POLICY EVALUATION: TOOLS TO IMPROVE GOVERNMENT AND/OR TO SHRINK IT?
THE GOAL OF POLICY EVALUATION: TO CHANGE POLICYMAKING

• parties

• interest groups

• public opinion

• FACTS AND EVIDENCE

POLICY EVALUATION: A “LOBBY” FOR FACTS

“Evaluation is itself a political act.” – Carol Weiss
<table>
<thead>
<tr>
<th>Japanese Term</th>
<th>American Term</th>
<th>When Started?</th>
<th>Unit of Focus</th>
<th>Key Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;ex ante evaluation&quot;</td>
<td>policy development regulatory analysis</td>
<td>1930's (public works), 1970's (reg review)</td>
<td>Decision</td>
<td>What decision should we make?</td>
</tr>
<tr>
<td>&quot;comprehensive evaluation&quot;</td>
<td>program evaluation</td>
<td>1960's</td>
<td>Program</td>
<td>Does program work?</td>
</tr>
<tr>
<td>&quot;performance evaluation&quot;</td>
<td>performance management</td>
<td>1990's</td>
<td>Operating organization</td>
<td>How can program work better?</td>
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POLICY DEVELOPMENT

• **ad hoc**: simply part of policy development process (e.g. Clinton health care proposal 1993)

• public works: Rivers and Harbors Act (1936) requires cost-benefit analysis of water projects (such as dams) constructed by the Army Corps of Engineers and the Bureau of Reclamation

• regulatory review:
  
  - agency review: required by many statutes
  
  - central review: starts in 1976, expanded by successive presidents, located in White House
INFLUENCE OF STUDIES IN POLICY DEVELOPMENT

• objectivity?
  
  - public works projects: pro-project bias (exclusion of costs from cost-benefit analyses)
  
  - regulatory review: outsiders, economists, outside veto/negotiations

• influence culture of policymaking

• can be tool for shrinking programs (like evaluation)
EVALUATION

• in areas where programs are controversial (often recent expansion of government role) – poverty, health, education, not Defense Department or Department of Agriculture.
U.S. Department of Agriculture
Office of Budget and Program Analysis

“Office of Budget and Program Analysis provides direction and administration of the Department's budgetary functions; reviews program and legislative proposals for program and budget related implications; analyzes program and resource issues and alternatives; and provides department wide coordination for and participation in the presentation of budget related matters to the committees of Congress, the press and publics. OBPA also provides department wide coordination of the preparation and processing of the legislative program and legislative reports, and department wide coordination and processing of regulations.”

U.S. Department of Health and Human Services
Assistant Secretary for Policy and Evaluation

“The Assistant Secretary for Planning and Evaluation (ASPE) is the principal advisor to the Secretary of the U.S. Department of Health and Human Services on policy development, and is responsible for major activities in policy coordination, legislation development, strategic planning, policy research, evaluation, and economic analysis.”
EVALUATION

• in areas where programs are controversial (often recent expansion of government role) – poverty, health, education, not Defense Department or Department of Agriculture.

• Challenge is objectivity
"Evaluative man...must reduce his commitments to the organizations in which he works, the programs he carries out, and the clientele he serves."

-- Aaron Wildavsky
### Relationship Between Affiliation of Investigator to the Program Evaluated and His Assessment

<table>
<thead>
<tr>
<th>Affiliation</th>
<th>Success (%)</th>
<th>Qualified (%)</th>
<th>Failure (%)</th>
<th>N (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affiliated</td>
<td>58</td>
<td>28</td>
<td>14</td>
<td>36</td>
</tr>
<tr>
<td>Nonaffiliated</td>
<td>14</td>
<td>57</td>
<td>29</td>
<td>42</td>
</tr>
</tbody>
</table>

EVALUATION

• in areas where programs are **controversial**

• **Challenge is objectivity**

• Independent status within agency and professional norms are tools for objectivity

• Role of Government Accountability Office (GAO) for management evaluations

• Significant use of outsiders, even if funded by government

• View of some: evaluation a way to counteract tendency of established programs to become entrenched

• Evaluations most influential where leaders want to change existing programs
INFLUENCE OF EVALUATION ON POLICYMAKING

• Partisan evaluations (“Evaluations as ammunition”)

• Gradual accumulation of knowledge, rather than individual studies.

  “Much research use involves the gradual assimilation of social science research into decision makers’ understanding of issues”  --Carol Weiss

• John Kingdon: policy stream/political stream/“window of opportunity”
EVALUATION:
OFTEN A TOOL TO SHRINK GOVERNMENT
PERFORMANCE MEASUREMENT

• For all programs, often uncontroversial ones, e.g. police, parks

• Where goal is “accountability,” done by…
  - staff offices inside organization
  - outside evaluators (budget office, Congress)

• Where goal is performance improvement, use line/program organizations, not outside staff
PERFORMANCE MEASUREMENT AS A MANAGEMENT TOOL

- Focus – “What gets measured gets noticed”
- Motivation
- Learning
- Internal Resource Allocation
INFLUENCE OF PERFORMANCE MEASURES

• Crime reduction in New York City

• Increased seat belt use in the U.S.

• Improved emergency room performance in England
PROBLEMS DON’T NECESSARILY MEAN DON’T USE PERFORMANCE MEASURES

• Every measure distorts

• Don’t let the perfect be the enemy of the good
Using Perfect Measures

Using Imperfect Measures

Using No Measures
PERFORMANCE MEASUREMENT: OFTEN A TOOL TO IMPROVE GOVERNMENT
PROGRAM ASSESSMENT RATING TOOL (PART) – LINKING PERFORMANCE MEASUREMENT/EVALUATION AND BUDGET

• Introduced by Bush administration (pilot 2002, expanded 2003) -- part of “President’s Management Agenda”

• Run by Office of Management and Budget

• about 800 programs subject to PART reviews to date -- 80% of programs of the federal government (most others will be done shortly)

• rating categories: effective, moderately effective, adequate, results not demonstrated, ineffective
FEATURES OF PART

• Mixes performance measurement and budgeting – performance measures used as budget tool

• Rhetoric is “cut programs that don’t work.” From a substantive perspective, relationship between program results and budgets not obvious

• Mostly performance measures – preference for outcome measures

• Requirements to submit evaluations – strong preference for evaluations performed by outside organizations, but will sometimes allow evaluations from independent organizations within the agency (e.g. evaluation office)

• Evidence is that good PART scores leads to increased budgets
“One cannot escape the conclusion that the scores are correlated with proposed budget increases.”

COMMUNICATION WITH THE PUBLIC: EXPECTMORE.GOV

http://www.whitehouse.gov/omb/expectmore/

ExpectMore.gov
EXPECT FEDERAL PROGRAMS TO PERFORM WELL, AND BETTER EVERY YEAR.

The Federal Government is working to ensure its programs perform well. Here we provide you information about where we're successful and where we fall short, and in both situations, what we're doing to improve our performance next year.

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- Show me the programs that are performing
- Show me the programs that are not performing
- Show me the programs by NAME
- Show me the programs by KEYWORD
- Show me the programs by TOPIC

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LESSONS FOR JAPAN

• Policy evaluation part of cultural change in Japanese policymaking style
  - fiscal problems
  - questioning of government programs (regulations/public works/postal privatization)
  - “lobby for facts”

• May play biggest role where tied to political efforts to reduce/eliminate programs – “shrink government”

• Sensitivity to net benefits (cost-benefit analysis) rather than distributional considerations
  - public works
  - agriculture
  - trade policy
LESSONS FOR JAPAN (CONTINUED)

• Generally hard to imagine that evaluations will be sufficiently objective unless more independent
  - within ministries (independent units)
  - outside approval of analyses
  - outside infrastructure (universities/think tanks/contractors)

• Performance measurement may be less resource-intensive, more acceptable, more feasible for most ministries – “improve government”
ROLE FOR SOUMUSHO

• develop tools for performance measurement and best practices for use of performance measurement as a performance improvement tool
Re: GET RESULTS THROUGH PERFORMANCE MANAGEMENT

To: New Government Executives

From: Executive Session on Public Sector Performance Management,
Harvard University, Kennedy School of Government

Sponsored by the Smith Richardson Foundation, Inc. and the Visions of Governance in the 21st Century Project

http://www.innovations.harvard.edu/showdoc.html?id=7100
Shelley Metzenbaum

“Performance Accountability: The Five Building Blocks and Six Essential Practices”

http://www.businessofgovernment.org/pdfs/MetzenbaumReport2.pdf
ROLE FOR SOUMUSHO

• develop tools for performance measurement and best practices for use of performance measurement as a performance improvement tool

• support development of methods/techniques/capacity for evaluation studies at universities

• submit material (summarized?) to Zaimusho
Thank you.