

EVALUATIE VAN HET CCV

EVALUATIE VAN HET CENTRUM VOOR CRIMINALITEITSPREVENTIE EN VEILIGHEID 2019-2024

SUMMARY

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Summary

This report presents the evaluation of the CCV (2019-2024). As a demand-driven organization, the CCV achieves most of its goals with effective services in an efficient manner. There is room for improvement by unlocking the full range of products and services, by performing evaluations and by making strategic choices.

In 2004, the Center for Crime Prevention and Safety (the CCV) was established by public and private organizations. The CCV emphasizes the importance of crime prevention. Products and services developed by the CCV are used to increase societal safety in the Netherlands. On July 1, 2024, the CCV celebrated its 20th anniversary. The CCV is now a foundation that helps professionals to make the Netherlands safer. In those twenty years, the organization has grown and developed numerous and various products and services that are available to professionals to contribute to increasing societal safety in the Netherlands.

Evaluation

An important component of the CCV is that the organization receives a subsidy from the Ministry of Justice and Security (JenV) for the execution of a program (in Dutch: 'basisprogrammering'). This subsidy is the subject of this evaluation and covers the period 2019-2024. Over the past 20 years, the subsidy for this program has been evaluated twice, in 2013 and 2019. Now the Research and Data Center (in Dutch: 'Wetenschappelijk Onderzoek- en Datacentrum') is requesting a new evaluation. This fulfills the obligation to evaluate (partially) subsidized organizations on their effectiveness and efficiency every five years. The evaluation should provide insights into how the CCV's contribution leads to added value for society. This includes an examination of the how equipped the CCV is and the extent to which it is sufficient to realize that added value for society and stakeholders. It is also important to see to what extent the CCV has followed up on the recommendations of the 2013 and 2019 evaluations. Finally, the evaluation maps the efficiency of the CCV.

Methodology

This evaluation was conducted during the period from November 2024 up to and including April 2025. The analysis was created with extensive desk research of documents, scientific literature and a benchmark of similar organizations in other countries. In addition, 18 stakeholders were interviewed and initial findings were discussed during a validation session. A survey was also conducted (117 respondents) among users of products and services covered by the subsidy.

Reaching their goals

The CCV generally achieves its goals with its products and services. The target groups of the subsidy are mainly (semi)public organizations, such as municipalities. The survey among users of products and services shows that they are highly satisfied with the quality of service. Users know how to find the CCV in areas of crime prevention and security that are relevant to them. In case of questions, there is often direct contact with CCV advisors who are expert in their field and are equipped to support the users. A point for attention is that not all users are aware of the full range of products and services, though often find them relevant to their organization. The CCV should invest in making the portfolio of products and services more widely available, for example through the website that is already well visited.

The CCV to an extent followed up on the three main recommendations of the 2013 and 2019 evaluations. The following bullets show the extent to which each recommendation from the previous evaluations has been followed up and provides recommendations based on this evaluation.

- The first recommendation of the previous evaluation is to better adhere to the needs of target groups. The CCV followed up on this: by integrating five of the ten regional Platform for Safe Enterprises departments (PVO, which in Dutch stands for: 'Platform Veilig Ondernemen') to the CCV in 2022, the CCV has made a distinction in serving private and public customers. PVO within the CCV primarily serves the private sector and the CCV with the basic program serves the (semi)public sector. In this basic program, the CCV works in a demand-driven way by, for example, organizing open Q&A hours, a help desk, active support for customers and developing new approaches together with the network.
- The second recommendation from the previous evaluation is about monitoring progress and evaluating results. The CCV periodically monitors with JenV the spending of funds on projects, but monitoring and measuring the effectiveness of these projects lags behind. In fact, this is not done structurally and unambiguously. The CCV can raise both the internal and external monitoring and evaluation of projects to a higher level by reflecting internally on efficiency and externally on effectiveness after the end of a project. This makes it easier to make choices on continuing or stopping services and increases the learning capacity of the organization.
- The third recommendation concerns the cooperation between the CCV and JenV. Like the previous evaluations, this cooperation is good, but according to JenV, the CCV has taken on a signaling and innovating role to a lesser extent than expected. The CCV sees a role in supporting JenV in creating policy that works in practice. The new strategic vision can offer opportunities to bring JenV's demand and CCV's role closer together.

Effectiveness

According to stakeholders, the CCV plays an important and unique role in the crime prevention and safety domain through public-private partnerships and translating policy into approaches that work in practice. The organization provides added value by making effective interventions and tools available to professionals that work in practice. The quality of the CCV advisors and the CCV's products and services are appreciated by users.

The CCV has been able to achieve the same products and services with declining real resources and fewer FTEs. The subsidy stayed nominally equal, while labor costs and inflation have actually increased. The declining subsidy forces the CCV and its stakeholders to discuss the different roles the CCV plays in the crime prevention and safety domain and to what extent the subsidy is sufficient to be effective. A decreasing subsidy forces the CCV to make choices. This may mean that some areas of work will be served less intensively or that the range of products and services has to be reduced. While this may promote efficiency, it may also lead to a loss of quality. To compensate for the declining subsidy in the evaluation period, the CCV focused more on project grants, which fund specific themes. Project grants offer flexibility but also bring uncertainty because these funds are not structural resources. Making choices and setting priorities are therefore becoming increasingly important.

Stakeholders indicate that the CCV should focus on core themes and areas of expertise in which it has a proven track record. They feel that the CCV work on too many different activities in the subsidized program, which with a smaller (real) subsidy may force the CCV to choose. An expansion of the subsidy is not mentioned by stakeholders as an option. There are a number of recurring projects with large budgets and a large number of projects with small budgets. The small projects are partly requests from JenV where the CCV as a demand-driven organization meets an important need. Combining small projects can help in reducing start-up and coordination costs. Also, the earlier recommendation to internally and externally monitor and evaluate projects for efficiency and effectiveness can help the CCV stop carrying out projects that are not part of their core themes. Finally, it is essential for the core themes to ensure continuity, especially upon the departure of experienced CCV-advisors. A knowledge system can help

document and transfer knowledge. In addition, a flexible workforce of external advisors can be used at peak times or specific needs, although this brings challenges for knowledge retention.

The quality of the products and services is rated as high by users and there is a positive trend in the quality rating in the evaluation period. Users are satisfied about the way CCV's main products and services are assessed for their impact on crime prevention. The contribution cannot be directly and precisely attributed to CCV's products and services, but in general, a majority of users agree that the products and services contribute to crime prevention at the local level, knowledge about crime prevention in their organizations, and societal safety in their region. Users indicate furthermore that several services are less important to them. This can help the CCV in making choices.

Efficiency

Between 2019 and 2024, the CCV, with fewer real resources, has been able to offer a similar range of products and services leading to similar results. Declining real resources creates financial uncertainty for the CCV and forces the organization to make choices. Combined with the annual character of the subsidy and a limited financial buffer, there is not much room for innovation and entrepreneurship. As a result, it is difficult for the CCV to start long-term projects or develop new services. The focus of the CCV is therefore in part on managing and updating existing products and services. Innovative projects, such as in the areas of organized crime, often require multi-year investments, which is difficult within the current funding structure. The CCV funds innovation mainly through project grants. If innovation is needed within the subsidy, this will have to be accompanied by making choices or by adding resources. Stakeholders do not consider the latter necessary at this time, so the conclusion is that the CCV must make choices.

Modernization of services can yield cost savings. The CCV is demand-driven, which can lead to an ever-increasing supply without critical consideration of obsolete activities. There is room to use resources more efficiently, for example, by offering webinars and online materials more often instead of physical meetings. The CCV can also take a critical look at the ownership and management of the range of websites and determine which ones still offer added value to customers and belong to the CCV's remit.

Synergy within the CCV offers opportunities, especially after the integration of PVO has been completed and the CCV is organized along with key themes. This can be achieved through intensified cooperation between the public and private parts of the CCV due to overlapping needs of the target groups. There is also an opportunity for better cooperation on similar activities within the main themes by, for example, bundling or sharing best practices. Finally, optimization of operations is possible, leading to lower overhead costs. The CCV has already taken steps in this direction by introducing main themes led by team leaders, which increases cooperation and effectiveness.