

Towards the next generation

Evaluation principles and practices in
support of innovation policy design
and implementation

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**"Making monitoring and evaluation of innovation
programmes a competitiveness tool"**
Brussels, July 5 2005

Supporting the monitoring and evaluation
of innovation programmes
Public Research Enterprise Unit of the
Economic and Social Research Council

Innovation Policy – new directions

- Beyond the “usual suspects” –
> R&D, > manufacturing and
high-tech sectors, > technology.
- Bottom-up approaches.
- Building environments
facilitating technology transfer,
diffusion, adaptation,
implementation – and
“nontechnological” innovation.
- Spanning multiple, traditionally
compartmentalised, areas of
policy (but also rationalisation)
- Putting innovation at the
forefront; Building *capabilities*



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Innovation as Learning

- Acquiring and using knowledge about business processes, environments, and products – including technical knowledge, market and user knowledge, knowledge about knowledge
- Innovation Policies and Programmes to facilitate learning – making knowledge available, enabling better use – building capabilities in individuals, organisations and networks

Innovation Policies and Programmes as Learning

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Policy Learning

- Knowledge of the efficiency and effectiveness of programmes
- - and of unintended effects, of factors that support or impede delivery of objectives
- Various methods:
 - Benchmarking
 - Exchange of experience
 - Monitoring, EVALUATION, Transparency
- Lessons about specific programmes, and more generic learning about policy

Supporting the monitoring and evaluation of innovation programmes

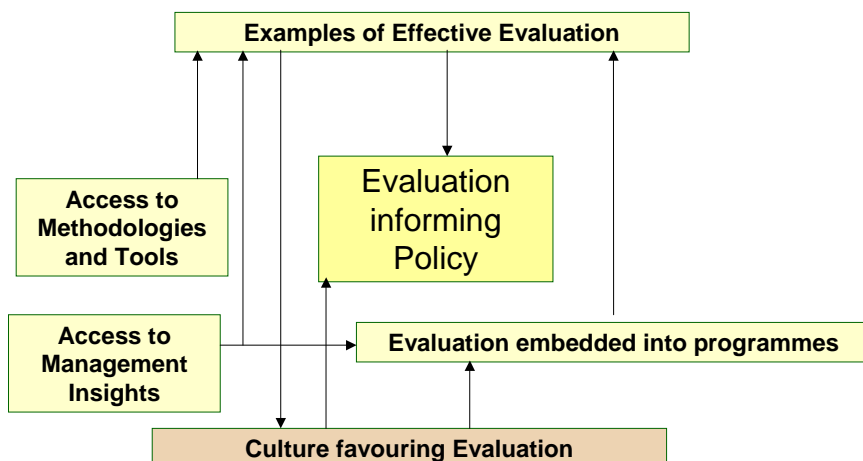
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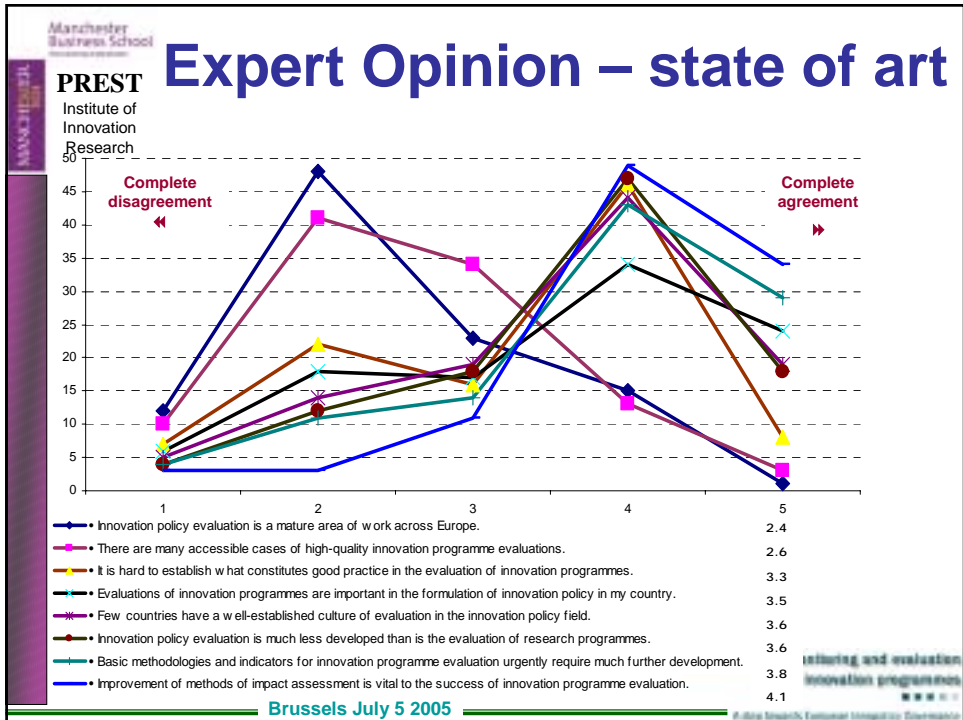
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Evaluation

- ... has a critical role
- Goes beyond audit and accountability, to informing policy and policy mix
- Is always an inexact craft, but becomes more challenging when we move from traditional R&D to wide-ranging innovation programmes
- Issues of assessing **impacts** on organisations and networks, behaviours and capabilities.

What is needed for this?

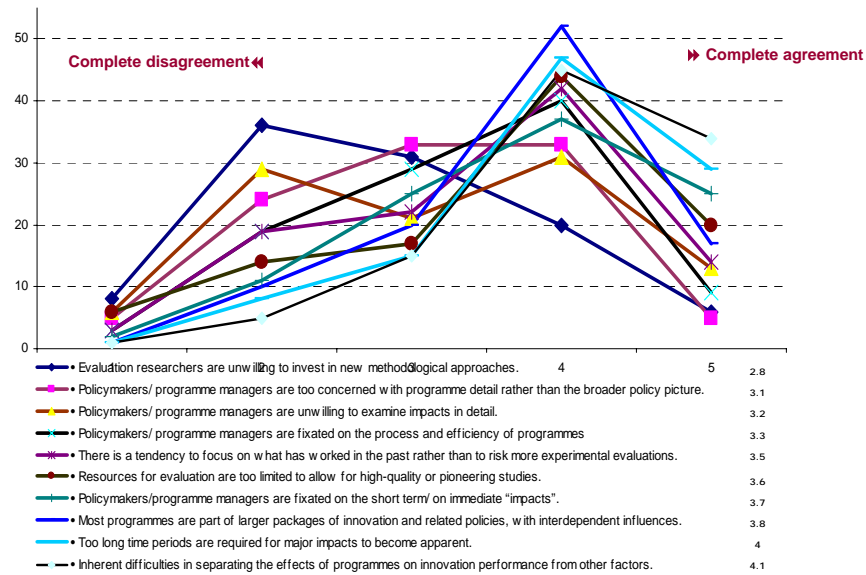




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- # Implications:
- Innovation Programme Evaluation is not yet widely embedded
 - Still an evolving field
 - Good methods and cases essential for building supportive culture (especially impact assessment)
 - But hard to gain access to relevant experience
- Supporting the monitoring and evaluation of innovation programmes
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Expert Opinion - problems

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Implications:

- Agreement about salience of most of the suggested problems, except willingness to experiment
- Major problems are the inherent difficulties of the task (long-term impacts, entanglement of policies and events, etc.)
- Tendency to see lack of resources to develop, fixation on narrow measures (e.g. audit approach)

Messages from Interviews

No Magic Bullet!

- Impact Assessment is vital
- But, given:
 - the diversity of programmes
 - the diversity of impacts
 - the difficulty of measurement (burdens, timeliness, surrogate indicators)
- There is no single method giving a single, simple answer
- Part of the establishment of an evaluation culture is the recognition that evaluation users will need to be sophisticated, informed users.

Towards a Practical Guide

1. Building an Evaluation Culture: Making the case for evaluation of IPs
2. Scoping Specific Evaluations – and the Role of Evaluation
3. Managing the Evaluation Process
4. Choosing and Using Methodologies for Evaluation
5. Reporting on Evaluation Processes and Results
6. Utilisation of the Results of Evaluation
7. Embedding Evaluation for Innovation

- The Guide draws on information generated through the study – interviews, case studies, review of evaluations – and this conference
- Thank you for listening – and contributing!

End of Presentation