

Evaluation

Outstanding

Excellent

Good

Average

Fair

Poor

Introduction to Public Policy

Week 10

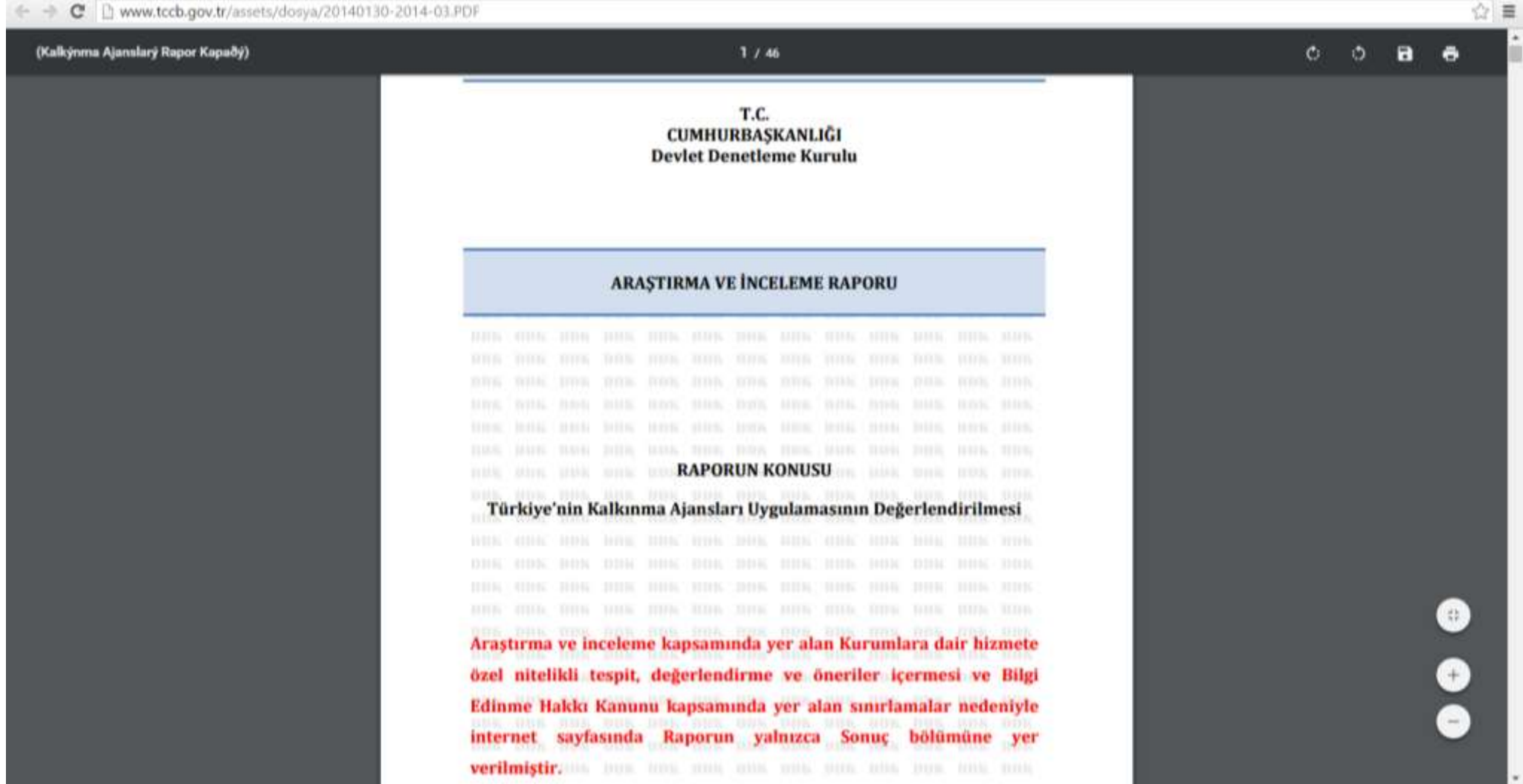
Policy Evaluation

Theodolou & Kofinis, pp. 191-200.

Examples of Evaluation

- **Active Campus Project at Beytepe**
 - Promoting bicycle use in Beytepe Campus by opening bike paths and distributing bikes to students
- **Bedelli Askerlik-Paid Military Service**
 - Paying a certain amount of money to be exempt from full military service
- **Development Agencies**
 - Agencies that provide regional-scale economic development planning & implementation
- **FATİH Project**
 - Using smart boards and tablet computers in primary & secondary education

Development Agencies- Evaluation by the State Control Board



What is Evaluation?

- Reviewing **an implemented policy** to see if it is doing what was planned/intended.
 - Is the implemented policy doing well?
 - How well does the policy achieve its goals?
 - Are the results positive or negative?
 - Do the policies have intended effects or unintended outcomes?
- What policies **work** & what policies are **not work**, and **why**?

History of Evaluation

- Evaluation is **not new**
- Governments always assess the effectiveness & efficiency of their programs
 - The **Roman Empire** was evaluating its tax policies
 - Modern implementation studies in the US began in 1960s

Dimensions of Evaluation

Effectiveness

- Is the program doing the **right thing**?

Efficiency

- Is the program **doing the things right**?
 - Such as using minimum input to produce maximum output?

Usefulness of Evaluation

- Increases **accountability** by **empirical measurement**
- Provides **accurate information** for key policy decisions
- Integrates **time & budget constraints** & **ethical considerations** in policy decisions
- Identifies intended & unintended, positive & negative **results**

Types of Evaluation

1. Process Evaluation

- How a program or policy is being delivered to target populations?
- How is a policy being managed or run by administrators?
- Any problems & solution proposals?
- Any alternative implementation plans?

2. Outcome Evaluation

3. Impact Evaluation

4. Cost-Benefit Analysis

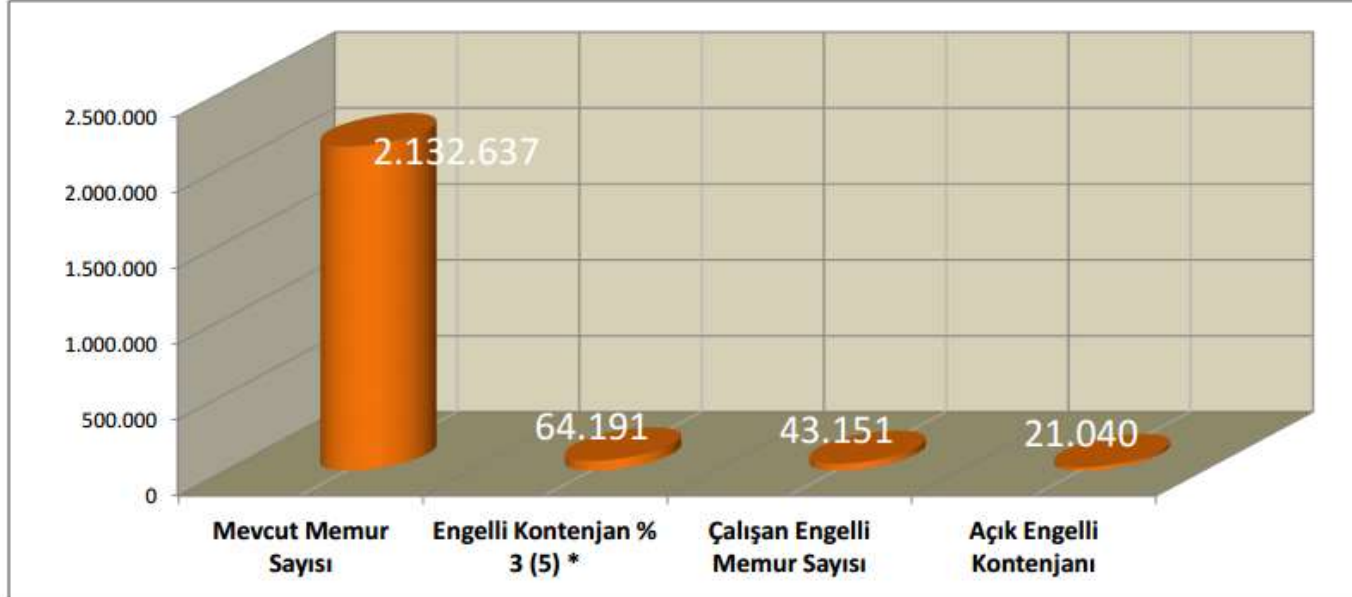
Process Evaluation Example:

Increasing Disabled Employees in the Public Sector (3% Quota)

Mayıs 2016

Kamu Kurum ve Kuruluşlarında İstihdam Edilen Engelli Memurlara İlişkin Genel Dağılım

	Sayı
Mevcut Memur Sayısı	2.132.637
Engelli Kontenjan % 3 (5) *	64.191
Çalışan Engelli Memur Sayısı	43.151
Açık Engelli Kontenjanı	21.040



* 657 Sayılı DMK' na göre engelli memur istihdam yükümlülüğü Kamu Kurumlarının Yurtdışı Teşkilatı hariç Dolu Memur kadrolarının % 3 ü kadardır.

Types of Evaluation

1. Process Evaluation

2. Outcome Evaluation

- The degree to which a policy is achieving its intended objectives/results
- Concerned with outputs, as opposed to legislative intent

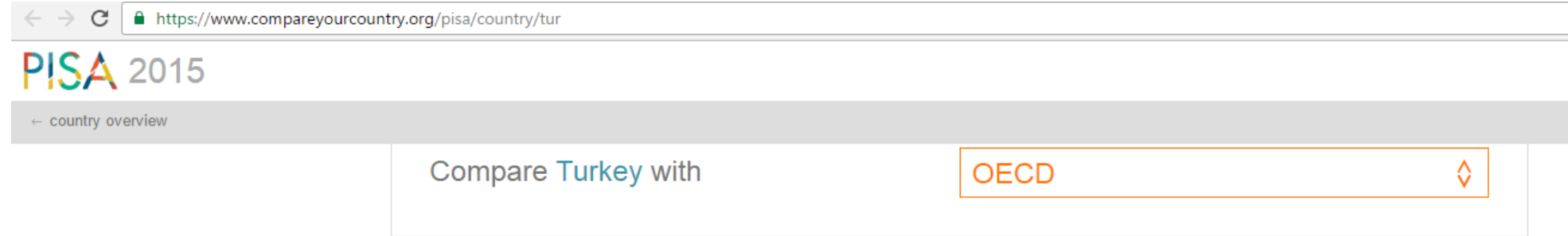
3. Impact Evaluation

4. Cost-Benefit Analysis

Outcome Evaluation Example:

OECD PISA Test Scores, 2015

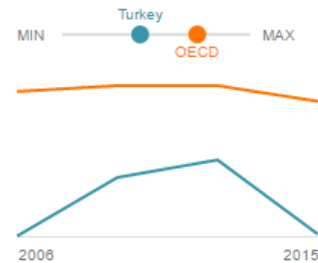
<https://www.oecd.org/pisa/>, December 26, 2016



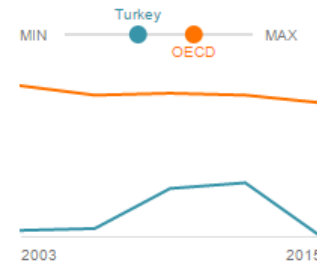
Average performance

The headline indicator for the three subject areas: science, mathematics and reading. Average performance refers to all 15-year-old students in a country/economy regardless of the school type and grade attended. Small differences between countries and over time may be statistically insignificant.

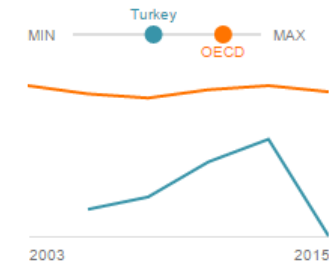
Science



Mathematics



Reading



Types of Evaluation

1. Process Evaluation

2. Outcome Evaluation

3. Impact Evaluation

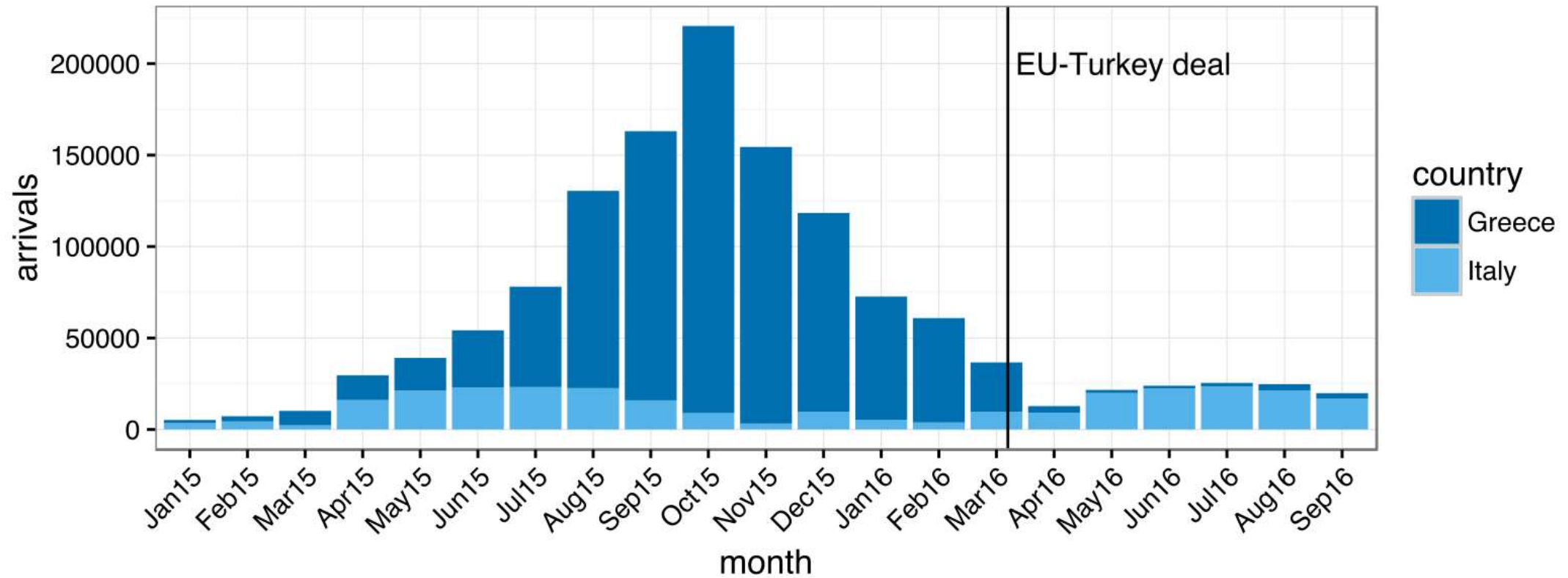
- Whether a policy has an impact on the intended target population
- What is the impact of the program on the original policy problem

4. Cost-Benefit Analysis

Impact Evaluation Example:

Impact of EU-Turkey Refugee Agreement

<http://reliefweb.int/sites/reliefweb.int/files/resources/MonthlyTrendsofNationalities-ArrivalstoGreeceItalyandSpain-31December2015.pdf>, December 26, 2016



Types of Evaluation

1. Process Evaluation
2. Outcome Evaluation
3. Impact Evaluation

4. Cost-Benefit Analysis

- Calculation of the **net balance** of the benefits & costs of policy
- How to **identify** & put numbers to (**quantify**) costs & benefits?
 - What if the costs and benefits **emerge years later**, such as in education & environment policies?
 - How to quantify **human life** or quality of life?

Cost Benefit Analysis Example: Should we construct new highways?

		Quantity	Price or Value	Total
Cost	Asphalt	1 million		
	Labor	1 million hours		
	Maintenance	\$10 million/year		
	Total			
Benefits	Driving time speed	500,000 hours		
	Lives saved	5 lives		
	First-year benefit:			
	Total benefit over time:			
	Benefit over time minus cost over time:			

The project requires several inputs – materials, labor, and maintenance over time.

And it produces two main benefits – reduced commuting time and fewer fatalities.

Stages of Evaluation

1. Planning

- Gaining familiarity with the program
 - History of the program, its relation with the other programs, target & non-target populations, major stakeholders...
- Deciding on the focus of the evaluation
 - Outputs, impacts, costs & benefits, delivery process?
- Develop evaluation measures
 - Costs and benefits of the policy in US\$, Euros or Turkish Liras?
 - Is there a **legislative mandate**: Does the law specify measures?

2. Data Gathering

3. Dissemination of Evaluation Findings

Stages of Evaluation

1. Planning

2. Data Gathering

- General data about the program
 - Delivery of the program, number of clients...
- Data about the objectives
 - Intended & unintended outcomes
 - Whether to use quantitative or qualitative methods?
 - How to collect (surveys, interviews...) & analyze (statistics, models...) data?

3. Dissemination of Evaluation Findings

Stages of Evaluation

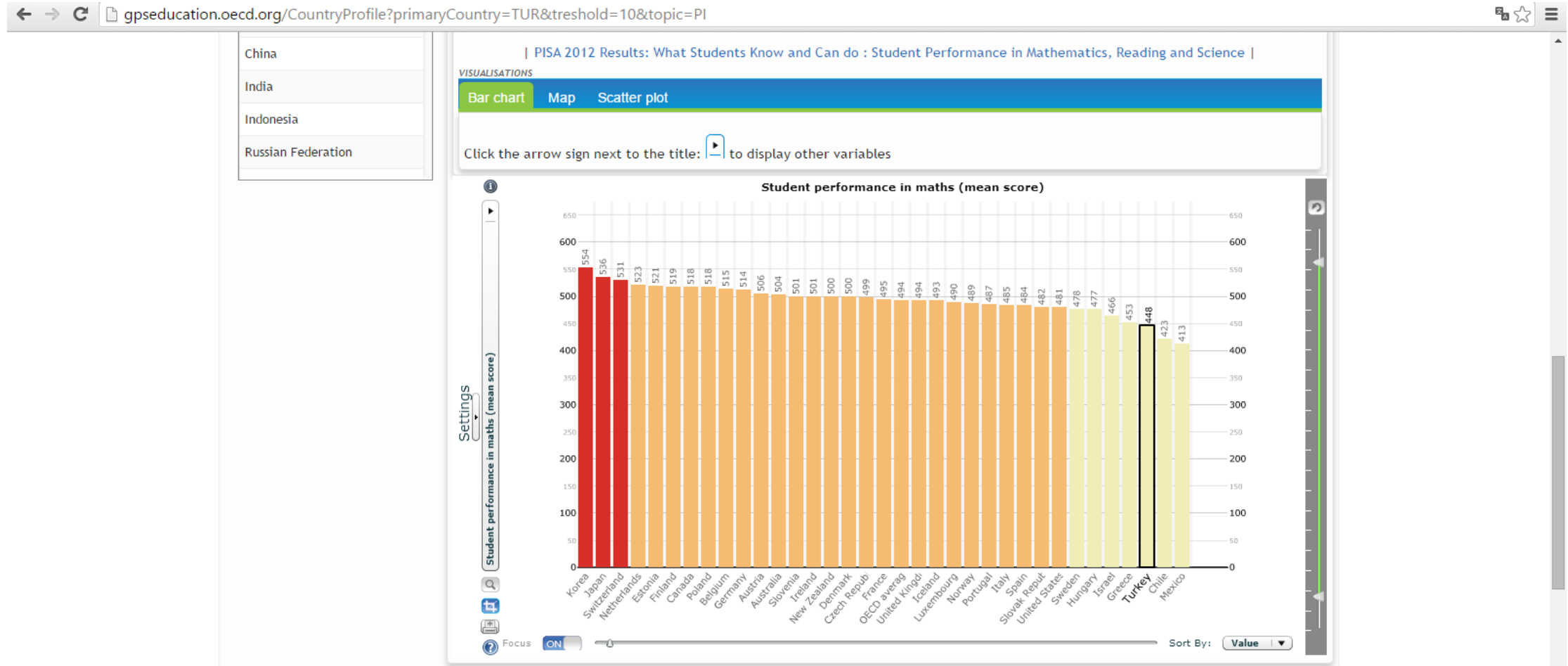
1. Planning

2. Data Gathering

3. Dissemination of Evaluation Findings

- Presenting timely, accurate & complete findings
- Findings should include policy recommendations for policy continuation, change or termination
- Objectivity: Can/should the client affect/manipulate findings?
- Sending findings to clients, target groups, stakeholders, the general public?

OECD Comparative Evaluation of PISA Math Scores



Who Evaluates: Internal Vs. External Evaluators

- Internal Evaluators

(+) Familiar with the program, organizations, actors & the target population

(+) Saves time in planning evaluation

(-) Too close to the organization to be able to objectively identify problems

(-) They find it hard to place blame, or recommend major changes or policy termination

Who Evaluates: Internal Vs. External Evaluators

- External Evaluators

(+) No internal connection/ties to the organization under evaluation, therefore provide more objective/impartial evaluation

(+) Especially useful when **controversial policies** are being assessed

- Example: Evaluation of police departments in the US

(+) They are usually professional consultants, who are experienced experts in research methods & skills

(-) Higher costs in time, money & organizational politics

(-) May wish to please clients to secure future jobs

(-) May face resistance from the organization & its environment

General Laws of Evaluation from James Q. Wilson 😊

Law 1:

- All policy interventions in social problems produce the intended effect- if research is done by policy implementors or their friends

Law 2:

- No policy intervention in social problems produces the intended effects- if research is done by independent third parties, especially those sceptical of the policy.

Who Evaluates: Actors

- In the US
 - Congressional Budget Office (for the Parliament)
 - General Accounting Office (for the President)
- In Turkey
 - Court of Accounts (Sayıştay, for the Parliament)
 - State Control Board (Devlet Denetleme Kurulu, for the President)

Problems: Obstacles that Face Evaluators

1. Unclear Goals

- Objectives/goals of policies may not be specific/clear

2. Measurement Problems

- Even clear goals that can not be measured create problems

3. Side Effects from Other Policies

- Are the outside factors seriously affecting the policy?

Problems: Obstacles that Face Evaluators

4. Unavailable Data

- Even when data is available, it may not be in the right format.

5. Political problems

- Resistance by administrators or other policy actors

6. Insufficient resources

- Do the evaluators have enough resources?

Problems: Obstacles that Face Evaluators

7. Validity Problems

- Internal Validity
 - Does evaluation measure what it intends to measure?
- External Validity
 - Can the findings be generalized and replicated?
- Programmatic Validity
 - Does evaluation produce useful information for program officers?
 - Is evaluation design acceptable for all audiences?