



With a foreword by Christopher Pollitt

Seeking Confidence in
Evaluating, Auditing, and
Performance Reporting

QUALITY MATTERS

Edited by
Robert Schwartz
John Mayne

Comparative Policy Evaluation Volume XI

Quality Matters Seeking Confidence In Evaluation Auditing And Performance Reporting

Awadhesh Prasad



Quality Matters Seeking Confidence In Evaluation Auditing And Performance Reporting:

Quality Matters John Winston Mayne, 2018-12-12 Information regular systematic reliable is the life blood of democracy and the fuel of effective management Surely today there is no problem with information for this is the age of information overload It pours onto our computer screens and out of our printers Indeed many governments claim often with some justification to be more open and transparent than ever before But what if the life blood is contaminated or the fuel polluted Then the body politic sickens and the engine of public management runs rough It is the vital issue of the quality of the information we receive that this book addresses *Quality Matters* compares approaches across different jurisdictional settings and across three different types of information evaluation The chapters describe and analyze quality assurance in a number of countries and within a variety of international organizations These have been selected either because they are widely considered to be leaders in evaluating information or because they have experience with assuring quality information that can instruct others Contributors are from Australia Canada the European Union France the Netherlands New Zealand Sweden Switzerland United Kingdom United States and the World Bank This pioneering study analyzes practices for assuring the quality of evaluation performance auditing and reporting in the face of political organizational and technical obstacles A final chapter addresses the extent to which quality assurance systems become bothersome rituals or remain meaningful mechanisms to ensure quality control This well structured volume will be of particular interest to policymakers and adds much to the literature on program evaluation and performance auditing

Making Accountability Work Marie-Louise Bemelmans-Videc, Jeremy Lonsdale, Burt Perrin, 2017-12-02 Like honesty and clean water accountability is invariably seen as a good thing Conversely the absence of accountability is associated with most of the greatest abuses in human history Accountability is thus closely linked with the exercise of power and the legitimacy of policies and those pursuing them This book looks at the role of evaluation and of audit as key elements in democratic accountability processes The contributors explore the apparent paradox of there being more accountability related activities today than ever before at the same time as much public debate laments what is seen as a lack of actual accountability Such a situation raises a number of questions Is there a need for different approaches to establishing accountability or can current arrangements be modified to make them more effective Are present practices part of the problem and are they preventing a mature debate about performance improvement taking place How can systems awash with performance information ensure that at least some of it makes sense to a wide range of potential users How is it that greater accountability and transparency can so quickly have become associated with concerns about perverse incentives and be seen by some as a costly burden The volume includes detailed case studies and synthesizes up to date research evidence drawn from very different governmental systems ending with practical advice for those involved in the accountability processes In doing so it attempts to address both conceptual ambiguities about the notion of accountability and the practical uncertainties over its implications for democratic

government This book is aimed at serious people who think about trends in the use of evaluation and audit in seeking to hold governments accountable for their actions and performance *Quality Matters* Robert Schwartz, John Mayne, 2005-01-01 Contributors are from Australia Canada the European Union France the Netherlands New Zealand Sweden Switzerland United Kingdom United States and the World Bank They examine and analyze practices for assuring the quality of evaluation performance auditing and performance reporting in the face of political organizational and technical obstacles A final chapter addresses the extent to which quality assurance systems become bothersome rituals or remain meaningful mechanisms to ensure quality control This well defined volume will be of particular interest to policymakers and adds much to the literature on program evaluation and performance auditing *Changing Bureaucracies* Burt Perrin, Tony Tyrrell, 2020-11-29 In *Changing Bureaucracies* international experts provide an unparalleled look at how public sector bureaucracies can better adapt to the reality of unprecedented levels of uncertainty and complexity and how they can better respond to the emerging needs and demands of citizens and beneficiaries In particular they discuss in detail how evaluation can play an important role in aiding bureaucracies in adapting while noting that the value of evaluation is not at all automatic Written in a clear and accessible prose the contributors identify stability as a strength of bureaucratic structures although adaptability is required in order to remain relevant They also emphasize the need for bureaucratic rules and practices to be open to examination such as through evaluation noting that these rules may take on a life of their own increasing distrust and conflicting with a meaningful focus on how outcomes and impacts benefit citizens The book concludes with guidance for both evaluators and for public sector leaders about steps that they can take to improve the responsiveness and relevance of public sector organizations Pioneering the provision of reflections on how evaluation can play an important role in aiding bureaucracies in adapting *Changing Bureaucracies* is an important acquisition for public sector leaders evaluators evaluation managers and commissioners and academics alike **Quality Matters** John Winston Mayne, 2017 Information regular systematic reliable is the life blood of democracy and the fuel of effective management Surely today there is no problem with information for this is the age of information overload It pours onto our computer screens and out of our printers Indeed many governments claim often with some justification to be more open and transparent than ever before But what if the life blood is contaminated or the fuel polluted Then the body politic sickens and the engine of public management runs rough It is the vital issue of the quality of the information we receive that this book addresses *Quality Matters* compares approaches across different jurisdictional settings and across three different types of information evaluation The chapters describe and analyze quality assurance in a number of countries and within a variety of international organizations These have been selected either because they are widely considered to be leaders in evaluating information or because they have experience with assuring quality information that can instruct others Contributors are from Australia Canada the European Union France the Netherlands New Zealand Sweden Switzerland United Kingdom United States and the World Bank This

pioneering study analyzes practices for assuring the quality of evaluation performance auditing and reporting in the face of political organizational and technical obstacles A final chapter addresses the extent to which quality assurance systems become bothersome rituals or remain meaningful mechanisms to ensure quality control This well structured volume will be of particular interest to policymakers and adds much to the literature on program evaluation and performance auditing

Provided by publisher **Evaluation** Jan-Eric Furubo,2018-02-06 Evaluation has come of age Today most social and political observers would have difficulty imagining a society where evaluation is not a fixture of daily life from individual programs to local authorities to parliamentary committees While university researchers grant makers and public servants may think there are too many types of evaluation rankings and reviews evaluation is nonetheless viewed positively by the public It is perceived as a tool for improvement and evaluators are seen as dedicated to using their knowledge for the benefit of society The book examines the degree to which evaluators seek power for their own interests This perspective is based on a simple assumption If you are in possession of an asset that can give you power why not use it for your own interests Can we really trust evaluation to be a force for the good To what degree can we talk about self interest in evaluation and is this self interest something that contradicts other interests such as the benefit of society Such questions and others are addressed in this brilliant innovative international collection of pioneering contributions **Mind the Gap** Phillip Allman,Jos

Vaessen,2017-07-28 Over the past twenty to thirty years evaluation has become increasingly important to the field of public policy The number of people involved and specializing in evaluation has also increased markedly Evidence of this trend can be found in the International Atlas of Evaluation the establishment of new journals and evaluation societies and the increase in systems of evaluation Increasingly the main reference point has become an assessment of the merit and value of interventions as such rather than the evaluator s disciplinary background This growing importance of evaluation as an activity has also led to an increasing demand for the type of competencies evaluators should have Evaluation began as a niche area within the social and behavioral sciences It subsequently became linked to policy research and analysis and has more recently become trans disciplinary This volume demonstrates an association between the evaluation tradition in a particular country or policy field and the nature of the relationship between social and behavioral science research and evaluative practice This book seeks to offer comprehensive data which lead to conclusions about patterns that transcend the gap between evaluation and the social scientific disciplines Mind the Gap has a twofold aim The first is to highlight and characterize the gap between evaluation practices and debates and the substantive knowledge debates within the social and behavioral sciences The second is to show why this gap is problematic for the practice of evaluation while at the same time illustrating possible ways to build bridges The book is centered on the value of producing useful evaluations grounded in social science theory and research *Environmental Performance Auditing in the Public Sector* Awadhesh

Prasad,2018-06-14 Environment and sustainable development challenges are a matter of global concern Trillions of dollars of

mostly public money are invested every year in domestic and international policies and programs to address these challenges. The effectiveness of these policies and programs is critical to environmental sustainability. Performance audits that examine the effectiveness of governmental policies and programs heavily influence their implementation. Despite this, performance auditing in the environment field has received very little academic attention. This book takes a closer look at performance auditing of public sector environmental policies and programs. It examines trends in global environmental performance auditing and how it is currently practiced, drawing on a global survey and case studies from Canada, India, and Australia. In doing so, it identifies issues and challenges faced by Supreme Audit Institutions in undertaking these performance audits. This book will be of interest to students, scholars, and practitioners of sustainable development, environmental auditing, and public sector auditing, as well as to donor organisations engaged in these areas.

Performance Auditing Jeremy Lonsdale, Peter Wilkins, Tom Ling, 2011-01-01

It is time 15 years on from the coining of the Audit Explosion to re-appraise the growth of new forms of auditing. As we move into what might be called Auditing in Austerity, this book gives us that overview. An extremely well-informed team of authors has been assembled to deliver a comparative analysis that successfully mixes insider and outsider perspectives. This should be required reading not just for auditors and their academic hangers-on, but for the wider audience of those interested in contemporary developments in democratic accountability and policymaking. Christopher Pollitt, Catholic University of Leuven, Belgium.

This book fills an important gap in the market. At a time when governments around the world face the largest deficits in decades, there is a strong need to reduce public expenditures whilst ensuring greater value for money from public services. This book addresses these concerns and many more. Each of the chapter authors is a senior practitioner and/or an academic who specialises in performance auditing and accountability in modern complex democracies. They explore the nature of the concepts which underlie current practice, set out a variety of institutional structures and processes, and identify the limits of both theory and practice. These make this a book of considerable significance and one which makes an important contribution to our understanding of the democratic process. This is not a narrowly focused book, only of interest to those who specialise in performance auditing. Given the richness of its analysis and the fine-grained understanding of institutions and processes, it has much to say to students of public administration, management, and policy analysis. I am confident that this will rapidly become the standard reference for those who are interested in performance auditing.

Peter M Jackson, AcSS, University of Leicester, UK.

What a good read! Insightful and challenging. It is likely to incite a lot of discussion on the wide-ranging views from the very well-informed and qualified contributors, not least from those who actually have to implement the findings and recommendations of performance audit reports. The focus is rightly on accountability for performance, not only in achieving government program objectives in an economic, efficient, and effective manner, but also on the audit institutions themselves. It should be welcomed by the public sector and particularly by the parliamentary institutions concerned with achieving accountability for government.

performance Pat Barrett AO Australian National University and former Australian Auditor General 1995 2005 This book is a much welcome tonic for public administration It is one of the few books that explicitly focus on how audit institutions carry out their performance auditing responsibilities While auditors will likely read this the authors have geared the book to a broader readership including public managers who are often the subject of performance audits From the foreword by Paul Posner George Mason University US This state of the art book examines the development of performance audit drawing on the experience in a number of different countries including the United Kingdom the United States Australia the Netherlands and Belgium The expert contributors identify the trajectory of performance audit examine how it is conducted and consider what it is contributing to effective government They conclude that in the face of new challenges performance auditors should focus both on their core responsibilities to ensure accountability and continue to develop more insightful and sophisticated approaches to enable them to assess the growing complexity of the delivery of public services By doing so they can continue to play a valuable role in democratic accountability Providing an up to date overview and discussion of performance audit this highly topical book will appeal to all those working within audit academics working in the fields of public management and public administration as well practitioners in and close to state audit institutions Members of Parliament evaluators internal auditors researchers policy analysts and consultants will also find this book invaluable Program Evaluation and Performance Measurement James C. McDavid,Irene Huse,Laura R. L. Hawthorn,2012-10-25 Program Evaluation and Performance Measurement An Introduction to Practice Second Edition offers an accessible practical introduction to program evaluation and performance measurement for public and non profit organizations and has been extensively updated since the first edition Using examples it covers topics in a detailed fashion making it a useful guide for students as well as practitioners who are participating in program evaluations or constructing and implementing performance measurement systems Authors James C McDavid Irene Huse and Laura R L Hawthorn guide readers through conducting quantitative and qualitative program evaluations needs assessments cost benefit and cost effectiveness analyses as well as constructing implementing and using performance measurement systems The importance of professional judgment is highlighted throughout the book as an intrinsic feature of evaluation practice **International Handbook of Practice-Based Performance Management** Patria de Lancer Julnes,2007-09-10 A combination of conceptual and practical applications with an emphasis on cutting edge practices in the US and abroad this text represents the most notable examples of performance measurement in Canada Latin America and Eastern Europe and supports the integration of theory and practice with linked chapters *Monitoring Performance in the Public Sector* John Winston Mayne,2017-07-05 A host of promising public sector reform efforts are underway throughout the world In governments challenged by budget deficits and declining public trust these reform efforts seek to improve policy decisions and public management Along the way program efficiency and effectiveness help rebuild public confidence in government Whether through regular measurement of program inputs activities and outcomes or

through episodic one shot studies performance monitoring plays a central role in the most important current reform efforts Monitoring Performance in the Public Sector now available in paperback is based on experiences derived from comparative analysis in different countries It explains why there is interest in performance monitoring in a given setting why it has failed or created uncertainties and identifies criteria for improving its design and use One of the challenges this book offers is the need to consider dimensions of performance beyond the traditional ones of economy efficiency and effectiveness With an increasingly diverse interdependent and uncertain public sector environment for some stakeholders meeting objectives fixed some time ago may not be as important as the capacity to adapt to current and future change In this vein the contributors address a number of themes the critical importance of organizational support for performance monitoring and making it consistent with the organizational culture the need for active and effective leadership in defining criteria and implementing practical performance monitoring the value of linking ongoing measurement with more than the traditional strictly quantitative aspects of public sector performance As we gain experience with performance monitoring and its uses such systems should become more cost effective over time This book will be of deep interest to public managers government officials economists and organization theorists and useful in courses on p Assessing the Quality of Educational Research in Higher Education ,2019-02-11 Tina Besley has edited this collection which examines and critiques the ways that different countries particularly Commonwealth and European states assess the quality of educational research in publicly funded higher education institutions Such assessment often ranks universities departments and even individual academics and plays an important role in determining the allocation of funding to support university research Yet research is only one aspect of academic performance alongside teaching and service or administration components The book focuses on the theoretical and practical issues that accompany the development of national and international systems of research assessment particularly in the field of education In our interconnected globalised world some of the ideas of assessment that have evolved in one country have almost inevitably travelled elsewhere especially the UK model Consequently the book comprises an introduction eighteen chapters that discuss the situation in ten countries followed by a postscript It gathers together an outstanding group of twenty five prominent international scholars with expertise in the field of educational research and includes many with hands on experience in the peer review process The book is designed to appeal to a wide group of people involved as knowledge workers and knowledge managers academics students and policy makers in higher education and interested in assessment and accountability mechanisms and processes *The Evidence Book* Olaf Rieper,Frans L. Leeuw,Tom Ling,2017-09-08 Knowledge grows as ideas are tested against each other Agreement is not resolved simply by naming concepts but in the dialectical process of thesis antithesis and synthesis There are many echoes of these debates in *The Evidence Book* The contributors make claims for both practitioner wisdom and the voice of experience Against this is posed the authority of experimental science and the randomized controlled trial The contributors are concerned in their own ways

with collecting ranking and analyzing evidence and using this to deliver evaluations As an expert group they are aware that the concept of evidence has been increasingly important in the last decade As with other concepts it too often escapes precise definition Despite this the growing importance of evidence has been advocated with enthusiasm by supporters who see it as a way of increasing the effectiveness and quality of decisions and of professional life The willingness to engage in evidence based policy and the means to do so is heavily constrained by economic political and cultural climates This book is a marvelously comprehensive and utterly unique treatise on evidence based policy It is a wide ranging contribution to the field of evaluation Effective Strategic Planning and Performance Niwagaba Hubert,Akwalu Ezekiel Kiriinya,Kennedy O.

Nyakomitta,Thuranira Moses Kalung'e,2023-06-30 TOPICS IN THE BOOK Influence of Monitoring and Evaluation Planning on Project Performance in Rwanda A Case of Selected Non Governmental Organisations in Gasabo District Influence of Trust and Transparency on Performance of Pharmaceutical Firms in Kenya Influence of Intellectual Stimulation on the Performance of Commercial Banks in Kenya Critical Success Factors For Effective Strategic Planning in Non Governmental Organizations in Nairobi Kenya **Civil Service Performance Indicators** Richard Boyle,2005 **Municipal Finances**

Catherine D. Farvacque-Vitkovic,Mihaly Kopanyi,2014-06-27 This book tells a fascinating story on municipal finances for local government practitioners with rich examples global practices and good and bad experiences the authors gained in decades of field work **Finances municipales** Catherine D. Farvacque-Vitkovic,Mihaly Kopanyi,2016-04-25 De Detroit Lahore la plupart des villes du monde sont confront es des difficult s financi res alors m me qu elles doivent assumer des responsabilit s de plus en plus complexes Le pr sent ouvrage Finances municipales manuel l usage des collectivit s locales prend parti le parti des maires et des gestionnaires municipaux Rares sont les publications consacr es cette question qui ciblent de fa on aussi directe et pragmatique les responsables de l action publique et le personnel financier l chelon local Le contenu et les principaux messages de ce manuel ont t con us de mani re r pondre aux questions et pr occupations auxquelles les villes et les municipalit s sont quotidiennement confront es dans le cadre de la gestion de leurs finances Le manuel Finances municipales prend position Les auteurs de ses huit chapitres examinent les enseignements observ s dans divers domaines relations entre administrations finances des m tropoles gestion financi re gestion des recettes des d penses et du patrimoine public financements ext rieurs et valuation de la performance des finances municipales L ouvrage traite de sujets allant de la dcentralisation la transparence et l obligation de rendre compte Il explore aussi des domaines moins balis s tels que la gestion du patrimoine la solvabilit la r ponse aux crises financi res Le manuel Finances municipales appelle a l action En plus de partager avec le lecteur un savoir tr s pointu sur de nombreux sujets techniques il guide les autorit s locales dans le labyrinthe des instruments existants L outil d auto valuation des finances municipales MFSA d crit au chapitre 8 devrait tout particuli rement aider les municipalit s valuer leur situation et progresser sur la voie des r formes Contemporary Multicultural Orientations and Practices for Global Leadership Atiku, Sulaiman Olusegun,2018-11-02 With the rise of the

global economy business operations and activities are no longer restricted by geographic territory Therefore development of diverse and adaptive leadership practices are necessary in order to succeed in a multicultural complex and often uncertain global environment Contemporary Multicultural Orientations and Practices for Global Leadership is an essential reference source that seeks to enhance multicultural competencies and leadership attributes of contemporary global leadership practice to better navigate global business environments Featuring research on topics such as human resource strategies social responsibility and psychological capital this book is ideally designed for managers business leaders and researchers seeking coverage on multicultural intelligence and its relation to leadership development and the success of organizations

Modernising Government The Way Forward OECD,2005-09-15 This book takes stock of the past two decades of public sector modernisation in OECD countries It assesses failures and successes and identifies challenges ahead It includes comparable data and tables comparing systems across countries

Decoding **Quality Matters Seeking Confidence In Evaluation Auditing And Performance Reporting**: Revealing the Captivating Potential of Verbal Expression

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