

Symposium on International Experience with Monitoring and Evaluation (M&E) in Government

September 18, 2015, Hyderabad



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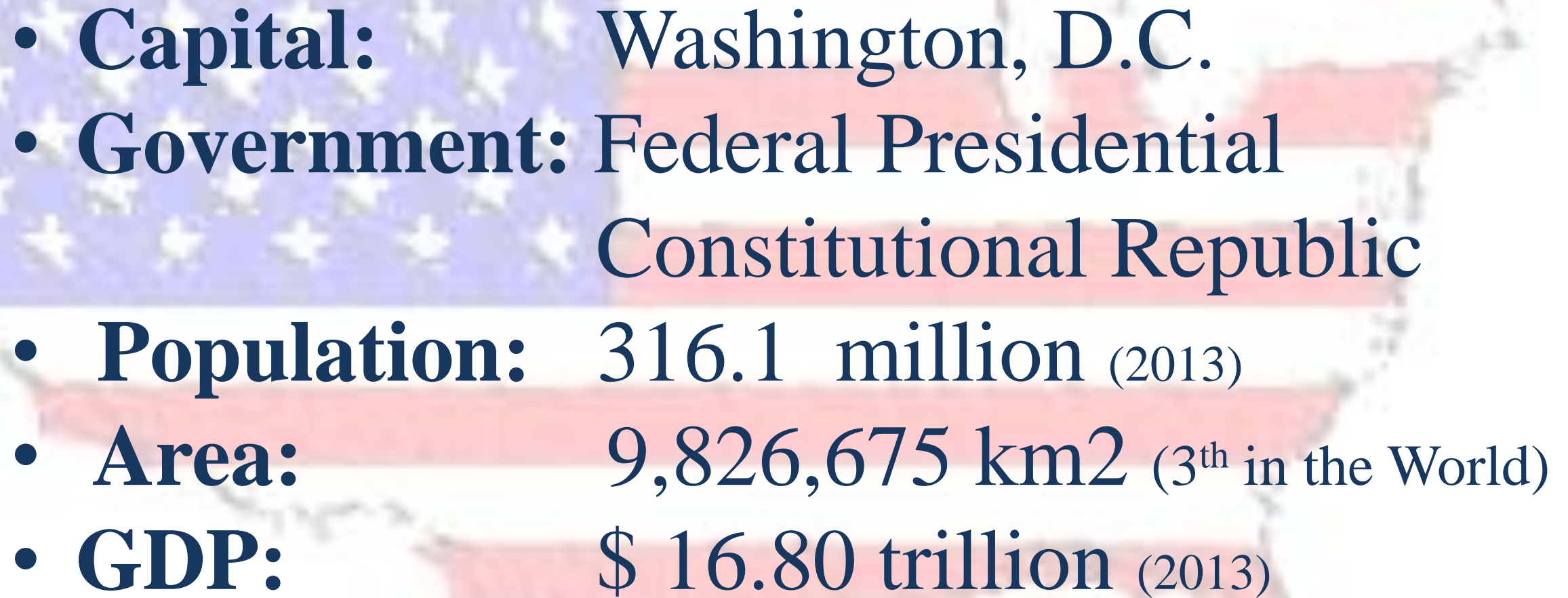
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UNITED STATES OF
AMERICA

Presentation Outline

- 1. Brief Description of USA**
- 2. The M&E System**
- 3. Similarities with Indian M&E System**
- 4. Dissimilarities with Indian M&E System**
- 5. Lessons for India**

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- **Capital:** Washington, D.C.
 - **Government:** Federal Presidential Constitutional Republic
 - **Population:** 316.1 million (2013)
 - **Area:** 9,826,675 km² (3th in the World)
 - **GDP:** \$ 16.80 trillion (2013)

1. Brief Description of the country

- Based on a written constitution and the principal of Federalism
- Separate branches of government with independent powers and areas of influences exercise a system of checks and balances.
- The USA federal government does not have all the powers, as States have powers reserved to them.
- The federal, the states and the local governments face the challenges of delivery and performance.

2. The M&E System in United States

- One of the most evolved and developed systems
 - Activities planned well in advance by setting goals, measuring results and reporting the progress to government.
 - Government Accountability Office (GAO) was established as early as 1921 to review public policy.
- The system is founded on the Government Performance Results Act (GPRA) 1993
- Revisited in 2010 - the Government Performance Results Management Modernization Act (GPRMMA 2010) by the President
 - Made mandatory of publishing strategy and performance plan on website
 - Scope for adoption of best practices from state, local and international experiences.

2. The M&E System in United States (Conti.)

- Performance assessment tools (such as PART, HPPG), are being used to improve project management and enhance performance of government/agencies.
- Main oversight agency is the Office of the Management and Budget (OMB) with the Chief Performance Officer leading the review.
 - develop long-term “federal government priority goals” (FGPGs)
- The Performance Improvement Council (PIC) at the OMB is responsible for monitoring performance.

2. The M&E System in United States

- Quarterly reviews for FGPGs, is conducted each fiscal year
- The Government Accounting Standards Board (GASB) is funded and monitored by the Financial Accounting Foundation (FAF), an organization which is responsible to create accounting reporting standards or generally accepted accounting principles (GAAP).
- Cross agency priority goals address challenges of tackling horizontal problems across vertical organizational silos

2. The M&E System in United States

- 15 cross agency priority goals announced in the 2015 budget .
 - Including 7 missions and 8 management focused goals under a four year time horizon.
- State viewed as laboratories within the federal framework.
- The US national government has influenced State performance management practices indirectly through 2 sources:
 - Adoption of management approach of GPRA provided framework
 - Via inter-governmental revenue sharing

3. Similarities with Indian M&E System

- **1. Presence of an Institutional Mechanism:**

- In India, Performance Management Division (PMD) in the Cabinet Secretariat in January 2009
- In USA, the OMB located at the President's office

- **2. Fixing Accountability:**

- USA, Performance Improvement Officer (PIO)
- In India, RFD coordinator who coordinates but not accountable

- **3. Establishing a Culture of Transparency:**

- In USA GPRAMA 2010 makes it mandatory to publish reports on websites.
- In India, RFDs are published online

3. Similarities with Indian M&E System

• 4. Using Performance Data in Decision-making:

- In USA, no clear evidence of performance data usage
- In India, data ineffectively used for improving decision making

• 5. Peer Learning:

- In USA practice of knowledge sharing greatly encouraged
- In India, Community of Practice (COP) established for enhancing peer learning

• 6. No Punitive Action or Remuneration:

- In USA, no overt punitive action for shortfall in achievement neither any remuneration
- In India, no punitive action for non-performance
- No financial/non-financial incentives for performing organizations

3. Dissimilarities with Indian M&E System

- **1. Legal Framework**

- US has a legal framework for PMS
- In India, no legislative support for PMES

- **2. Alignment of GPM with National Priorities:**

- In USA, alignment of GPM with national priority – four year Strategic Plans (ASPs) and Performance Plans
- In India, alignments not so transparent

- **3. Alignment of GPM to Budgets:**

- In USA, clear alignment of plans with budgeting process
- In India budgetary adequacy uncertainty viz GPM.

3. Dissimilarities with Indian M&E System (Contd..)

- **4. Planning Period:**

- In USA, Strategic plans developed for four years, reviewed quarterly
- In India, Long Term Strategic Plans reviewed half yearly

- **5. Presence of Political Support :**

- In USA, government agencies mandatorily involve members in the congress in Strategic Plan Development
- In India, RFDs are developed and finalized by the Ministry/ agency without involvement of Parliament / State assembly.

5. Lessons for India (Conti...)

- There is need to conduct *Strategic Reviews to assess delivery and enhance performance management*
- Increasingly emphasise need for performance management and results over mere process and compliance
- Politics - important force in the government but timely and unbiased information essential for high level decision making as well as day-to-day management.

5. Lessons for India

- Linking performance measurement via RFDs to the departmental budgeting process is vital for ensuring effective use of resources and making the process objective and transparent.
- Creation of a wide circle of M&E practitioners, COP to share knowledge and experience
- Larger space for innovation and experimentation, with greater degree of flexibility and adoption.
- Engaging parliament and state assemblies in identifying performance and management issues needing attention.

5. Lessons for India

- Effectively use performance management information to rectify the systemic issues
- Train managers and staff to analyze and use data effectively early in the implementation process.
- Need for continuous learning and improvements from other countries and local good practices.
- Enhance citizen's involvement in the process of GPM in India