

Performance Regimes and Institutional Contexts: comparing Japan, the UK and USA

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Results have always mattered

- In both dictatorships and democracies the leaders have always sought legitimacy by celebrating their achievements.
- (even if they are only now remembered for how many wives they had)



King Henry VIII

Government by Results

- Bigger
 - Greater effort
- Broader
 - Includes more countries (even France!)
- Deeper
 - Includes more services
- Longer
 - Two decades or more

Buying a house and performance reporting

- Estate agent (realtor) has information about:
- Local schools 'league table' results and OFSTED (inspection) reports
- OFSTED inspections of local nurseries
- Can make a difference on house prices of several tens of thousands of pounds



Not all results reporting is so high profile

- Training dogs and horses for our armed forces is slightly less newsworthy and has rather less impact



Comparing countries

- Japan – Government Policy Evaluation Act



- UK – Public Service Agreements



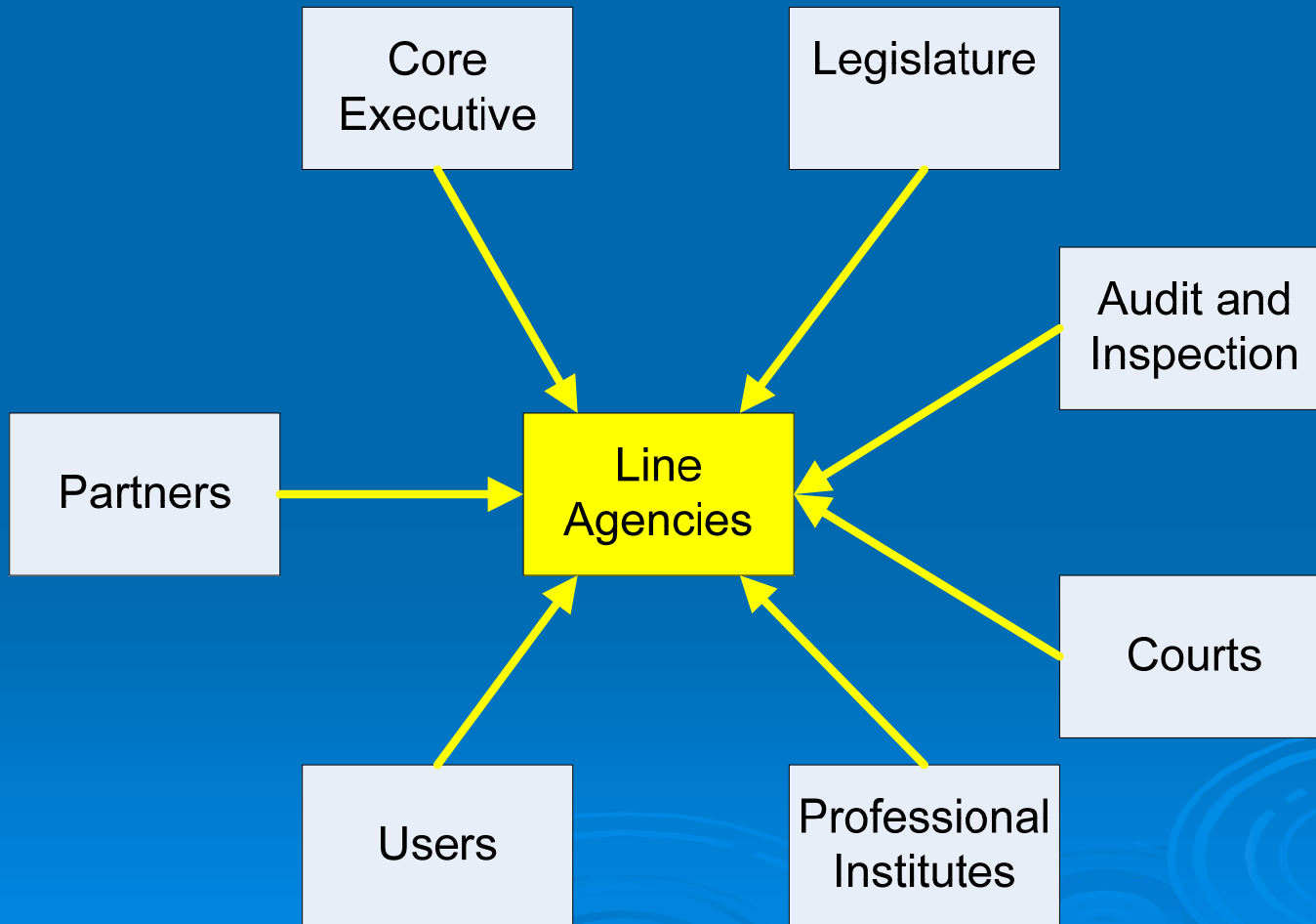
- USA – Government Performance and Results Act



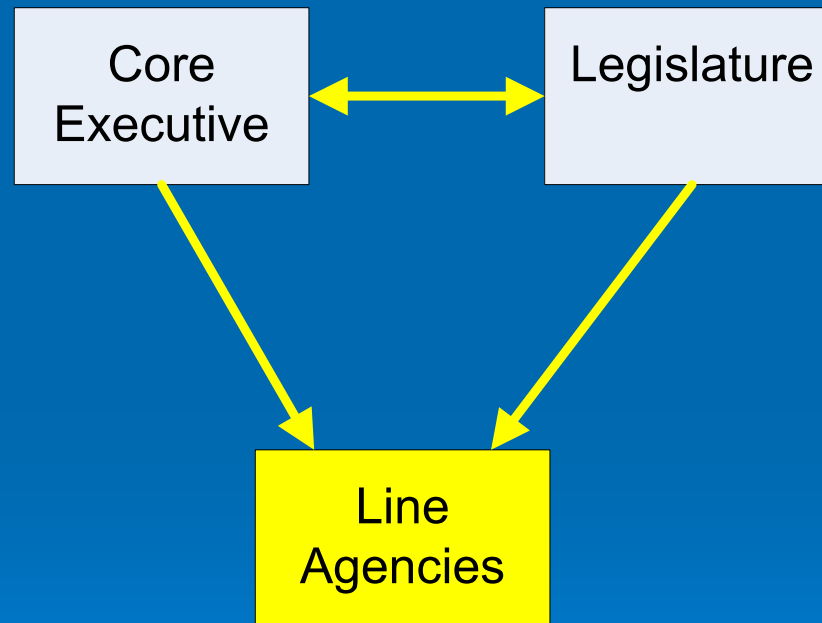
Results

- Evaluation and Performance
- **Evaluation**: focus on programmes and policies; 'one-off'; qualitative as well as quantitative
- **Performance**: focus on organisations; continuous; mainly quantitative

Performance regimes: institutions



Focus on Executive : Legislature



Executive dominance?



Who initiated policy?

Who initiated results reporting policy?



Based on legislation:



Not based on legislation:



Integration with budget

Results reporting integrated with budget process?

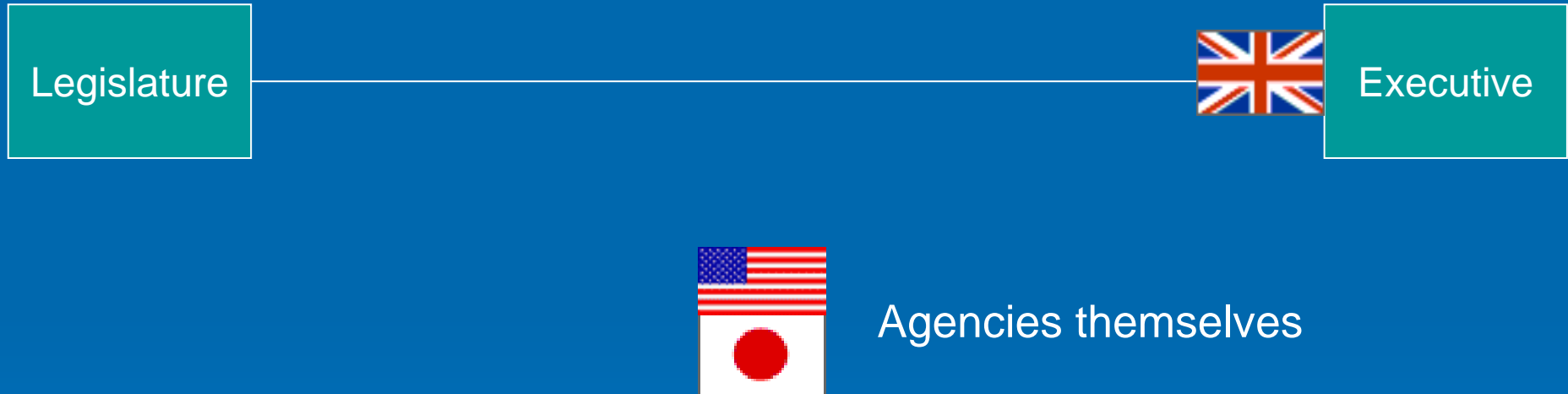


How much reporting is done?



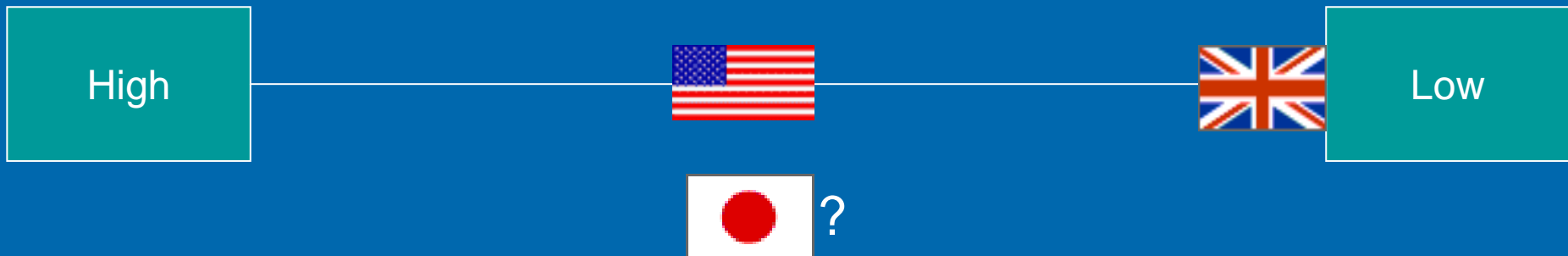
Who decides what to report?

Who sets results to be reported?



Scrutiny of results?

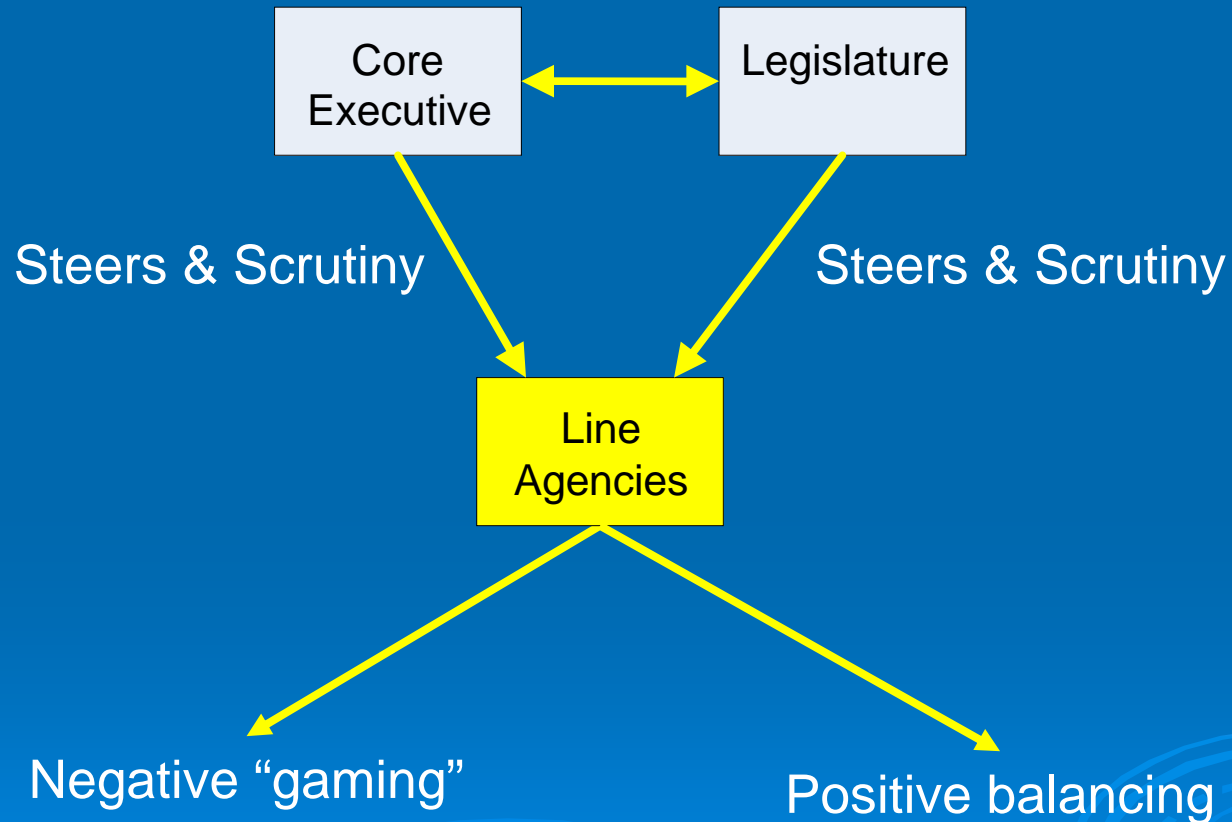
Scrutiny of results by legislature?



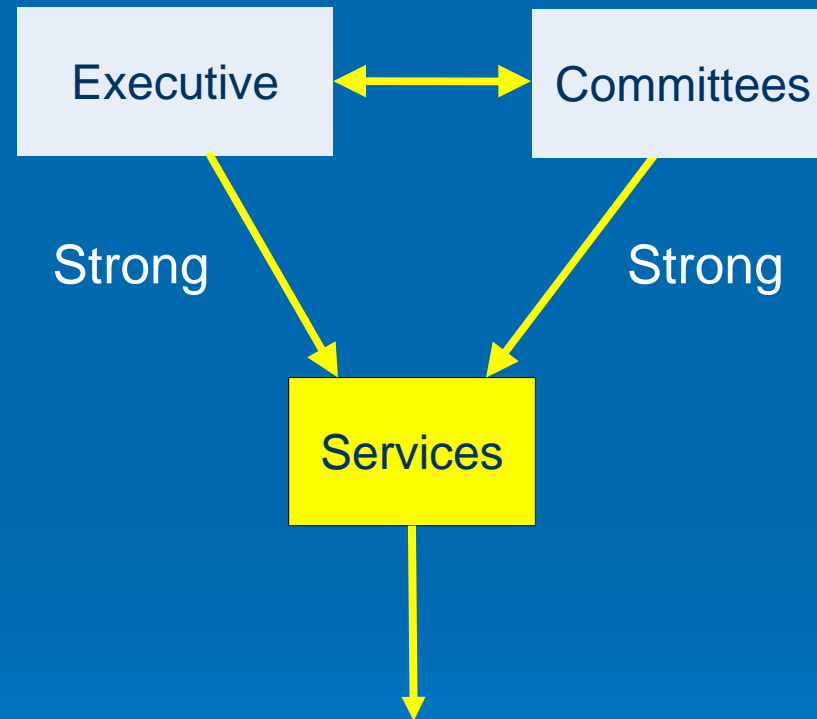
Scrutiny of results by executive?



Impacts of performance regimes?



English Local Government



Positive correlation with performance

Many further issues to explore

- Impact of the other elements in ‘performance regime’?
 - Especially role of national **audit** authority
- How is the **executive** using results information?
 - The politics of the budgetary process
- Why are **legislatures** apparently slow to adapt to results reporting?
- How well are **agencies** using results reporting themselves?
 - And how do they cope with conflicting demands?