
ADDING VALUE TO EVALUATIONS

*From targeted use, ECB-obesity and the
Mind the Gap –problem to Browsing for
evidence, combining paradigms and
behavioural mechanisms*

Australasian Evaluation Society Conference

Perth,

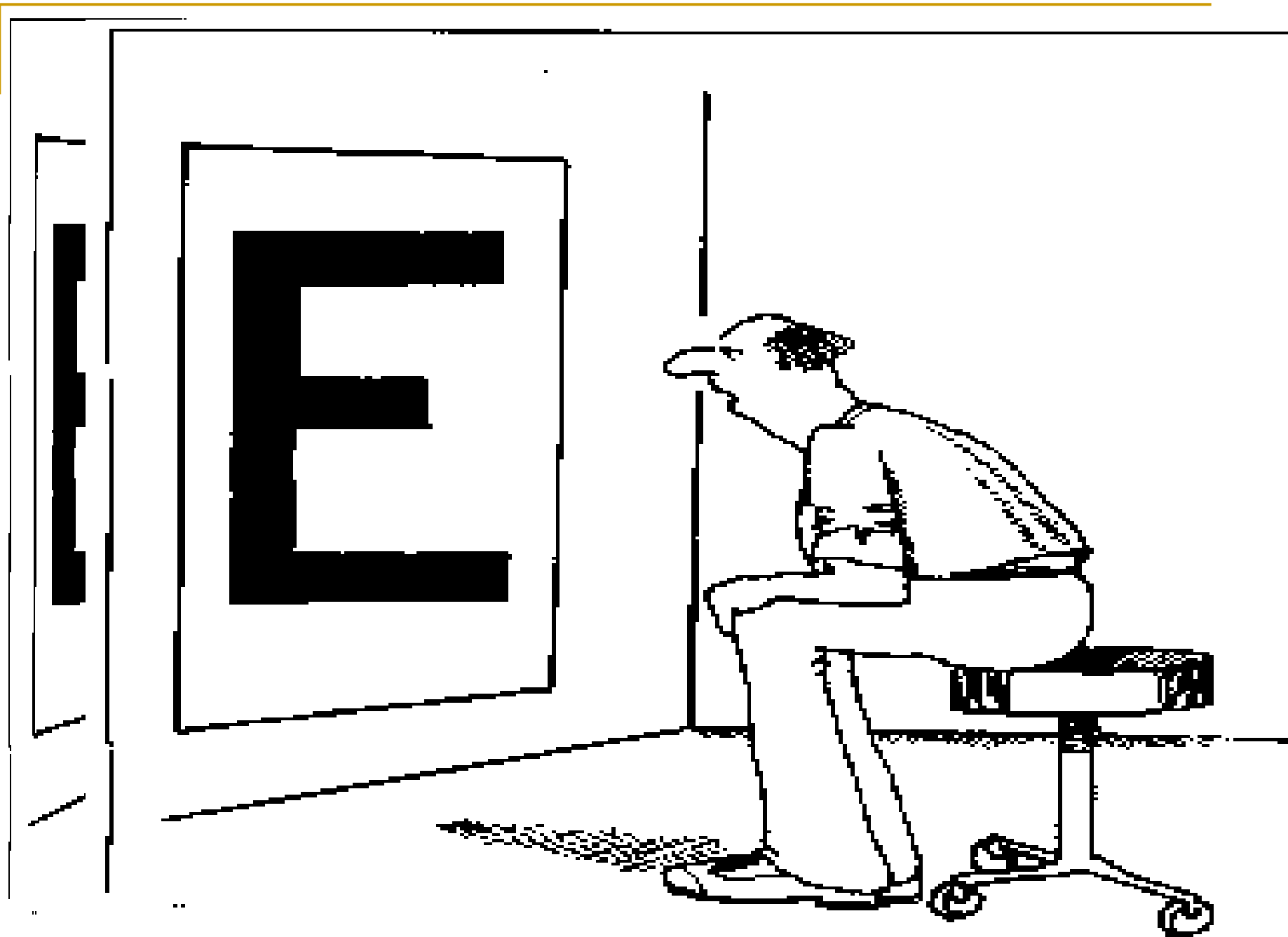
September 2008

HOW EVALUATORS TRY TO CREATE 'ADDED VALUE'

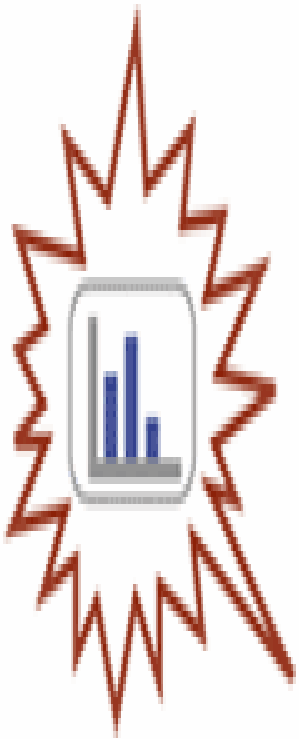
- *Two dimensions of 'added value':
institutional/organizational/practical vs
epistemological*
 - Experiences in the USA
 - Experiences in Western & Northern Europe
 - And a little bit: Australasia
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THREE CONCLUSIONS

- 1) When we deal with the *rank and file* of the endless numbers and streams of studies, a not too positive picture emerges.
 - ❑ Evaluations becoming administrative practices on many levels in different institutions (Bruno Frey: 'evaluitis', *BIG-E*, dashboard-ism)
 - ❑ Fine with transparency, accountability and compliance but don't forget things like the Performance Paradox ...
 - ❑ The Tomb of the Unknown Soldier
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STRAITON



Dashboards By Example

Volume 1

What's on your Dashboard?

Welcome to the definitive collection of BI Dashboards - where you and your work are the stars.
No sales pitches, useless theory or big egos - just real-life dashboard project teams and their dashboards. Dedicated to keeping BI real!



Part of the Dashboard
Spy Network

CONCLUSIONS # 2 AND 3

2) TOO MUCH FOCUS ON SOCIAL
MARKETING TYPE OF SOLUTIONS

3) TARGETED / IMPOSED USE OF
EVALUATIONS AND 'INFLUENTIAL
EVALUATIONS' ARE GREAT.

*THE NEXT EXAMPLES FROM
DEVELOPMENT AID EVALUATIONS SHOW
THAT IT IS NOT AS BAD OR GRIM AS
SOME OF US WANT US TO BELIEVE*

2. What difference did the evaluation make?

1. Major cost savings (India, Bulgaria, Pakistan)
2. Increased financial benefits (Uganda, Bulgaria)
3. Forced action (Bangalore, Uganda)
4. Strengthened gender and participatory planning and management of water (Indonesia)
5. Introduced social assessment of dams but discouraged future investments (Dams)

What difference did the evaluation make? ...continued

6. Increased efficiency of service delivery
(India, Bangalore, Indonesia)
7. Facilitated creation of important policy
agency (Dams, China)

NEXT PROBLEM:

‘How can it be explained that the evaluation community is booming and blossoming (in terms of numbers of jobs, projects, professional societies, journals and much more) while at the same time is only moderately successful in producing impact and influence that really matters?’

THREE EXPLANATIONS

- ECB-obesity;
- Paradigm wars
- The gap between evaluation as a (routine) practice and the theoretical progress within the social, behavioural and economic sciences

And omitting developments like the wikinomization of society and a few others...

"The company took no matter how large or how small, and revealed fast enough or big enough to itself . . . Wikinomics reveals the next patterns, shapes—the art and science of mass collaboration where companies open up to the world. It is an important book." —A. G. Lafley, CEO, Procter & Gamble

MySpace

Flickr

Wikipedia

Second Life

Linux

YouTube



Human Genome Project



WIKINOMICS

*How Mass Collaboration
Changes Everything*

Don Tapscott

Bestselling Author of The Digital Economy

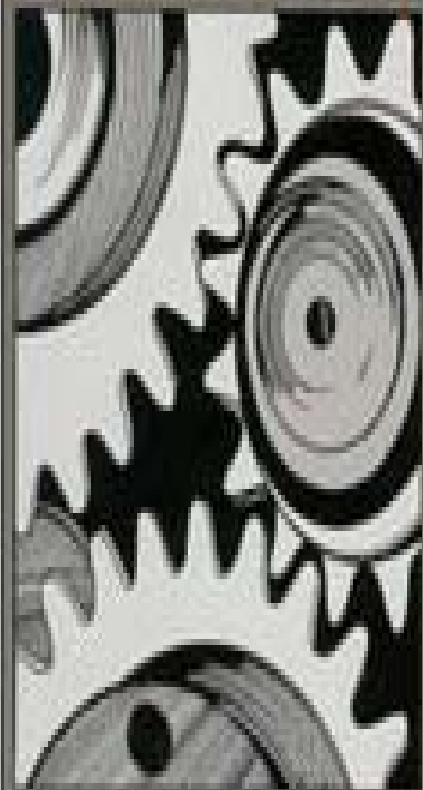
and Anthony D. Williams

On the importance of social,
behavioral and institutional
mechanisms for making
interventions, programs and
policies effective

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NUTS and

WOLTS



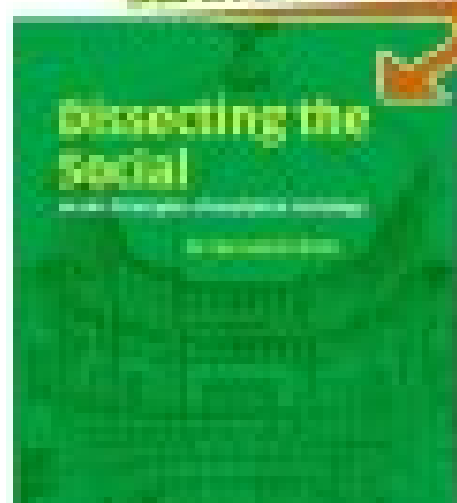
FOR THE SOCIAL SCIENCES

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Two

recommendations

Reducing the Knowledge–Practice Gap: A New Method Applied to Crime Prevention

Frans L. Leeuw, Leontien M. van der Knaap and Stefan Bogaerts

This article reports on a synthetic methodology used to reduce the gap between evaluations and policy-making. The authors report on a review of the effectiveness of international violence prevention programmes and discuss how these findings were disseminated to policy-makers. The findings were immediately adopted by the Dutch government and this article explains how and why.

In 2002 the Dutch government launched a programme called 'Towards a Safer Society'. Its goal was to achieve a 20 to 25% reduction in crime and nuisance in public areas between 2002 and 2010. A second goal was to achieve a substantial improvement in terms of the level of safety that citizens experience and report in comparison with 2002. A 2004 progress report to parliament showed that, on the basis of victim surveys and police data, progress was being made in fighting crime and nuisance, offences against properties were decreasing and the sense of safety and security among

- To provide an international overview of effective, or at least promising, measures to prevent violence in public and semi-public areas (we excluded domestic violence, violence by citizens against the state, violence by the state against citizens, violence between individual states and terrorism).
- To gain insights into the behavioural and social mechanisms that underlie effective or promising prevention measures and the circumstances in which these are found to be effective.

Frans L. Leeuw is Director of the Research and Documentation Centre (WODC) of the Dutch Ministry of Justice and Professor in Law, Public Policy and Social Science Research at Maastricht University.



Law enforcement interventions in the Netherlands: mapping interventions and 'browsing' for evidence

Authors: Kleemans, Edward; Haarhuis, Carolien Klein; Leeuw, Frans; van Ooyen-Houben Marianne

Source: [Evidence & Policy: A Journal of Research, Debate and Practice](#), Volume 3, Number 4, November 2007 , pp. 487-504(18)

Publisher: [Policy Press](#)

FINAL CONCLUSIONS

- To add value to evaluations and to society is not an easy thing to do. When we were evaluation-babies, we easily could have our little fights and wars. Now, in the Big E world, this is different.

 - WHY? BECAUSE
 - The claims **we** make,
 - the institutional arrangements **we** suggest and develop (like M and E, ECB, use of RCT's),
 - the public money **our** work is costing and
 - the time **we urge** policy makers to invest in us and to learn from us,

is getting bigger and bigger and has a price. The price is that we have to add value...related to what we cost.

Otherwise, the *Law of Diminishing Returns* will start to be applicable to our field. And what then.....
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Thanks and Good Luck

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