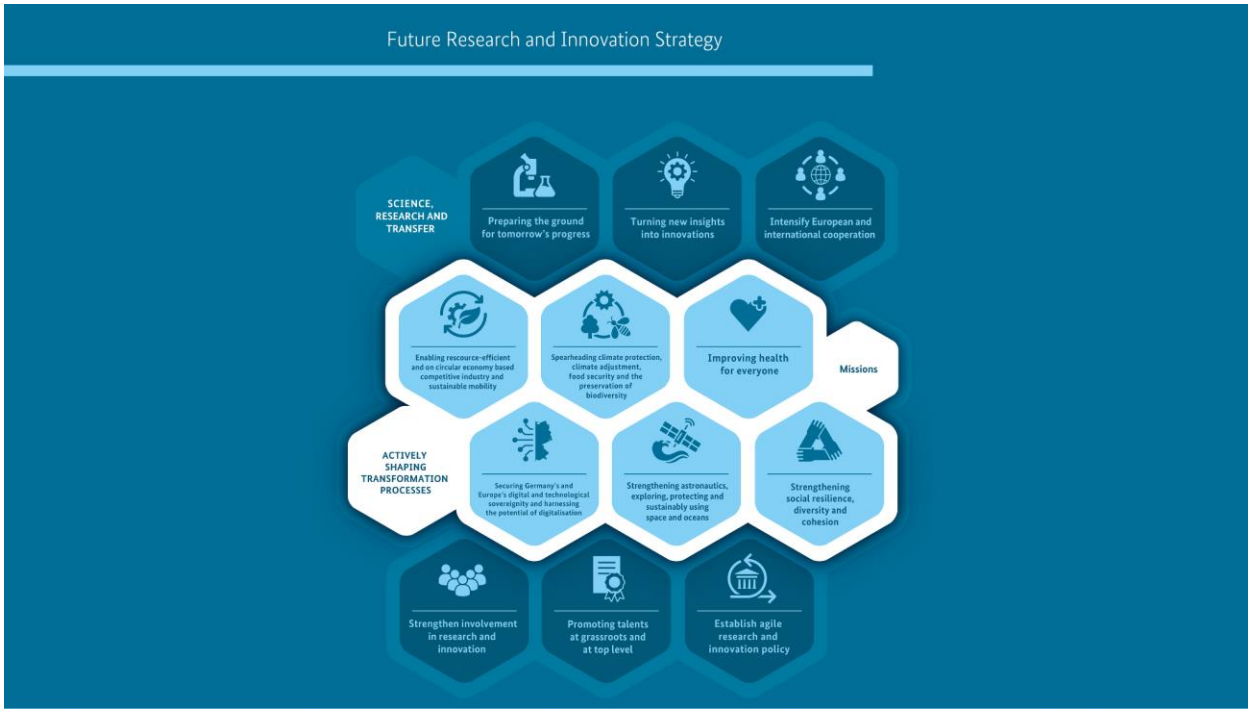
Mission 6: Foster the resilience, diversity and cohesion of society

Sub-mission: Providing for the future through social innovations

Targets:

1. With a central platform for social innovations, we want to create an information, networking and advisory services for social innovators.

2. We are increasing the number of funding guidelines in the field of social innovations and their interdisciplinary orientation



Source: Future Research and Innovation Strategy, German Federal Ministry of Research and Innovation

2) Pilot E (Norway)

Type of MOIP: Challenge-based programmes and schemes
To reduce Norway's greenhouse gas emissions, the goal of Pilot-E is to develop and nurture Norways' energy sector through better coordination and funding from the Research Council, Innovation Norway and Enova and Gassnova. Gathering their policy instruments and specific expertise, the agencies aim to constitute a 'one stop shop' where industry-led consortia can access continuous support from applied research to market deployment.

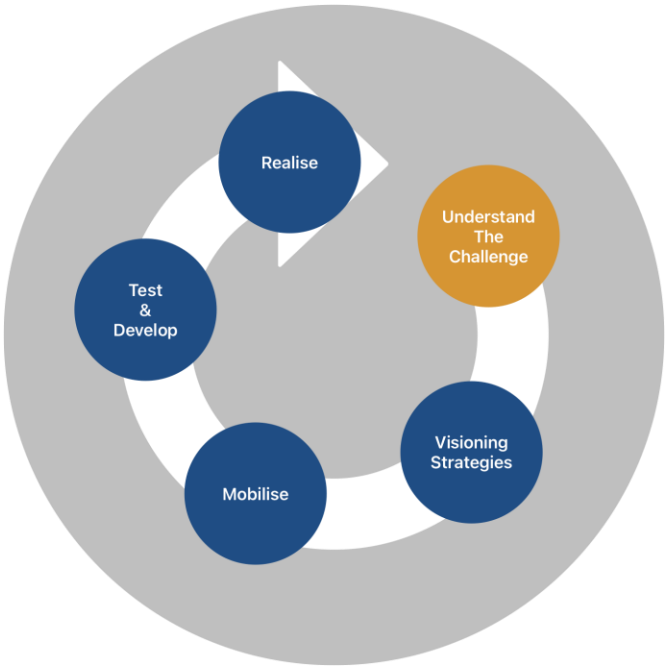
Conclusion

By combining ambitious, goal-oriented strategies with inclusive, community-driven innovation, they provide a comprehensive framework for creating meaningful, systemic change. This guide provides the tools and strategies needed to design, implement, and scale these missions effectively, ensuring that communities thrive in a more resilient, equitable, and sustainable future.

1. Understand The Challenge

An important part of social innovation is to identify wicked problems and understand their causes and effects from multiple perspectives, as a basis for developing effective and sustainable solutions. Current societal challenges have been accumulated by our way of living and organising our society. For generations, we have followed a trajectory of economic growth that, while effective in creating prosperity in some ways, has proven unsustainable. It creates silos and sub-optimisation that hinder holistic problem-solving. But our efforts to solve these issues are embedded in the same systems that got us to where we are (Haxeltine et al. 2017). Ironically, the very systems that propelled us forward can also constrain continued progress.

Therefore, we need to find new ways to be able to build on the positive change achieved over the years and solve the negative effects of this change. As Einstein is claimed to have said: "We cannot solve our problems with the same thinking we used when we created them". Research concludes that social innovation that transforms society encompass "the process of challenging, altering, or replacing the dominance of existing institutions in a specific social and material context" (Haxeltine et al. 2017, p. 2). A study of 100 social innovation initiatives shows that such transformation takes place through four interlinked processes:



1. Relations in social innovation initiatives
2. Network formation with other related initiatives and actors
3. Institutional dynamics and change
4. The socio-material context with path dependence and diverse transformations (ibid).

This means that we need a multi-level approach to develop and implement innovative solutions to societal challenges, in order to transform society in a sustainable direction. We need to challenge established institutions, norms and paradigms that now act as barriers, while also making use of those that might propel the aspired change. This is fundamentally an enterprise of broadening and deepening democratic structures, where collaboration between sectors, institutions and organisations is a baseline.

To help identify your challenges, consider the following questions:

1. Map social and ecological challenges your city or region is facing.
2. Order them according to their level of importance.
3. Identify one that you are most interested in addressing currently.

4. How long would it realistically take to address each challenge?
5. Can the challenge be addressed by government acting alone?
6. How many stakeholders would need to be involved to address it?

If your challenge is a wicked problem that requires coordinated efforts by multiple stakeholders over the course of a decade, it may well be worth developing a mission-orientated innovation policy. Otherwise, more conventional approaches may be more appropriate.

Tools for Understanding Societal Challenges

System mapping is used for gathering information and developing a shared understanding and identify possible solutions that might have the greatest impact.

Videos:

- Results for Development: Systems Mapping: Unlocking complexity and identifying opportunity for change
- Systems Innovation: Systems Mapping
- Systems Innovation: What are system maps?

Tools:

- Easy: Medium: Systems Mapping
- Hard: Miro: System Mapping Toolkit

Awareness of the Problem

MOIPs understand the challenges from different perspectives. This helps to better understand the complexities and deeper roots of the problem. Mapping out the challenge systematically helps to identify unknown knowns and unknown unknowns. Focusing on these gaps in knowledge helps to explore new solutions yet to have been tested.

Gather Experts

The earlier you involve different perspectives, the easier your work will be during the process. Think of these four different perspectives when involving people and make sure that you have multiple perspectives in the room, in terms of background, experience, gender, age and so on.

- Universities: Engage academic researchers.
- Thought Leaders: Involve influential thinkers in the field.
- Practitioners: Include professionals with practical experience.
- Affected People: Ensure participation from those directly impacted (especially those whose voices are often not considered).

Research the Problem

Through the tools you use for system mapping invite your identified stakeholders to contribute to the exploration of your challenge.

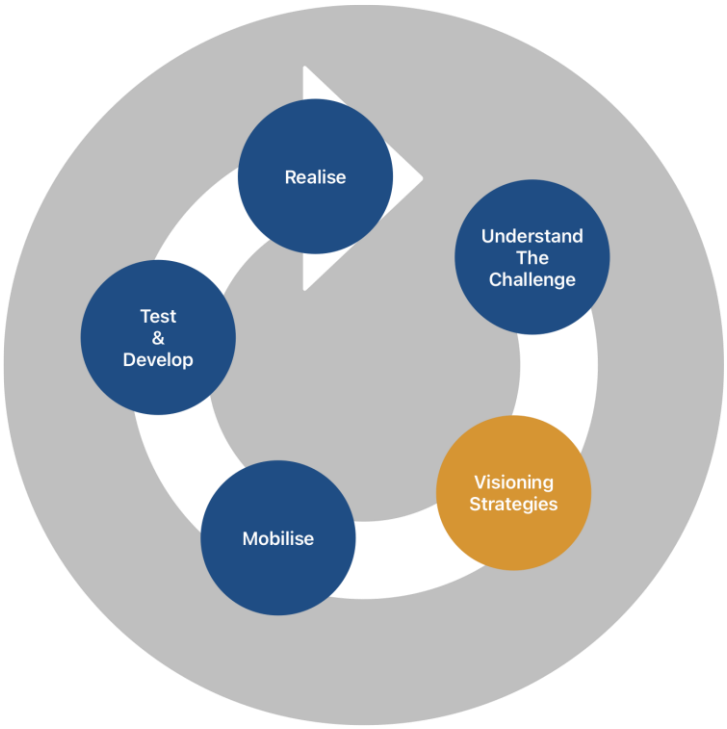
- Integrate both quantitative and qualitative data if available.
- Initiate research or apply findings from similar contexts if no data exists.

Initial Reporting

As you explore the problem, find a good way to report on it to get more perspectives on your work. Conduct a quick, small-scale assessment to gather knowledge or identify knowledge gaps and formulate a problem statement.

2. Visioning Strategies

"You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete" (Burminster Fuller, quoted in Sieden, 2012, p. 313).



To foster social innovation in a region through Mission-Oriented Innovation Policies (MOIP), it is essential to start with a clear and compelling vision of the future. It provides a broader idea of what the world could look like if certain challenges had been addressed and opportunities seized. While a vision outlines a desirable future state, a mission defines the specific intentions and actions needed to move towards that vision.

Here, we introduce the concept of *participative visioning* as a critical process for guiding the creation and implementation of mission-oriented policies. By engaging a wide range of stakeholders in envisioning possible futures, regions can develop shared understandings and aspirations that inform concrete missions. These missions, in turn, serve as strategic commitments to achieving the envisioned societal changes. Through this participatory approach, visioning becomes not just a theoretical exercise but a practical tool for aligning diverse efforts and fostering meaningful social innovation.

The Value of Visions in Societal Change

When thinking about societal change, it is crucial to understand the existing challenges. However, a focus solely on problems and immediate hurdles often results in shortsighted solutions that merely address symptoms rather than the underlying causes. This reactive approach can hinder the development of innovative, future-oriented solutions. Instead, effective strategies require a broader perspective—a vision that motivates and unites people around a common goal.

They help in mobilising diverse social groups, offering a sense of direction that resonates with a wide audience and creates a shared understanding of what is worth striving for.

Envisioning the future involves considering a spectrum of scenarios — from ones that are all but certain, to those that are highly unlikely. By *reverse-engineering* from a desirable future, we can create a roadmap that informs both today's and tomorrow's actions. This method, known as *backcasting*, allows for more strategic planning by setting a clear direction for change rather than simply navigating around today's obstacles.

Formats for Making Future Visions Tangible to Drive Societal Change

Envisioning future possibilities is essential for driving societal change, but it can often feel abstract. The challenge is to turn these conceptual visions into something specific that inspires action. To achieve this, it is vital to represent future scenarios in diverse formats that resonate with different audiences. Moving beyond factual descriptions, we can use vivid scenario texts and visual representations—such as collages, sketches, or AI-generated imagery—to make these visions feel more real and compelling. Creating images can be an effective way to share complex ideas in a way that is both easy to understand and easy to share. This could be in the form of information graphics, or creative or artistic representations of the desired future imagined.

Speculative media, like fictional radio shows or newspaper articles "from the future," further immerse people in these imagined worlds, helping them emotionally and intellectually grasp possible futures. This approach, rooted in speculative design, creates artefacts that provoke thought and discussion about potential realities. By making abstract visions tangible, we connect diverse stakeholders around shared, desirable futures and highlight the implications of today's decisions. Tangible visions thus become powerful tools for guiding collective efforts toward meaningful societal change.

Methods for the Participatory Creation of Future Visions

Social change efforts are more likely to succeed when they have broad support. One of the most effective ways to connect people to a vision is to involve them in its creation. To support this process, we present several methods that can be employed in various participatory settings. While participation can often be challenging and time-consuming, the energy generated during collaborative visioning — where participants gather to imagine positive future scenarios — can provide unique solutions that are embraced for years to come. To ensure productive sessions with larger groups, it is essential to prepare thoroughly while remaining flexible. Experience in managing and moderating group processes is beneficial, but not essential; what matters more is fostering an atmosphere of openness and encouraging creativity.

Principles of Engagement

The following method descriptions are designed to serve as inspiration and orientation for initiating collaborative visioning sessions for societal change in your region. While they may not offer all the details needed to start planning a workshop, the provided links will lead you to more comprehensive resources. Get creative and adjust the formats or design using your own methods and approaches depending on the context and the participants.

- **Be prepared:** Before each co-creation session, participants should be well-briefed and provided with basic information on the topics at hand.
- **Be specific:** Consider how these visions will support your Mission. Depending on your objectives, it may be more effective to focus on specific core topics—such as mobility, education, or aging—rather than general visions. Inviting participants with a range of

expertise in these topics—combining academic experts, practitioners, and everyday life experts—can lead to richer and more diverse outcomes.

- **Create the atmosphere:** For successful workshops, consider the setting: provide materials, warm-up activities, and create an open, spacious environment with designated group zones rather than multiple small rooms. Organisers should also recognise that future-oriented thinking is not something that comes naturally to everyone; it often requires time and gentle prompts to help participants think outside the box and enter a "visioning mode."
- **Give time:** Allow enough time for discussions and include breaks for reflection and rest, ensuring that the diverse group of participants remains engaged and productive.
- **Input:** Consider how the visions will support your Mission. This will determine who needs to be developing the visions and what kind of input might be required. Generally, the more participants are familiar with the issues of the region, the less input is needed. The input may be provided beforehand through workshops, videos or reading material.

I. Scenario Planning

- **Intro**: A strategic planning method used to create and analyse multiple plausible future scenarios to inform decision-making. It helps organisations and groups think through possible futures and develop strategies that are robust across a range of possible outcomes.
- **Key Steps**:
    1. Identify driving forces (e.g., social, technological, economic, environmental, political).
    2. Determine critical uncertainties.
    3. Develop scenario frameworks by combining uncertainties into coherent narratives.
    4. Explore implications, strategies, and options for each scenario.
    5. Monitor and update scenarios as new information becomes available.
- **Application**: Used by governments, corporations, and NGOs to prepare for uncertainties and develop resilient strategies.
- **Resource:** Centre for Research and Evidence on Security Threats — Imaginative Scenario Planning Toolkit

II. Future Workshops

- **Intro**: A participatory approach designed to engage diverse stakeholders in envisioning desired futures and generating innovative solutions. It typically involves three phases: critique, fantasy, and implementation.
- **Key Steps**:
    1. **Critique Phase**: Participants discuss and critically analyse current issues.

2. **Fantasy Phase**: Participants brainstorm and imagine ideal futures without current constraints.
3. **Implementation Phase**: Ideas from the fantasy phase are refined into feasible plans and strategies.

- **Application**: Useful for community planning, social innovation, and grassroots policy development.
- **Resource:** Participatory Methods by the Institute of Development Studies (IDS)
- **Website:** Participatory Methods by IDS — Offers a step-by-step guide on conducting future workshops and related participatory methods.
- **Additional Resource:** Designing Regenerative Cultures by Daniel Wahl also includes practical examples of workshops for future-oriented thinking.

III. Speculative Design

- **Intro**: A creative approach that uses design as a tool to speculate about possible futures and provoke discussion. It often involves creating artefacts, scenarios, or stories that make future possibilities tangible and accessible.
- **Key Steps**:
    1. Identify a societal issue or technological trend.
    2. Develop speculative scenarios or artefacts that represent different future possibilities.
    3. Use these artefacts in workshops, exhibitions, or discussions to engage stakeholders and explore the implications.
- **Application**: Often used in design, education, and cultural institutions to explore ethical, social, and political implications of emerging technologies.
- **Resource**: *SpeculativeEdu* and *Design Futures Initiative*
- **Website**: SpeculativeEdu - A European Union-funded project that provides a rich repository of speculative design methods and case studies.
- **Additional Resource**: Design Futures Initiative - Offers a variety of resources, toolkits, and case studies on speculative and critical design.

IV. Visioning

- **Intro**: A method that involves creating a compelling and shared vision of the future to inspire and guide action. Visioning often includes broad stakeholder participation and can be a foundational step for developing strategies and policies.
- **Key Steps**:
    1. Facilitate participatory sessions where stakeholders express their hopes, fears, and desires for the future.
    2. Synthesize inputs to create a coherent and inspiring vision.
    3. Develop action plans aligned with the shared vision.

- **Application**: Used in community development, organisational change, and policymaking.
- **Resource**: Community Tool Box and Civic Futures
- **Website**: Community Tool Box - Provides a comprehensive guide on visioning and other participatory planning methods.
- **Additional Resource**: Civic Futures - Focuses on visioning exercises specifically for communities and civic engagement.

V. Foresight Method

- **Intro**: Foresight is a structured, systematic approach used to anticipate and prepare for potential future developments. Unlike prediction, foresight focuses on exploring a range of possible futures, understanding the dynamics that could lead to different outcomes, and developing strategies that are robust against various future scenarios. It is widely used in government policy, corporate strategy, and social innovation to create more resilient and adaptive plans.
- **Key Steps**:
    1. **Scanning**: Collect data on emerging trends, signals, and drivers of change across various domains (social, technological, economic, environmental, political).
    2. **Analysing**: Identify key uncertainties, challenges, and opportunities that could shape the future.
    3. **Scenario Development**: Create multiple plausible future scenarios based on the analysis. These scenarios are not predictions but explorations of different ways the future could unfold.
    4. **Strategy Formulation**: Develop strategies, policies, or action plans that are flexible and adaptable across the range of scenarios.
    5. **Monitoring and Updating**: Continuously monitor the external environment for changes and update scenarios and strategies as needed.
- **Application**: Foresight is used by organisations, governments, and think tanks to inform long-term planning, policymaking, and innovation strategies. It is particularly valuable in complex, uncertain environments where traditional planning methods may fall short.
- **Resource:** UNESCO Futures Literacy and foresight
- **Website:** UNESCO Futures Literacy & foresight and Futures literacy laboratory playbook - Offers detailed guides on applying foresight in different contexts.

VI. Backcasting

- **Intro**: Unlike forecasting, which predicts the future based on current trends, backcasting starts with defining a desirable future and works backward to identify the steps needed to achieve that future.
- **Key Steps**:

1. Articulate a desired future where your mission has been achieved. In participatory backcasting, a plurality of desired futures is discussed and synthesised into a cohesive vision that is shared.
2. **Identify the gaps** and barriers between the present and the future.
3. **Bridge gaps:** Develop strategies and actions to bridge these gaps. What conditions or steps would have preceded that future? Or what would have been necessary for that reality to be realised?
4. **Action plan:** identify the specific steps needed to overcome those gaps, barriers, challenges and bottlenecks.
5. **Define roles of stakeholders** and setup co-operation agreements. This can help create a solid platform for action where all major stakeholders take on responsibilities under long term agreements. It is vital that "innovation champions" be identified who can take ownership of this vision within each organisation.

- **Application**: Unlike forecasting, backcasting does not presume existing power structures remain. It is a method that seeks to push the imaginations of participants beyond the status quo, beyond what they think is possible. Backcasting pushes us to think beyond the constraints that perpetuate unhelpful structures. In order to address the wicked problems we face, we need to upend these structures.
- **Resource**: The Natural Step and Sustainability Transitions Research Network (STRN); and The Foresight Platform
- **Website**: The Natural Step - Provides detailed guidance on backcasting for sustainability; and *Foresight Platform* — Backcasting
- **Additional Resource**: Sustainability Transitions Research Network (STRN) - Offers academic and practical insights into backcasting methodologies.

Formulation of Missions

After having gained a common understanding of the desired future, the next step would be formulating missions. Missions are the actual action intentions certain actors are putting together to reach that shared vision.

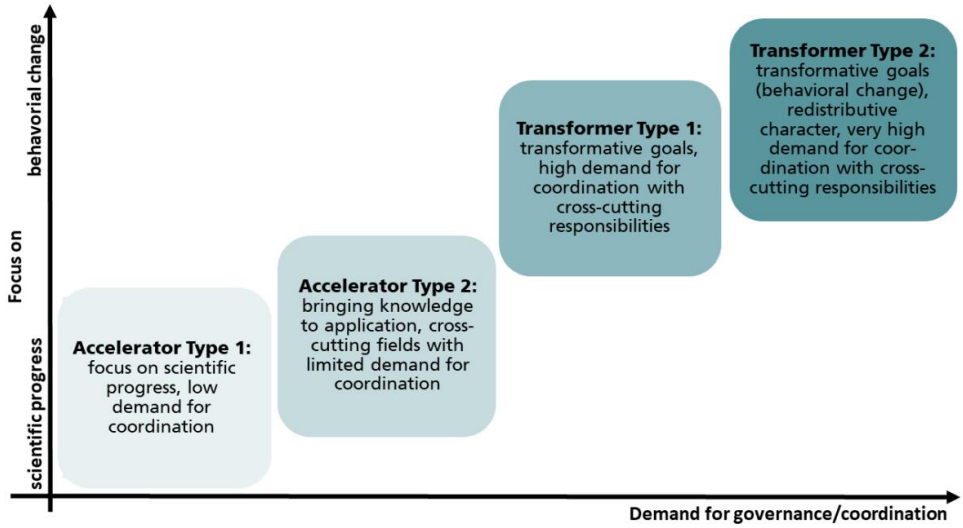


Figure 1: Types of missions (own elaboration)

Source:
Fraunhofer ISI Discussion Papers Innovation Systems and Policy Analysis, No. 64 ISSN 1612-1430
Karlsruhe, April 2020

Formulation aid for core mission statements

The following fill-in-the-blank texts are intended to provide assistance in formulating the core statements of a mission. These texts should not be seen as a rigid framework, but rather as inspiration and as an initial guide to how a mission's core statements can be structured:

Mission with interim goals:

- By [YEAR], [RELEVANT ACTORS] will achieve a reduction/increase of [TARGET SIZE] in the area of [RELEVANT SECTORS] amounting to [QUANTITATIVE TARGET VALUE].
  BY [YEAR] we will reach [QUANTITATIVE INTERIM GOAL].

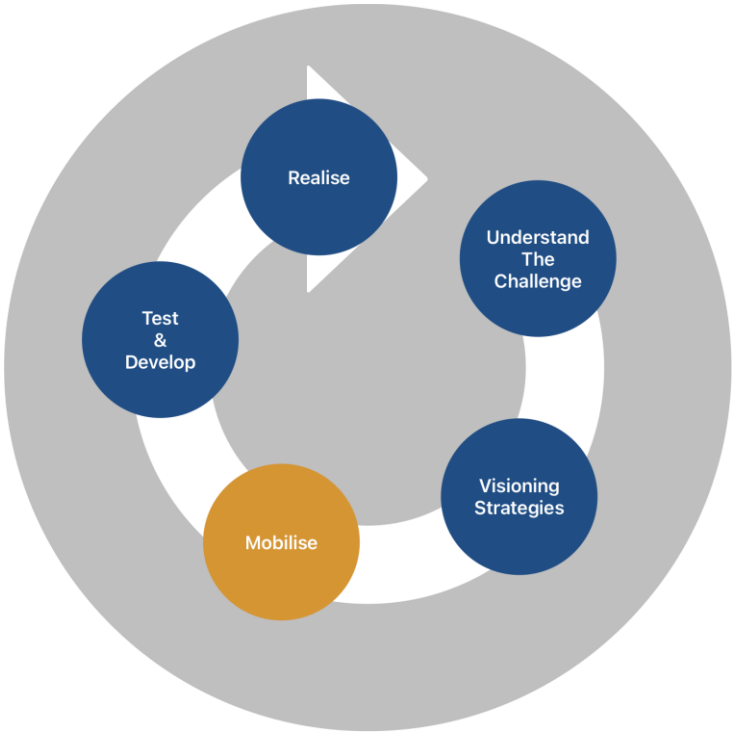
Mission with intended state as a goal, along with sector-specific subgoals:

- By [YEAR], [PARTICIPATING STAKEHOLDERS] will have reached [TARGET STATE], meaning that [CLARIFICATION OF CONCEPT/DELINEATION] will be [QUANTIFIED TARGET].
  To this end, in [SECTOR 1], [QUANTITATIVE subgoal 1] will be achieved by [YEAR], and in [SECTOR 2], [QUANTITATIVE subgoal 2] will be reached.

Source: Wittmann, F. et al. (2024) Missions with Impact: A practical guide to formulating effective missions. Bertelsmann Stiftung.

3. Mobilise

Mobilisation = Participation



Finding solutions to often complex social problems cannot be done only in expert offices and should comply with the active involvement of all potential stakeholders, including entire local communities.

There are many benefits to making this process truly inclusive. These include:

- **Enhanced Relevance and Impact:** Solutions are more likely to be effective and sustainable when they are grounded in the real needs and contexts of the affected communities.
- **Increased Innovation:** Diverse perspectives and expertise contribute to more creative and innovative approaches to solving social problems.
- **Greater Support:** Engaging stakeholders builds trust and ensures broader support and cooperation, which is crucial for the success of the mission.
- **Improved Implementation:** Collaborative efforts lead to more efficient and effective implementation of solutions.

By engaging stakeholders effectively, social innovation missions can achieve more comprehensive, inclusive, and sustainable outcomes, ultimately leading to greater social impact.

Tools & Methods

Below, we outline the tools and methods needed to unite a coalition of actors to coordinate, collaborate and take the action required to realise your visions.

Mapping Stakeholders

Mapping stakeholders involves identifying all groups potentially affected by the MOIP, and then categorising them appropriately. The exact role played by a particular institution/person must be clearly understood and articulated. It is also necessary to take into account their goals and expectations (motivations) from MOIP.

Possible Stakeholders:

- Government Entities: Policy makers, public agencies, and local authorities who can provide regulatory support, funding, and policy alignment.
- Non-Profit Organisations: NGOs and community groups with deep understanding of local issues and direct access to affected populations.
- Private Sector: Businesses and industries that can offer technological solutions, funding, and innovative practices.
- Academia and Research Institutions: Universities and think tanks that contribute research, data analysis, and innovative ideas.
- Community Members: Individuals and groups directly affected by the social challenges being addressed, ensuring the solutions meet real needs.

Source: edit.org

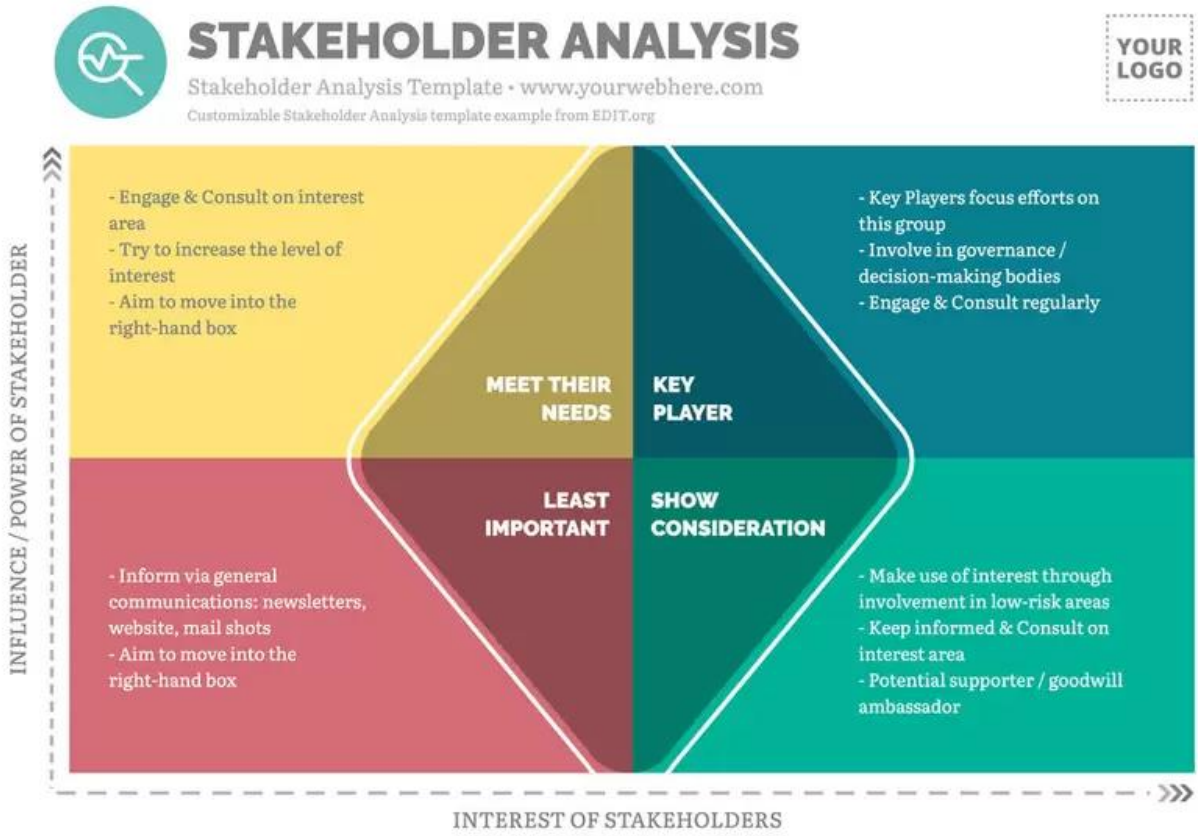
A stakeholder map makes it possible to optimise solutions to meet the expectations of all those involved in the creation of the MOIP. It helps organising goals, as well as choosing the best methods for their implementation. All this translates into maximising the efficiency of the process. If it is possible, try to involve stakeholders from the very beginning. They are likely to be be more emotionally invested into the process through to completion.

Mapping resources

Every activity, including those undertaken within the MOIP, requires an analysis of available resources that should involve all stakeholders: public institutions, NGOs and business organisations, groups of residents. It can be used to organise resources in such a way that they meet the expectations of all those involved in the creation of MOIP. It also makes it possible to organise the goals, as well as to choose the best methods for their implementation. All this translates into maximising the efficiency of the process.

Name of institution/ person	Contact data	Resources				
		Infrastructure /equipment	Financial	Human	Other	Remarks on availability
		1. …. 2. …. 3. ….	1. …. 2. …. 3. ….	1. …. 2. …. 3. ….	1. …. 2. …. 3. ….	

Map of resources (authors' elaboration)



Source: edit.org

The description of material resources should be broken down by their type. It is advisable to combine the resources at the disposal of all stakeholders involved so that they are complementary. The most common types of resources are:

1. **Infrastructural:** real estate, including premises available for MOIP, public space, social and sports infrastructure, equipment owned by individual stakeholders
2. **Financial:** including available repayable mechanisms, grants, crowdfunding tools, etc.
3. **Human:** people important to the community representing different spheres of life, including local authorities, people with specific competencies, volunteers.
4. **Other:** including patents, licenses, etc.

Planning the MOIP process

An important part of keeping stakeholders engaged and motivated is to plan the entire MOIP work process. Establishing and communicating the plan and working principles will help keep stakeholders engaged and motivate greater levels of participation.

- Plans must be developed based on the visions created, based on the identified common goals of the stakeholders involved.
- Define principles of cooperation and protocols of decision-making that is sensitive to the power dynamics across stakeholders. For a stakeholder to maintain engagement in the

process, it is critical that each has the opportunity to shape the process. Democratic processes may be slower, but are often more successful over the long-term, as all parties feel included. Consensus may rarely be achieved, but all parties should have their concerns addressed.

- Tailor participation processes for each stakeholder. Often, very different tools and processes are required. Using social media may help to reach younger stakeholders but be completely ineffective in reaching the older ones. Formal presentations with lots of data might work well for certain business or academic groups might alienate youth groups. Conversely, a creative painting exercise might work well for a youth group but bamboozle the business community. However, never generalise: always work with your stakeholders closely to ensure the tools and processes are fit for purpose.
- Be aware of potential risks and take measures to avoid them.

Communication

Participation depends on communication. Thus, it is vital that communication strategies support this. Beyond the content, consider your audience, the context, your frequency and channel of messaging.

• **Audience**

Communication should be a dialogue. To tailor your messages effectively, you must understand who you are addressing. So, know your audience and listen first. Practice active listening and verify your understanding throughout to avoid confusion. Do not hesitate to rephrase something you are told to make sure you understand it correctly. Always respect your audience.

• **Messaging**

Using clear, unambiguous language that you know your audience will understand in the way you intend is crucial. This is especially important when communicating with larger groups/communities where there is often no opportunity for additional explanation nor face to face conversation. We talk differently to different people, so be cognisant of using a style, tone and approach that your audience would be most receptive to. Use language, wording and examples that are understandable to the audience. Clarity and sincerity of the message builds trust.

• **Format**

With a limited number of known stakeholders, emails, instant messaging, face-to-face meetings are sufficient. However, often the audience groups within MOIP will be entire social groups or even local communities related to the area where we want to implement new solutions. When choosing the channel, we should take into account the needs and requirements of the recipient, the characteristics of the information to be conveyed and its importance. When there is a need to convey a message with complex content or structure the recipient should be able to return to it repeatedly.

• **Place**

Choose the right place for a possible meeting. The place should be friendly, taking into account the option of easy access also by public transport, adapted to the needs of people with disabilities. Do you need a space that is wheelchair accessible? Is the space quiet and easy to talk

in? Or is it difficult to hear when there are multiple conversations? Acoustically treated spaces can help to make it easier to have a relaxed conversation in — especially for those who have difficulty hearing.

- **Time**

Similarly, the time of conducting either meetings or workshops should be adapted to the needs and preferences of the participants. Balancing partners demands for meetings within working hours with other participants who cannot be tricky. Beyond this, there may be other considerations of time. For example, many seniors are most alert during the morning. ·

- **Difficult topics**

As differences of opinion are bound to arise, it is important to hold space for difficult conversations when the need arises. Moderating such conversations respectfully so everyone has an opportunity to express their point of view is vital for their continued support for the MOIP.

- **Feedback**

Implement systems for regular feedback from stakeholders to monitor the mission's impact and make necessary adjustments. Use surveys, interviews, and public consultations to gather feedback and assess satisfaction levels. This is especially important for meetings/workshops with groups/recipients with whom we have less contact. If someone has taken the time and engaged in the MOIP process, they will be happy if they receive feedback after the meeting summarising the results and explaining how they will be used in the process. Maintaining an environment where stakeholders can speak freely can help to identify challenges early on. Encouraging a safe space where constructive feedback is welcomed helps to build trust.

Sharing Knowledge

Many problems that the MOIP activities address have emerged due to lack of knowledge about their causes and effects. Knowledge provided in an accessible form, adapted to the level of the group, will certainly make it easier to justify the actions taken and help to jointly seek solutions. When an effective communication is deployed between stakeholders, it makes it possible for important information to be shared. Breaking down the silos that limit knowledge flows can be valuable. This is often necessary for addressing the mission. Your stakeholders are not just participants, but assets, rich in knowledge. Developing structures that allow that information to be shared between stakeholders that respects privacy concerns is something to consider.

Information is a resource — if individual stakeholders, including for example the authorities of a given city, have a large number of different types of data on a particular problem, it is worthwhile for all other participants in the process to be able to use them. This can also have a significant educational dimension. On the other hand, residents can be a source of data. You will learn, for example, about the causes and locations of garbage abandonment in the city and be able to react quickly enough. Provide training, facilitate knowledge exchange and skill development workshops. Education always strengthens a common understanding of a problem, increases the likelihood of agreement in the context of developing solutions.

Nourishing Relationships

As you work on the MOIP, pay attention to strengthening relationships among stakeholders — build your community. Human capital is extremely important, but it is often social capital that

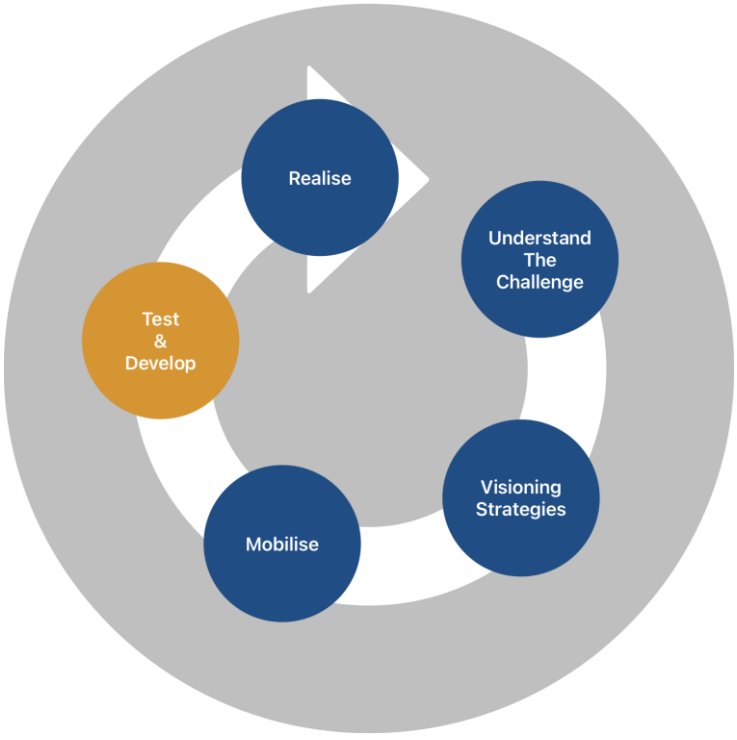
determines the success of a MOIP. Social capital is based primarily on relationships and trust. In turn, their level translates into benefits — economic and social — that a group can achieve. The better and denser the relationships, the higher the level of trust, the more effectively we act and adapt to changing situations. Social capital is especially important in a world full of crises and rapid change. Celebrate successes and recognise the contributions of stakeholders to maintain motivation and commitment.Effective cooperation across multiple stakeholders is only possible when there is trust built.

1. Active Communities. Social Change. A Catalog of Practice. Ula Grzęda / Stowarzyszenie CAL
2. Organising the local community - methodology of environmental work/ Barbara Bąbska; Marek Rymsza/ Stowarzyszenie CAL Instytut Spraw Publicznych
3. Community organising — a reflective practitioner/ Tomasz Kaźmierczak; Barbara Bąbska; Paweł Jordan; Magdalena Dudkiewicz; Maria Mendel; Magdalena Popłońska-Kowalska/ Stowarzyszenie CAL Instytut Spraw Publicznych

4. Test & Develop

There are a handful of methods and tools to test a MOIP pilot that can produce different results and can take from a few hours to several weeks or months to complete.

Here, we offer a few options — beginning with the simplest and quickest methods and finish with those that are closest to reality and therefore require more time and effort.



Testing is divided between evaluations of plans and evaluations of pilots.

1. **Evaluating Design**
2. **Testing**
   a. Randomised Controlled Trials (RCT)
   b. Living Labs

Evaluating Design

Quick Assessment

What are the most effective features of a good pilot?

Purpose: The Quick Assessment is designed to provide a rapid and comprehensive evaluation of a mission's formulation. This tool enables one to quickly determine whether the most critical factors have been considered in the mission's design and it allows an initial impression to be made of how other stakeholders view the mission. This tool is intended for use by policymakers, experts and implementers.

Application: The tool is divided into five key sections, each focusing on a crucial aspect of mission formulation: Legitimation and Legitimacy, Goal Formulation and Directionality, Ambition Level and Change, Concretisation and Flexibility, and Feasibility. Each section contains a series of targeted questions with multiple-choice answers, allowing users to efficiently assess the mission's strengths and identify areas that may require further attention.

Resource: *Wittmann, F. et al. (2024)* Missions with Impact*: A practical guide to formulating effective missions. Bertelsmann Stiftung.*

Section 1: Legitimation and Legitimacy

Purpose: To ensure the mission is relevant and has broad-based support from stakeholders.

1. **Why is the mission relevant?**
   - It addresses a critical societal need
   - It aligns with national priorities
   - It leverages unique opportunities
   - It responds to stakeholder demands
   - Other: _____
2. **What societal challenge and what specific subproblems does the mission address?**

- **Societal Challenge:**
  - E.g. Environmental sustainability
  - E.g. Economic inequality
  - E.g. Public health
  - Other: _____
- **Specific Subproblems:** (Select all that apply)
  - E.g. Climate change
  - E.g. Income disparity
  - E.g. Digital divide
  - Other: _____

3. **Is there a consensus among a wide group of stakeholders (including citizens) regarding the need and relevance of the mission?**
   - Yes, strong consensus across all stakeholder groups
   - Yes, but with some dissenting views
   - Neutral

- No, significant disagreement exists
- No, stakeholders were not adequately consulted

Section 2: Goal Formulation, Directionality, and Intentionality

Purpose: To ensure the mission has clear, well-informed goals with specific objectives, timelines, and milestones.

1. **What goal is to be achieved?** (Select all that apply)
   - E.g. Reducing carbon emissions
   - E.g. Increasing access to education
   - E.g. Advancing technological innovation
   - Other: _____
2. **How will you determine that the goals have been achieved? Are all dimensions of the goal clearly defined and (ideally) quantified?**
   - Yes, goals are clearly defined and quantified
   - Mostly, but some metrics need clarification
   - Neutral
   - No, goals are vaguely defined
   - No, goals are not defined at all
3. **Are there goal conflicts between the mission's different objectives?**
   - No, objectives are well-aligned
   - Minor conflicts, manageable
   - Neutral
   - Some conflicts, need resolution
   - Major conflicts, hinder mission

Section 3: Ambition Level, Change, and Delineation

Purpose: To assess the mission's transformative potential and ensure the right areas are targeted for change.

1. **What kind of change is the mission seeking to effect?** (Select all that apply)
   - Policy change
   - Behavioural change
   - Technological change
   - Economic change
   - Social change

- Environmental change
- Other: _____

2. **In what areas will activity be needed in order to bring about the desired changes? What areas do not need to be addressed in this way?**
   - **Areas Needed:**
     - E.g. Education
     - E.g. Healthcare
     - E.g. Technology
     - Other: _____
   - **Areas Not Needed:**
     - E.g. Education
     - E.g. Healthcare
     - E.g. Technology
     - Other: _____

Section 4: Concretisation and Flexibility

Purpose: To ensure the mission is broken down into manageable steps with clear milestones and adaptable targets.

1. **What is the time horizon for achieving the goal?**
   - 1-2 years
   - 3-5 years
   - 6-10 years
   - More than 10 years
2. **Are there interim goals that define milestones for the mission's implementation?**
   - Yes
   - No
   - If yes, please specify key milestones: _____
3. **Are subgoals necessary for individual substantive aspects of the mission?**
   - Yes
   - No
   - If yes, please specify key subgoals: _____
4. **Can the targets and means of intervention be revised at different stages of the process when needed?**
   - Yes, there is flexibility to revise targets and strategies

- Somewhat, but flexibility is limited
- Neutral
- No, targets and strategies are rigid and cannot be revised

Section 5: Feasibility

Purpose: To evaluate the realistic aspects of achieving the mission, considering resources, timelines, and budgets.

1. **Are the goals realistically achievable given existing constraints regarding resources and the scope of potential activities,?**
   - Yes, achievable
   - Mostly achievable
   - Neutral
   - Somewhat unachievable
   - Completely unachievable
2. **Does the identified time horizon provide sufficient time to achieve the goals?**
   - Yes, sufficient
   - Mostly sufficient
   - Neutral
   - Somewhat insufficient
   - Completely insufficient
3. **Are there inter-departmental budgets for mission implementation?**
   - Yes
   - Partially
   - Neutral
   - No, but planned
   - No, not planned
4. **Can the desired effects be achieved and observed within the mission's spheres of activity, and within the mission's timeframe?**
   - Yes
   - Mostly
   - Neutral
   - Somewhat
   - Not at all

Testing

(a) Randomised Controlled Trials (RCT)

Purpose: RCTs are useful to provide a systematic and thorough evaluation of interventions within a mission. This tool enables one to rigorously test the effectiveness of specific actions or policies under real-world conditions, ensuring that these interventions contribute meaningfully to the mission's overarching goals. By selecting and applying the appropriate type of RCT, it is possible to gather robust evidence to refine strategies, optimise resource allocation, and enhance the overall impact of the mission.

Application:

Step 1: Define the Research Question

Begin by identifying a clear and specific research question that directly aligns with the mission's objectives. This question should address a key challenge or opportunity within the mission, such as evaluating the effectiveness of a new policy or intervention.

Step 2: Trial Design

Choose the RCT type that best fits the mission's context (eg. Explanatory, Pragmatic, Cluster). Design the trial by determining the intervention, control groups, randomisation process, and specific metrics to be measured.

RCT Type	Purpose	MOIP Application
Explanatory RCT	Tests an intervention under ideal, controlled conditions.	Use in the initial phases to test new interventions central to mission goals. Example: Testing new technology for carbon emissions reduction in a controlled environment before scaling up.
Pragmatic RCT	Evaluates the impact of an intervention in real-world conditions.	Ideal for scaling up interventions that have shown promise. Example: Testing a city-wide public health initiative in various urban settings.
Pilot RCT	Small-scale trial to test feasibility before full-scale study.	Use for early testing of innovative interventions. Example: Exploring the effects of a policy aimed at increasing renewable energy adoption in a specific region.

Factorial Design RCT	Tests multiple interventions simultaneously within a single study.	Suitable for complex, multi-faceted interventions. Example: Assessing the combined effects of financial incentives and educational programs on business innovation.
Cluster RCT	Randomises entire groups or clusters (eg. schools, communities).	Best for interventions targeting entire communities or regions. Example: Evaluating the impact of a regional policy on green technology adoption across different municipalities.
Cross-Over RCT	Participants receive multiple interventions sequentially.	Used to compare different interventions aimed at the same goal. Example: Testing different urban planning strategies to reduce traffic congestion, with each district implementing the strategies in phases.

Step 3: Pre-Implementation Preparation

Prepare for the trial by securing resources, training staff, and ensuring ethical approvals. Develop a detailed plan for recruitment, data collection, and potential challenges.

Step 4: Implement the RCT

Recruit and randomly assign participants, conduct the trial and collect data on the outcomes of interest.

Step 5: Analyse and Report the Results

Analyse the data using appropriate statistical methods. Use the results of the RCT to inform strategic decisions within the mission and report the findings to all relevant stakeholders.

Resource: Innovation Growth Lab: Guide to Random Controlled Trials and Experimentation Missions Toolkit

(b) Living Labs

Living labs can be defined as real-world environments or iterative collaborative platforms involving co-creation and experimentation by various actors from research, government, business, and citizens, working together to address transition challenges in a real-life context. It is a dynamic and iterative approach to innovation, integrating the users 'experience and feedback into the development of new products, services, or policies.

Purpose: Living labs are able to create synergies between different stakeholders and to create a diversity of potential benefits in terms of good practices, knowledge production, knowledge transfer, local development, transdisciplinarity, user engagement and creativity. For policymakers, Living Labs offer a unique opportunity to assess the effectiveness of innovation policies and mission-oriented strategies in achieving their intended outcomes.

Application: Here is a possible step-by-step outline that has been taken from this Bouwma and their colleges (2022). The original article can be viewed here.

It shows how Living Labs can be used to test missions and innovation policies, although Living Labs can be flexible and be adapted depending on the context and goals:

Step 1: Define Mission and engage stakeholders

The first step involves clearly defining the mission or policy objectives. Once the mission is defined, relevant stakeholders, including public authorities, private sector partners, academic institutions, and citizens, are brought together. This engagement is crucial to ensure that all perspectives are considered, and the solutions are co-created. Detailed instructions and a description of the process is similar to the steps given in chapters 2. 2 (Envisioning Societal Change) and 2.3 (Mobilise) of this guide.

Step 2: Co-Creation and Ideation

See Vision strategies section. In brief, stakeholders collaboratively generate ideas and solutions that could address the mission objectives. This process is highly participatory, often involving workshops, brainstorming sessions, and design thinking approaches. The goal is to develop innovative concepts that are grounded in real user needs and practical constraints.

Step 3: Prototype Development and Testing

Once a concept is chosen, it is developed into a prototype or a pilot project. This could be implementing a new policy in a specific community, trialing a new technology in a controlled environment, or rolling out a new service to a select group of users. The real-world context of the Living Lab allows for the collection of rich, qualitative data on how the prototype performs, how users interact with it, and what challenges arise during implementation.

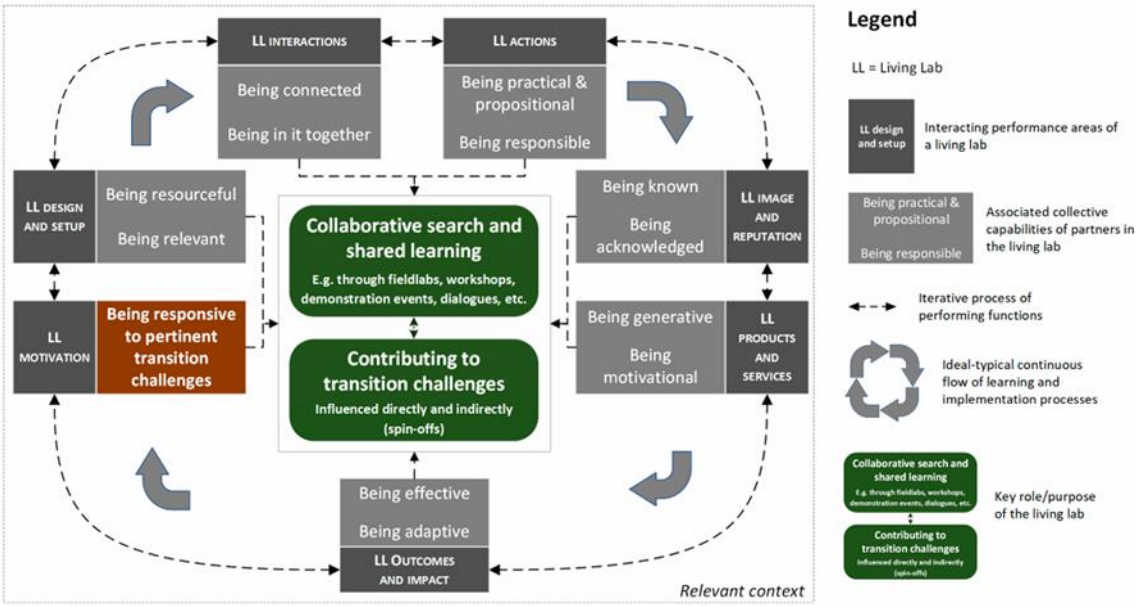
Step 4: Feedback and Refinement

As the prototype or pilot project is tested, continuous feedback is gathered from all stakeholders, particularly end-users on how the prototype performs, how users interact with it, and what challenges arise during implementation. Based on this feedback, the prototype is refined and improved. This cycle of testing, feedback, and refinement continues until the solution reaches a level of maturity and effectiveness that justifies broader deployment.

Step 5: Evaluation

The final phase involves a thorough evaluation of the outcomes against the original mission objectives. This includes assessing the impact of the innovation or policy, identifying unintended consequences, and measuring user satisfaction.

Frequently methods used for the evaluation of living labs are mainly taking into account input–output–outcome–impact perspective on performance of a change initiative. It does not sufficiently pay attention to the social interactions and learning processes that are at the heart of living labs. It is recommended that the assessment framework used, should be capable of being responsive to the specific nature and context of living labs.



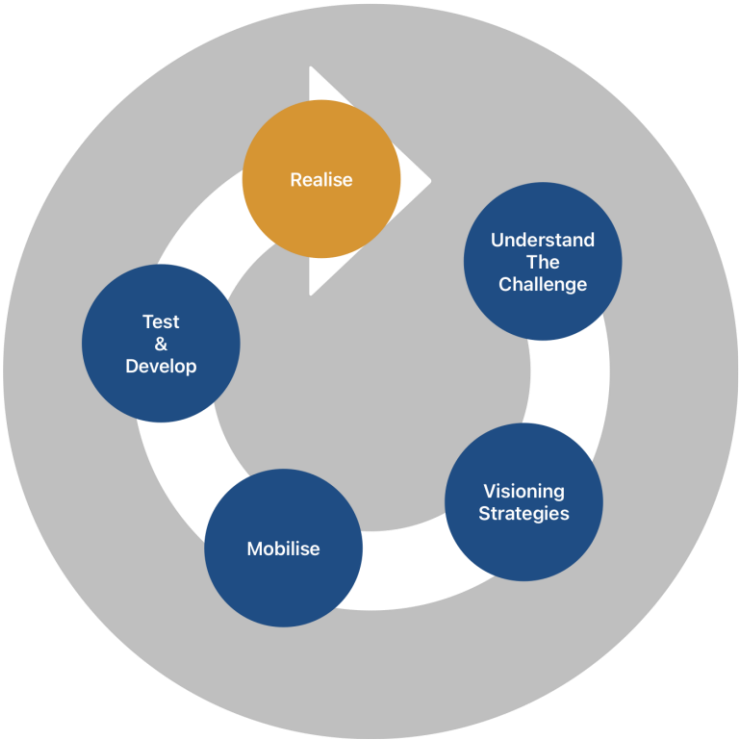
Source: Bouwma, I.; Wigboldus, S.; Potters, J.; Selnes, T.; van Rooij, S.; Westerink, J. Sustainability Transitions and the Contribution of Living Labs: A Framework to Assess Collective Capabilities and Contextual Performance. Sustainability 2022, 14, 15628. https://doi.org/10.3390/su142315628

The order of elements is not fixed. Arrows indicate ideal-type connections, but not necessarily the chronological order needed to be taken. All performance areas play a role in the extent to which the living lab is able to facilitate collaborative search and shared learning, and contribute to transition challenges.

5. Realise

What kind of real and sustainable change is created and for whom?

It is important to generate outputs that can communicate your visions, policies and plans in ways that are easy to share with fellow stakeholders and the public at large. This is when images, videos, websites and interactive outputs may have an advantage over PDFs. Such formats may also help to underscore the value of these processes.



Hosting events to showcase the projects involved and share the greater mission can be enormously helpful in making the process seem real and demonstrating its value to the wider community —making the ideas seem more tangible.

Building a broad network of stakeholders in an inherent part of implementing a MOIP. This is something that should be done at each stage of the process. Disseminating outcomes will be easier once such a network is established. However, the very act of dissemination can in itself help reach out to stakeholders who have yet to participate.

The **Realisation** and **Dissemination** stages are crucial for transforming a social mission into an impactful, sustainable, and scalable solution:

I. Realisation Stage

This is the implementation phase that is involves executing and sustaining the solution developed to ensure it works reliably and can could be scaled,

Key elements of this stage include:

- **Implementation and Execution:** The solution that has been tested and refined in earlier stages is now implemented on a larger scale. This involves launching the solution in real environments and integrating it into communities, systems, or organisations.
- **Building Infrastructure:** This stage requires establishing the necessary processes and technologies to support the solution's growth. This includes setting up supply chains, securing ongoing funding, etc.
- **Monitoring and Iterating:** Once the solution is implemented, it must be monitored continuously for performance. Real-time feedback and data are collected to identify areas for further improvement. Iteration and adaptation are crucial to ensuring the solution remains effective as it scales.

- **Sustainability Focus:** A sustainable model for financing, resources, and impact is developed at this stage. It could include creating partnerships, identifying revenue sources, or setting up systems to ensure the long-term viability of the mission.

II. Dissemination Stage

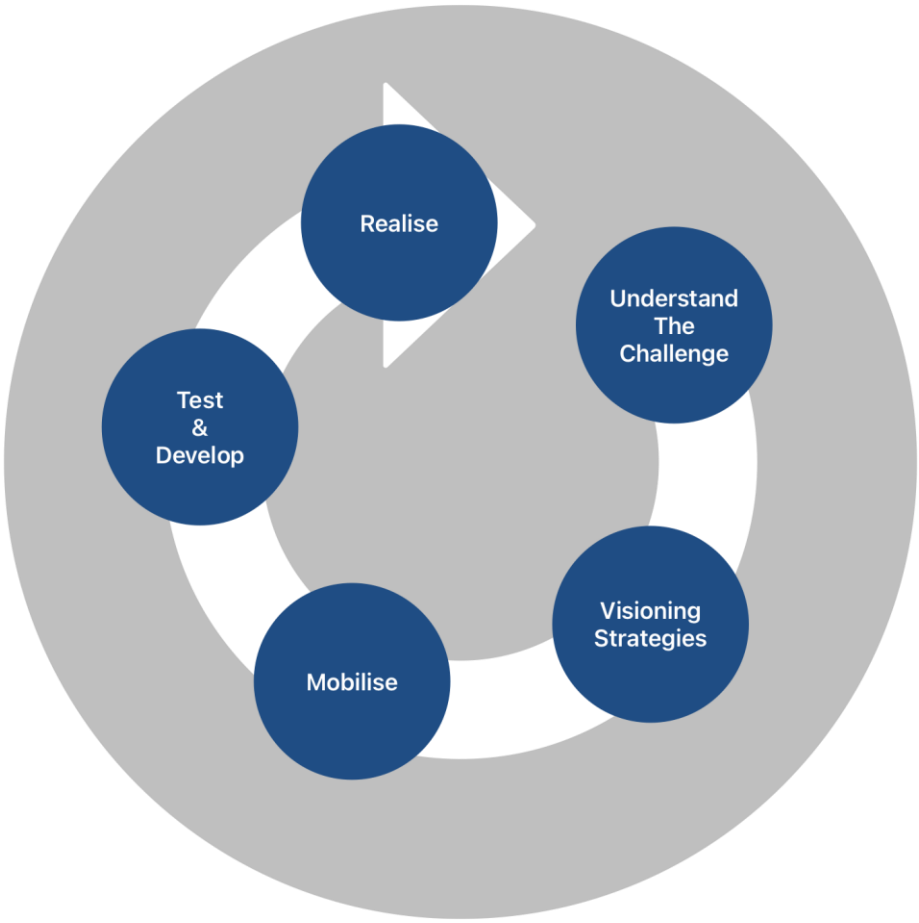
The **Dissemination** stage involves the broader diffusion and scaling of the solution, focusing on increasing its reach and influence. The goal is to create systemic impact by making the innovation accessible to larger communities or other organisations.

Key aspects of the Dissemination stage are:

- **Sharing and Spreading:** The mission or solution is communicated to a wider audience, including stakeholders, community leaders, policymakers, and other organisations. This may involve creating a campaign, advocacy work, or strategic communication to share the success stories and lessons learned.
- **Replication and Scaling:** The goal here is not just spreading the idea but enabling others to replicate or adopt the solution. This could involve creating toolkits, training programs, or franchising models to empower other groups or communities to implement the innovation.
- **Partnerships and Alliances:** Collaborating with partners is essential to achieve wider dissemination. This could include working with governments, non-profits, businesses, and funders to help spread the mission, scale up the innovation, and test whether it could be implemented in different contexts.
- **Influencing Policy and Systems:** A successful mission often requires structural change at a societal level. Advocacy for policy change, regulatory adjustments, or new norms and standards is a key part of this stage. Influencing systems allows the innovation to have a broader, long-lasting impact.
- **Knowledge Sharing:** Documenting the solution and sharing knowledge gained during the implementation phase is crucial. The aim is to create open-source materials, guides, or case studies that others can learn from and apply in their own contexts.

6. Conclusion

Whilst this Guide is neither intended to be comprehensive or definitive, it has aimed to provide a solid overview of the practical steps needed to develop and implement a mission-orientated innovation policy (MOIP) for your given objective. The order of the steps included here are suggestions only. You may find it makes more sense to start at a different step, or possibly return to a step more than once. We encourage you to explore other sources in our Resource Guide to gain a deeper understanding of some of the ideas and methods touched on here.



References

Active Communities. Social Change. A Catalog of Practice. Ula Grzęda / Stowarzyszenie CAL

Bąbska, Barbara; Marek Rymsza/ Stowarzyszenie CAL Instytut Spraw Publicznych, Organising the local community - methodology of environmental work/

Bouwma, I.; Wigboldus, S.; Potters, J.; Selnes, T.; van Rooij, S.; Westerink, J. Sustainability Transitions and the Contribution of Living Labs: A Framework to Assess Collective Capabilities and Contextual Performance. Sustainability 2022, 14, 15628. https://doi.org/10.3390/su142315628

Breitinger, J. C., Edler, J., Jackwerth-Rice, T., Lindner, R., & Schraad-Tischler, D. (2021). Good practices in mission-oriented innovation strategies and their implementation.

Centre for Research and Evidence on Security Threats, Scenario Planning: Imaginative Scenario Planning Toolkit

Civic Futures - Focuses on visioning exercises specifically for communities and civic engagement.

Community Tool Box - Provides a comprehensive guide on visioning and other participatory planning methods.

Churchman, C. W. (1967). Guest Editorial: "Wicked Problems". Management Science, 14(4): 141-142.

Design Futures Initiatives, Design Futures Initiative

edit.org, Stakeholder Tool

European Union, *SpeculativeEdu* and *Design Futures Initiative*: SpeculativeEdu

German Federal Ministry of Research and Innovation (BMBF): Future Research and Innovation Strategy

Fraunhofer ISI Discussion Papers Innovation Systems and Policy Analysis No. 64 ISSN 1612-1430 Karlsruhe, April 2020 (https://www.isi.fraunhofer.de/content/dam/isi/dokumente/cci/innovation-systems-policy-analysis/2020/discussionpaper_64_2020.pdf)

Fuglsang L, Hansen AV, Mergel I, Røhnebæk MT. Living Labs for Public Sector Innovation: An Integrative Literature Review. *Administrative Sciences*. 2021; 11(2):58. https://doi.org/10.3390/admsci11020058

Head, B. W. (2022). The rise of 'wicked problems'—uncertainty, complexity and divergence. In Wicked Problems in Public Policy: Understanding and Responding to Complex Challenges (pp. 21-36). Cham: Springer International Publishing.

Innovation Growth Lab, Guide to Random Controlled Trials

Innovation Growth Lab, Experimentation Missions Toolkit

Institute of Development Studies (IDS), Future Workshops: Participatory Methods

Kaźmierczak, Tomasz; Barbara Bąbska; Paweł Jordan; Magdalena Dudkiewicz; Maria Mendel; Magdalena Popłońska-Kowalska/ Stowarzyszenie CAL Instytut Spraw Publicznych, Community organising — a reflective practitioner

Kuittinen, Hanna, Maximilian Unger, Andreas Türk, Wolfgang Polt, Robbert Fisher, Alberto Domini, Arjen Goe-theer, Janne Lehenkari, Antti Pelkonen, Eva Arrilucea, Frank Skov Kristensen, Julien Chicot and Frans van der Zee (2018). Mission-oriented research and innovation: Inventory and characterisation of initiatives: final report.

Natural Step, The Natural Step - Provides detailed guidance on backcasting for sustainability

Organisation for Economic Co-operation and Development (OECD), 3 Building Blocks of MOIPs

Organisation for Economic Co-operation and Development (OECD), MOIP FAQ

Organisation for Economic Co-operation and Development (OECD), Framework Conditions of MOIPs

Organisation for Economic Co-operation and Development (OECD), OECD MOIP toolkit, 2024.

Organisation for Economic Co-operation and Development (OECD), OECD Mission Action Lab (2024).

Organisation for Economic Co-operation and Development (OECD), OPSI (2024)

Organisation for Economic Co-operation and Development (OECD), Pilot-E

Organisation for Economic Co-operation and Development (OECD), Types of MOIP

Schaffers, Hans & Santoro, Roberto. (2010). The Living Labs Concept Enhancing Regional Innovation Policies and Instruments.

Sieden, Lloyd Steven. *A Fuller View - Buckminster Fuller s Vision of Hope and Abundance for All*. Studio City, CA: Divine Arts, 2012. https://openlibrary.org/books/OL25086796M/A_Fuller_view.

SpeculativeEdu and *Design Futures Initiative,* SpeculativeEdu.

Sustainability Transitions Research Network (STRN) - Offers academic and practical insights into backcasting methodologies.

United Nations Educational, Scientific and Cultural Organisation (UNESCO Futures Literacy and The European Foresight Platform (EFP)

United Nations Educational, Scientific and Cultural Organisation (UNESCO) UNESCO Futures Literacy & foresight and Futures literacy laboratory playbook - Offers detailed guides on applying foresight in different contexts.

Wahl, Daniel, Designing Regenerative Cultures — includes practical examples of workshops for future-oriented thinking.

Wittmann, F. et al. (2024) Missions with Impact: A practical guide to formulating effective missions. Bertelsmann Stiftung.