



# Towards A New Agenda for Evaluation of Innovation and Growth Policies

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## VINNOVA – The Swedish Agency for Innovation Systems...

- Established in 2001
  - Merger of agencies for technical development (NUTEK), transportation (KFB) and work life (RALF)
- Its mission is to promote sustainable growth by
  - funding strategic R&D, addressing needs in industry and society
  - developing efficient innovation systems
- Annual budget of 130 million euro
- Staff of 150 p

## The Key Challenge...

- Move from
  - evaluations as program external archaeological events
- To a learning process ...
  - evaluations as an integrated part of program design and implementation, and thereby a significant source of learning

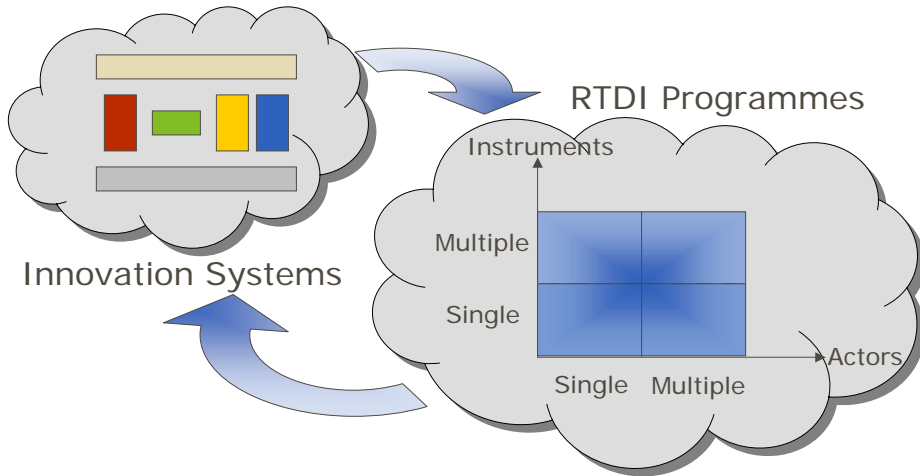
From knowledge and technology  
creation to innovations

Research is making knowledge out of money

vs.

Innovations is making money out of knowledge

## From science and technology needs to innovation system bottlenecks



## From research councils to innovation system investors

- **The Research Council:**
  - The work is done when the money has been paid out
  - Emphasis on analysis and foresights
- **The Investor:**
  - The work starts when the money has been paid out
  - Emphasis on monitoring and evaluations

## What should “good clients” do...

- On the Policy Level:
  - Make evaluations and impact studies an integral part of the strategic policy planning and implementation processes
- On the Program Level:
  - Include plans for evaluation and impact assessments in the design, planning and realization of programmes and other innovation policy measures
- On the Project Level:
  - Include relevant data collections implied by the policy and program level so that the requirements of monitoring, evaluation and impact assessments are fulfilled

## What’s a “good practice” ...

- Programme Design
  - ⇒ *Focus on impact objectives and make these objectives “evaluable”*
  - ⇒ *Include an implementable evaluation strategy*
- Project Selection/Portfolio Creation
  - ⇒ *Ex-ante evaluation scheme*
- Investment follow-up
  - ⇒ *Active monitoring and evaluation of result development and result effects*
  - ⇒ *Validation of (i) program rationale; (ii) design decisions; (iii) portfolio composition*
- Value-adding support activities
  - ⇒ *Evaluation of agency additionality*
- Measurement of investment returns
  - ⇒ *Analysis of programme impacts*

## The Attitude...

*“I’d rather be vaguely right than precisely wrong.”*

(John Maynard Keynes)

## The Current Evaluation Agenda at VINNOVA

- A new vision on the role of evaluations
  - It is a formative forward looking learning process, not a set of loosely coupled descriptive backward looking events
- VINNOVA as an investor in R&D
  - Monitoring and evaluation is an integral part of carrying out RTDI programmes
  - Value-add strategies and additionality is an existential question to a funding agency
- An effort to address systemic evaluations of innovation policies consisting of a portfolio of instruments