

INTERNATIONAL UNIVERSITY OF JAPAN
Graduate School of International Relations

Academic Year: 2016/2017

Term: Winter

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| Course | Course code ADC5013 | Course title Policy Evaluation & Management | |
| Name of Instructor | Jun Arakawa | | Credit Number: 2 |
| Instructor's contact Information | Office# - | Office Hours - | E-mail: arakawa525jun@gmail.com |
| Class Schedule Day / Time | Saturday / 08:50-10:20, 10:30-12:00 | | |

Course Description:

The "Policy Evaluation & Management" is an introductory course of public policy evaluation in the context of public management. In the course, basic theories of policy evaluation will be discussed within the framework of public management. Also in the course, various policy evaluation practices as well as major practical evaluation methodologies will be discussed.

Learning Objectives:

The major objective of the course is to learn basic theories and practices of public policy evaluation and management both at national and local levels of governments, including their challenges. Student will gain basic but quite practical knowledge and skills of policy evaluation.

Career Relevance:

Policy evaluation is one of the core elements of public management of government, and now is implemented in many countries regardless of their development stages, and of levels of government (national, regional, or local). Basic knowledge and skills for policy evaluation is now a "building block" for government officials (and even for private and non-profit sector persons who are providing public services) all over the world. With your practical knowledge of policy evaluation, you could better design and implement programs/projects and improve their qualities for which you are responsible. In addition, to have practical knowledge and skills of policy evaluation is one of the major prerequisites for the executives of governments.

Course Context or Rationalization:

Again, since policy evaluation is one of the core elements of public management, and both policy evaluation and policy management are practically integral factors of the government operation, the course is closely related to all other major courses at PMPP/IDP/IRP.

Delivery Methods:

1) Lectures, 2) student presentations, 3) discussion, and 4) workshop(s) (practical exercise(s))

<2) Student presentations>

In most of weeks, volunteer student(s) will be asked to make **brief presentations (around 15 minutes) on reading assignments** for the weeks in which major discussion points of the materials should be briefly and appropriately summarized. Quick Q&A sessions could follow those presentations. Volunteers will be nominated in the previous week. By the end of the term, all students will be expected to make the presentation at least once.

<4) Workshop(s)>

Practical exercises of policy evaluation will be conducted once or twice during the course. These are to obtain practical skills for implementation of policy evaluation in the real world. Exercise themes are chosen from major policy evaluation categories such as performance measurement or project evaluation.

Assessment:

Student performance will be assessed by: 1) term paper, 2) course attendance, 3) participation into course discussion, and 4) student presentations. The most important element, however, is "1) term paper." Other 3 elements will rather be functioning as "adjusting" ones.

Firstly, your term paper will be assessed and graded without any adjustment. Then, remaining 3 elements will be taken into account, and your grade (for your term paper) could be adjusted based on the following criteria to get the final grade:

- Course attendance (only "downward" up to 2 grades)
- Participation into course discussion (only "upward" up to 2 grades)
- Student presentations (either "upward" or "downward" up to 2 grade)

For your information, term paper will be only one paper (final term paper) at the end of the term (= No mid-term paper). The paper will be assigned around 4 weeks before due date, so that you could have enough time for your preparation. Generally, due date is set at just several days after the final classes of "Week 10."

Prerequisite:

None (The course is rather introductory one, so student with no academic and/or practical experience on policy evaluation will also be very much welcomed.)

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| Textbook(s) | <p>Required textbooks: None</p> <p>Non required textbooks:</p> <p>4 books listed below are globally well-known textbooks in this field, so it is strongly recommended that you read and use them both in your study here and practice after IUJ. In the course, however, no single textbook is closely followed. Instead, various books including them, other textbooks, articles, government documents, and others are used.</p> <p>- Harry P. Hatry, <u>Performance Measurement</u>, Urban Institute Press, 2nd Edition, 2007</p> <p>- Peter H. Rossi, Mark W. Lipsey, Howard E. Freeman, <u>Evaluation</u>, 7th edition, SAGE, 2004</p> <p>- Joseph S. Wholey, Harry P. Hatry, Kathryn E. Newcomer, eds. <u>Handbook of Practical Program Evaluation</u>, 3rd edition, Jossey-Bass, 2010</p> <p>- The HM Treasury, <u>The Green Book, Appraisal and Evaluation in Central Government</u>, London: TSO, 2003 (available on web) http://www.hm-treasury.gov.uk/d/green_book_complete.pdf</p> <p>Reference books/Journal Articles:</p> <p>See explanation above.</p> |
| Class Outline | <p>Basic week planning is shown below, though it might be subject to change with notice:</p> <p>1. (Week 1-1: January 7) Introduction / Public management and policy evaluation After the course overview, basic theories of public management and policy management are discussed.</p> <p>2. (Week 1-2: January 7) What is policy evaluation? Definitions, purposes, theories, categories, criteria, actors, uses and incentives of policy evaluation are discussed.</p> <p>3. (Week 2-1: January 14) "Logic Model" (1) Purposes, types, and uses of "logic model," a foundation for every kind of policy evaluation, are discussed.</p> |

4. (Week 2-2: January 14) "Logic Model" (2)

Examples of "Logic Model" practically formulated and used by various governments are discussed, with some formulating methodologies and techniques.

January 21: No classes (Due to the instructor's another assignment)

5. (Week 3-1: January 28) Category of evaluation (1): Performance measurement

Definition, system, and usage of "performance measurement" are discussed as one of major evaluation categories.

6. (Week 3-2: January 28) Evaluation practices (1): Performance measurement

Practices in the U.S. (federal & state), Canada (federal), and others are discussed.

7. (Week 4-1: February 4) Category of evaluation (2): Project evaluation (CBA, RIA)

Definition, system, and usage of "project evaluation," in particular, "Cost-Benefit Analysis (CBA)," and "Regulatory Impact Analysis (RIA)" are discussed as one of major categories.

8. (Week 4-2: February 4) Evaluation practices (2): Project evaluation (CBA, RIA)

Practices in the U.S. (federal), U.K. (national), and others are discussed.

9. (Week 5-1: February 11) Workshop (1)-1

10. (Week 5-2: February 11) Workshop (1)-2

Practical exercises of "logic model" development and performance measures setting are implemented.

11. (Week 6-1: February 18) Category of evaluation (3): Program evaluation

Definition, system, and usage of "program evaluation" are discussed as one of major categories.

12. (Week 6-2: February 18) Evaluation practices (3): Program evaluation

Practices in the U.S. (federal), Canada and others are discussed.

13. (Week 7-1: February 25) ODA evaluation (1)

14. (Week 7-2: February 25) ODA evaluation (2)

How "Official Development Assistance (ODA)" are evaluated in practice is discussed, including practices of all 3 categories. Examples include evaluations implemented by international organizations such as the World Bank.

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| | <p>15. (Week 8-1: TBD) Policy evaluation under “network” circumstances How policy evaluations are practically implemented in governance network is discussed with practical examples and challenges.</p> <p>16. (Week 8-2: TBD) Other types of evaluations and their practices Other types of evaluations are discussed with definition, system, usage, and various practices.</p> <p style="text-align: center;">Participatory evaluation and consensus building</p> <p>Concept and practice of "participatory evaluation" and roles of policy evaluation in consensus building process are discussed.</p> <p>17. (Week 9-1: March 4) Use of Evaluation (1): Performance management How results of evaluation are used for performance management is discussed. Discussion includes "Performance conference" and "Performance dashboard."</p> <p>18. (Week 9-2: March 4) Use of Evaluation (2): Resource management How results of evaluation are used for resource (human, financial, and other) management is discussed. Discussion includes "performance pay" system, and "performance-based budgeting" (PBB).</p> <p style="text-align: center;">Challenges and future directions of policy evaluation</p> <p>Challenges for policy evaluation faced by government officials and possible (desirable) future directions are discussed.</p> <p>19. (Week 10-1: March 11) Workshop (2)-1 20. (Week 10-2: March 11) Workshop (2)-2 Practical exercises on Cost-Benefit Analysis and/or program evaluation will be implemented.</p> |
| Others (if any) | <p>There will be <u>no classes</u> on the following Saturday: 1) <u>January 21</u> (Due to the instructor's another assignment) (There will be courses on February 11.)</p> <p>Tentatively, the “make-up” classes will be held as follows:</p> <p style="text-align: center;">Week 8 (Class: 15 & 16): Saturday, February 18 (3rd & 4th periods), OR Saturday, February 25 (3rd & 4th periods)</p> <p>The specific periods and dates for these “make-up” classes, however, will be fixed among above-listed alternatives through discussion between the Instructor and students in the classes in the first week (on January 7).</p> |