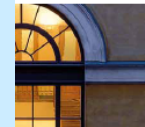




Evaluation Policy in the Environmental Community: Case Finland

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Politiikkatoimien vaikuttavuus-
arvioinnin kehittäminen

– Kuinka parantaa tiedonkäyttöä poliittisessa päätöksenteossa



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

October 7, 2009

M-10-01

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

FROM: Peter R. Orszag
Director

SUBJECT: Increased Emphasis on Program Evaluations

Rigorous, independent program evaluations can be a key resource in determining whether government programs are achieving their intended outcomes as well as possible and at the lowest possible cost. Evaluations can help policymakers and agency managers strengthen the design and operation of programs. Ultimately, evaluations can help the Administration determine how to spend taxpayer dollars effectively and efficiently – investing more in what works and less in what does not.

Although the Federal government has long invested in evaluations, many important programs have never been formally evaluated – and the evaluations that have been done have not sufficiently shaped Federal budget priorities or agency management practices. Many agencies lack an office of evaluation with the stature and staffing to support an ambitious, strategic, and relevant research agenda. As a consequence, some programs have persisted year after year without adequate evidence that they work. In some cases, evaluation dollars have flowed into studies of insufficient rigor or policy significance. And Federal programs have rarely evaluated multiple approaches to the same problem with the goal of identifying which ones are most effective.

To address these issues and strengthen program evaluation, OMB will launch the following government-wide efforts as part of the Fiscal Year 2011 Budget process:

- **On-line information about existing evaluations.** OMB will work with agencies to make information readily available online about all Federal evaluations focused on program impacts that are planned or already underway.
- **Inter-agency working group.** Together with the Domestic Policy Council, National Economic Council and the Council of Economic Advisors, OMB will establish a new inter-agency working group to promote stronger evaluation across the Federal government.
- **New, voluntary evaluation initiative.** As part of the Fiscal Year 2011 Budget process, OMB will allocate a limited amount of funding for agencies which, on a voluntary basis:

What is evaluation policy?

“An evaluation policy is any rule or principle that a group or organization uses to guide its decisions and actions when doing evaluation.” (Trochim 2009)

Elements:

- ✓ Evaluation goals policies
- ✓ Evaluation participation policies
- ✓ Evaluation capacity building policies
- ✓ Evaluation management policies
- ✓ Evaluation roles policies
- ✓ Evaluation process and methods policies
- ✓ Evaluation use policies
- ✓ Evaluation of evaluation (meta-evaluation) policies (Trochim 2009)

How are important concerns formed and addressed in contemporary societies?

- **Multi-level governance:**

"The multi-level governance concept thus contained both vertical and horizontal dimensions. 'Multi-level' referred to the increasing interdependence of governments operating at different levels, while 'governance' signaled the growing interdependence between governments and non-governmental actors at various territorial levels." (Bache and Flinders 2004)

Evaluation policy in the Environmental Community should be based on multi-level governance

- *“An evaluation policy is any rule or principle that a group or organization uses to guide its decisions and actions when doing evaluation.” (Trochim 2009)*
- Multi-level governance recognizing both vertical and horizontal networks when forming and implementing policies and programs, but also in evaluation.
- But, this is general: is there anything special about the environmental issues, policies and programs or the environmental evaluation community?



PRIME MINISTER'S OFFICE



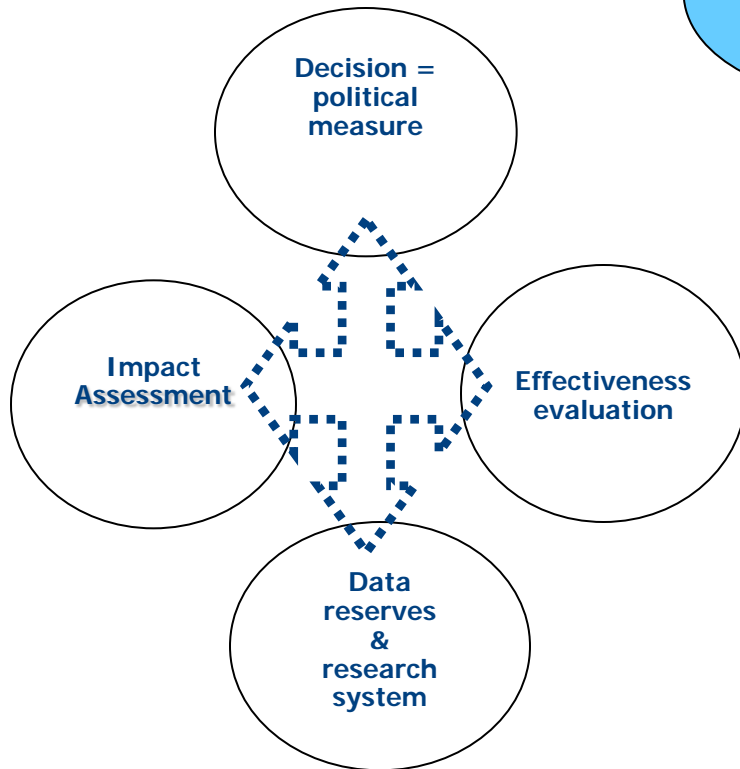
Working group on: Developing the Effectiveness Evaluation of Policy Measures



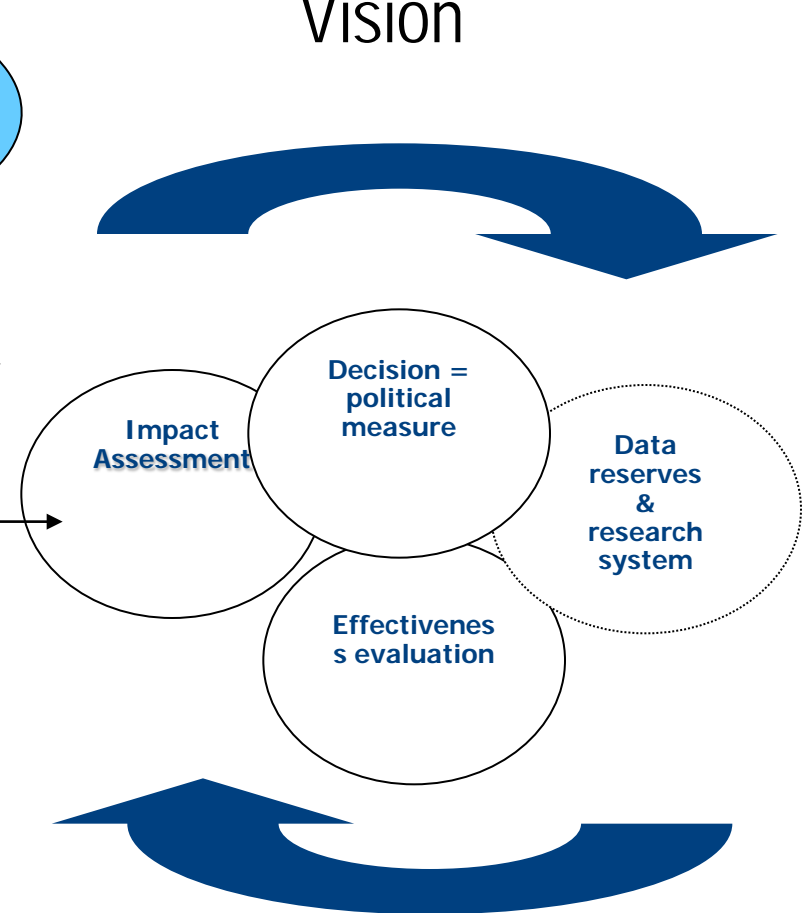
"Evidence based policy-making"

Vision: from disconnectedness to an integrated model

Present state



Vision





“Evidence based policy-making”

Vision: from disconnectedness to an integrated model

Challenges:

■ Supply:

- The focus of applied research
- The availability, ability and motivation of researchers and evaluators

■ Demand:

- Information gets “lost” (one department does not know what another has produced)
- Information is used tactically, without transparency
- Lack of motivation by policy makers and high officials to obtain new knowledge

→ Change of: responsibilities, processes, institutions and resources

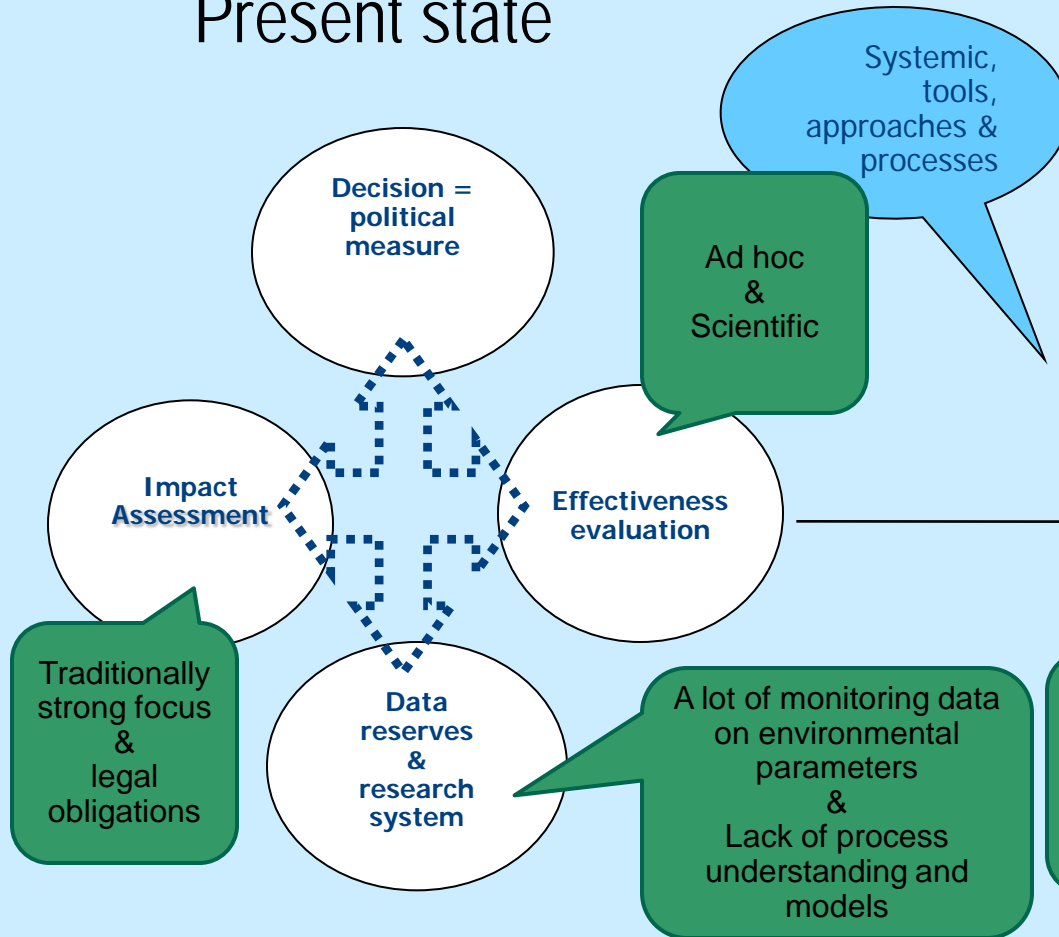
→ **A new culture** characterized by more interactions and increased transparency and knowledge sharing

"Evidence based policy-making"

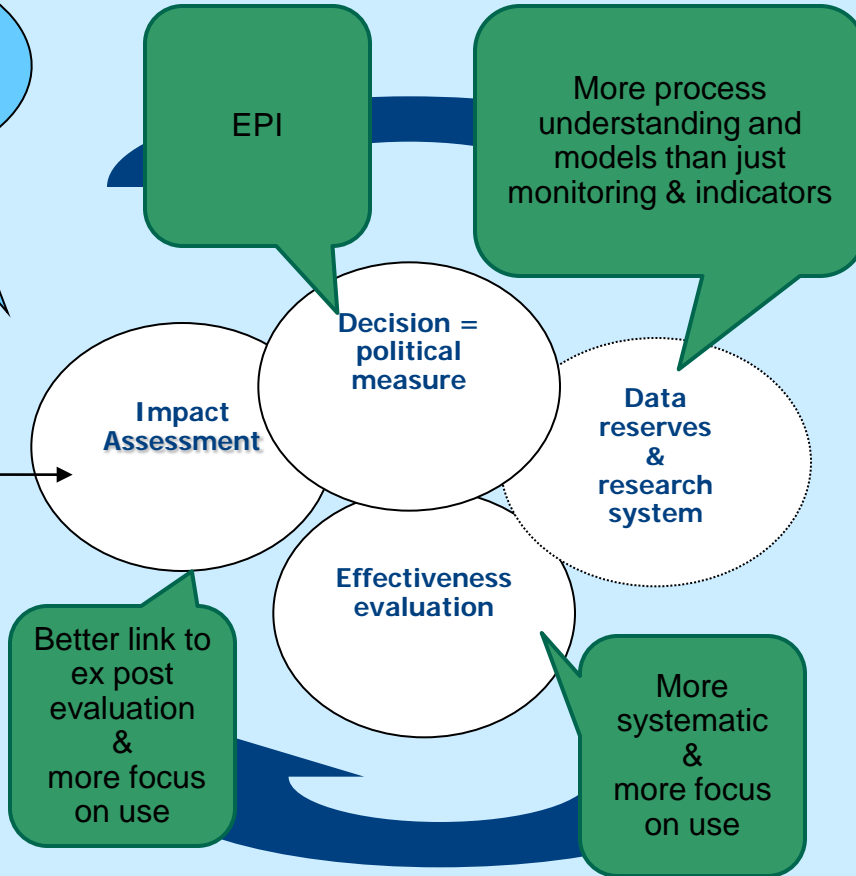
Vision: from disconnectedness to an integrated model

From the environmental perspective

Present state



Vision





Pilot projects

Strong links to environmental issue

Policy measure	Focus	Ministry	Contact person	Comment
Rural Policy Program		MMM	Mikko Peltonen <u>Eero Pehkonen</u> Virva Terno	
Renewal of waste legislation	"Liability and organization of the transports of municipal waste"	YM = Ministry of the Environment	<u>Jussi Kauppila</u> Riitta Levinen Olli Rahnasto	
Gender equality program or The Equal Pay Program		STM	<u>Annamari Asikainen</u> Outi Viljamaa-Tervonen Tarja Heinilä-Hannikainen	
The decree on welfare clinic services, school health services, and student health services		STM	Marjaana Pelkonen Maire Kolimaa	
Prolonging working lives	From the perspective of the Economic Council	VNK	<u>Pekka Sinko</u> Jukka Pekkarinen	

Links to the discussion about a green economy

My view on Evaluation Policy in the Environmental Community – Need & Process

- Those environmental organizations, such as the Finnish Ministry of the Environment, that do not yet have an evaluation policy should develop one.
- In addition the environmental community should get more involved in the development of “general” evaluation policies (e.g. that of the US federal government or the Finnish state).
- Both processes would benefit from a deeper discussion about Evaluation Policy in the Environmental Community

My view on Evaluation Policy in the Environmental Community – Content

- Evaluation policy that put les focus on data, measurement and indicators
- Evaluation policy that enhance understanding (and modeling) of context specific processes
- Evaluation policy with utilization as a starting point
- Evaluation policy that support capacity building in organizations as well as across them (e.g. EEN)