



Observatory on Strategies and Mechanisms for Effective Public Management

United States

December, 2014

This Observatory is being reviewed by the Treasury Board of Canada



General Information

By Country: Indicators of Public Management

1. The Government of U.S.

[Board of Governors of the Federal Reserve System](#): Presents information related to Long-Run Goals and Monetary Policy Strategy, Policy Normalization Principles and Plans and offers Monetary Policy Report.

[US Government's Official Web Portal](#): Offers links of government agencies' web sites which have information on statistical information on a wide range of topics.

[The Census Bureau](#): Provides statistical information on U.S.'s business, economy, education, employment, families & living arrangements, health, housing, income & poverty, international trade, population and public sector.

[The CIA World Fact Book](#): Provides a general database on U.S.'s history, geography, people and society, economy, energy, communications, transportation, military and transnational issues.

2. World Bank (WB)

[U.S. Data](#): Presents information on U.S.'s development indicators, economic highlights and climate change.

3. International Monetary Fund (IMF)

[Government Finance Statistics](#): Provides annual data about public finances and government sub-sectors as reported by member countries.

4. United Nations (UN)

[World Statistics Pocketbook](#): Contains a series of economic, social, trade profile and environmental statistics and indicators.

[Doing Business](#): Presents U.S.'s rank of Ease of Doing Business and the distance to frontiers (DTF) measure, overall and by topic. And there are key indicators for each topic benchmarked against regional averages and high-income economy (OECD) averages.

5. The Organization for Economic Co-operation and Development (OECD)



[U.S. Data](#): Provides several indicators of population, income inequality, education, CO₂ emissions, GDP, debt, tax and unemployment. Also presents country profile of U.S. among various topics.

By Country: Studies and Investigations

1. Organization of American States (OAS)

[Public Policy Observatories in the Americas: A Guide for their design and implementation in our public administrations](#) (2015). Organization of American States

[International Migration in the Americas](#) (2015). Organization of America States

[OAS Peace | Security | Democracy | Development](#) (2012). Organization of American States

2. World Bank (WB)

[Global liquidity and external bond issuance in emerging markets and developing economies](#) (2015). Feyen, Erik H.B.; Ghosh, Swati R.; Kibuuka, Katie; Farazi, Subika.

[Making remittances work : balancing financial integrity and inclusion](#) (2014). Todoroki, Emiko; Noor, Wameek; Celik, Kuntay; Kulathung, Anoma.

[Engineers, Innovative Capacity and Development in the Americas](#) (2014). Maloney, Willian F; Caicedo, Felipe Valencia.

3. United Nations (UN)

[Innovation in Governance and Public Administration: Replicating what Works](#) (2006), the United Nations

4. International Monetary Fund

[IMF Country Report No. 15/23](#), (2015), the International Monetary Fund



Long Term Vision

Introduction

U.S. Government has made efforts to improve public service and to operate strategies in order to provide effective and efficient public management. There are several strategies and plans implemented by the U.S. Government. In terms of it, there are [top issues](#) recognized by U.S. Government as follows; [Economy](#); [Education](#); [Energy and Environment](#); [Immigration](#); and [Health Care](#).

The administration works to build a country and an economy where people reward hard work, value fairness, and where people are held accountable for what they do. Thus it makes a bold and comprehensive plan which reimagines government to be more open, transparent, and accountable.

Institutional Framework

The entity responsible for carrying out the long term vision generally in U.S. is the [executive branch](#). The executive branch carries out and enforces laws. It includes the president, vice president, the Cabinet, executive departments, independent agencies, and other boards, commissions, and committees.

The Key roles of the executive branch include;

- [President](#) - The president leads the country. He/she is the head of state, leader of the federal government, and commander-in-chief of the United States Armed Forces. The president serves a four-year term and can be elected no more than two times;
- [Vice President](#) - The vice president supports the president. If the president is unable to serve, the vice president becomes president. He/she can serve an unlimited number of four-year terms; and
- [The Cabinet](#) - Cabinet members serve as advisors to the president. They include the vice president and the heads of [executive departments](#). Cabinet members are nominated by the president and must be approved by the Senate (with at least 51 votes).

Strategies and Mechanisms

There are 5 issues which are regarded as the most important topic in terms of long term vision. Each issue has specific strategies and mechanisms to implement and to operate.

1. [Economy](#)

U.S. recognizes the importance of supporting the middle class and building an economy that works for everyone-where hard work and responsibility are rewarded. And it seeks to establish a policy to improve economy with the slogan of "Putting America Back to Work". In regards to it, there are 4 priorities as follows;

- [Creating American jobs](#);
- [Reform & fiscal responsibility](#);
- [Security for the middle class](#); and



- [Supporting American business](#)

In addition to, the government provides 4 initiatives in order to promote this priority as follows;

- [StartsUp America](#);
- [Educate to Innovate](#);
- [Putting Our Veterans Back to Work](#); and
- [Making College More Affordable](#)

The institutions which is related in the economy issue are; the [Council of Economic Advisers](#); the [Small Business Administration](#); the [Office of Management and Budget](#); and the [President's Council on Jobs and Competitiveness](#).

2. Education

The Government regards that every child deserves access to the type of education they need to prepare for the challenges of a new century. In terms of it, it establishes 4 main pillars;

- [Early childhood learning](#);
- [Education for K-12 students](#);
- [Support for higher ED](#); and
- [Reform for the future](#)

3. Energy and the Environment

The government has sought to build the foundation for a clean energy economy, tackling the issue of climate change, and protecting environment. In regards to this issue, it has 3 priorities as follows;

- [Advancing American energy](#);
- [Climate change](#); and
- [Our environment](#)

4. Immigration

U.S. Government recognizes that the immigration issue is critical for the country. In order to improve and modernizes the immigration system, there are several immigration accountability executive actions. And the executive actions have three critical elements;

- [Cracking Down on Illegal Immigration at the Border](#);
- [Deporting Felons, Not Families](#); and
- [Accountability – Criminal Background Checks and Taxes](#)

In regards to the immigration issue, the government makes 5 pillars as follows;

- [Border security](#);
- [Strengthening enforcement](#);
- [Earned citizenship](#);



- [Streamlining immigration](#); and
- [Immigration & the economy](#)

5. Health Care

U.S Government has had a lot of efforts to reform health care to ensure a more secure future for American families. As a result, the Affordable Care Act was signed into law in 2010. There are the [key facts](#) about the Affordable Care Act as follows;

- **Consumer rights and protections**
 - a) End to Pre-Existing condition discrimination;
 - b) End to limits on care; and
 - c) End to coverage cancellations
- **More affordable coverage**
 - a) Value for your premium dollar;
 - b) Strengthening review of rate increases;
 - c) [Help paying for premiums](#); and
 - d) Improving affordability
- **Better access to care**
 - a) Free prevention benefits;
 - b) [Coverage for young adults](#); and
 - c) [The health insurance marketplace](#)
- **Strengthening Medicare**
 - a) Lower-cost prescription drugs;
 - b) Free preventive services;
 - c) [Fighting fraud](#);
 - d) [Improving care coordination and quality](#);
 - e) [Fewer unnecessary hospital readmissions](#); and
 - f) Lower Premiums



National Strategies/Planning

Introduction

The [U.S. Government](#) has made a lot of effort to improve its public services in order to provide more efficient and effective public management. According to priorities of long term vision, the government establishes national strategies to implement it.

The “[A Strategy for American Innovation-Securing Our Economic Growth and Prosperity](#)” is a national strategy to seek to harness the ingenuity of the American people to ensure economic growth that is rapid, broad-based, and sustained. Under the strategy, it states that this economic growth will bring greater income, higher quality jobs, and improved quality of life to Americans.

It published in 2009 and was updated in 2011. Recently, in 2015, the Administration has included additional policies to sustain the innovation ecosystem that will deliver benefits to all Americans into the strategies.

The institutions responsible for the implementation and management of the mentioned national strategies are the [National Economic Council](#), [Council of Economic Advisers](#) and the [Office of Science and Technology Policy](#).

Institutional Framework

1. The National Economic Council

The National Economic Council (NEC) is a group for considering economic policy affairs. It was established in 1993 to advise the President on U.S. and global economic policy. It resides within the Office of Policy Development and is part of the [Executive Office of the President](#).

The NEC has four principal functions as follows;

- Coordinating policy-making for domestic and international economic issues;
- Coordinating economic policy advice for the President, to ensure that policy decisions and programs are consistent with the President's economic goals; and
- Monitoring implementation of the President's economic policy agenda

The NEC is comprised of numerous department and agency heads within the administration, whose policy jurisdictions impact the nation's economy. The NEC Director works in conjunction with these officials to coordinate and implement the President's economic policy objectives. The Director is supported by a staff of policy specialists in various fields including; agriculture; commerce; energy; financial markets; fiscal policy; healthcare; labor; and Social Security.

2. The Council of Economic Advisers

The Council of Economic Advisers is an agency within the Executive Office of the President. It is charged with offering the President objective economic advice on the formulation of both domestic and international economic policy. The Council of Economic Advisers was established by Congress in the [Employment Act of 1946](#).



The Council bases its recommendations and analysis on economic research and empirical evidence, using the best data available to support the President in setting our nation's economic policy.

The duty and function of the Council are as follows;

- Assisting and advising the President in the preparation of the Economic Report;
- Gathering timely and authoritative information concerning economic developments and economic trends, both current and prospective, to analyze and interpret a information to compile and to submit to the President studies relating to such developments and trends;
- Appraising the various programs and activities of the Federal Government for the purpose of determining the extent to which such programs and activities are contributing, and the extent to which they are not contributing, to the achievement of such policy, and to make recommendations to the President with respect thereto;
- Developing and recommending to the President national economic policies to foster and promote free competitive enterprise, to avoid economic fluctuations or to diminish the effects thereof, and to maintain employment, production, and purchasing power;
- Making and furnishing such studies, reports thereon, and recommendations with respect to matters of Federal economic policy and legislation as the President may request

3. The Office of Science and Technology Policy

The Office of Science and Technology Policy (OSTP) is a department of the Executive Office of the President. It was established in 1976 with a broad mandate to advise the President and others within the Executive Office of the President on the effects of science and technology on domestic and international affairs.

It carries out leading interagency efforts to develop and implement sound science and technology policies and budgets, and to work with the private sector, state and local governments, the science and higher education communities, and other nations toward this end.

The mission of the Office of Science and Technology Policy is threefold;

- Providing the President and his senior staff with accurate, relevant, and timely scientific and technical advice on all matters of consequence;
- Ensuring that the policies of the Executive Branch are informed by sound science; and
- Ensuring that the scientific and technical work of the Executive Branch is properly coordinated so as to provide the greatest benefit to society.

And the Strategic Goals and Objectives are as follows;

- Ensuring that Federal investments in science and technology are making the greatest possible contribution to economic prosperity, public health, environmental quality, and national security;



- Energizing and nurturing the processes by which government programs in science and technology are resourced, evaluated, and coordinated;
- Sustain the core professional and scientific relationships with government officials, academics, and industry representatives that are required to understand the depth and breadth of the Nation's scientific and technical enterprise, evaluate scientific advances, and identify potential policy proposals; and
- Generate a core workforce of world-class expertise capable of providing policy-relevant advice, analysis, and judgment for the President and his senior staff regarding the scientific and technical aspects of the major policies, plans, and programs of the Federal government

Strategies and Mechanisms

"[A Strategy for American Innovation-Securing Our Economic Growth and Prosperity](#)" details how the administration, the American people and American businesses can work together to strengthen a long-run economic growth.

It begins by explaining the essential role of innovation in our past and future prosperity, the central importance of the private sector as the engine of innovation, and the role of government in supporting our innovation system. Building from this framework and the initiatives set forth in the first innovation strategy document, it charts the progress of our initial efforts, discusses additional steps implemented in the past year, and introduces important new initiatives, all captured by the pyramid below.

There is a [key of Administration priorities](#) will improve America's economic growth and competitiveness on many critical dimensions as follows;

- Wireless Initiative;
- patent reform;
- K-12 education;
- clean energy; and
- Startup America

These new initiatives work together with, and expand upon, sustained Administration efforts across our three critical areas. These ongoing efforts are summarized as follows:

1. Invest in the Building Blocks of American Innovation.

- Educate the next generation with 21st century skills and create a world-class workforce;
- Strengthen and broaden American leadership in fundamental research;
- Build a leading 21st century infrastructure; and
- Develop an advanced information technology ecosystem.

2. Promote Market-Based Innovation.

- Accelerate business innovation with a simplified and permanent R&E tax credit;
- Support innovative entrepreneurs;

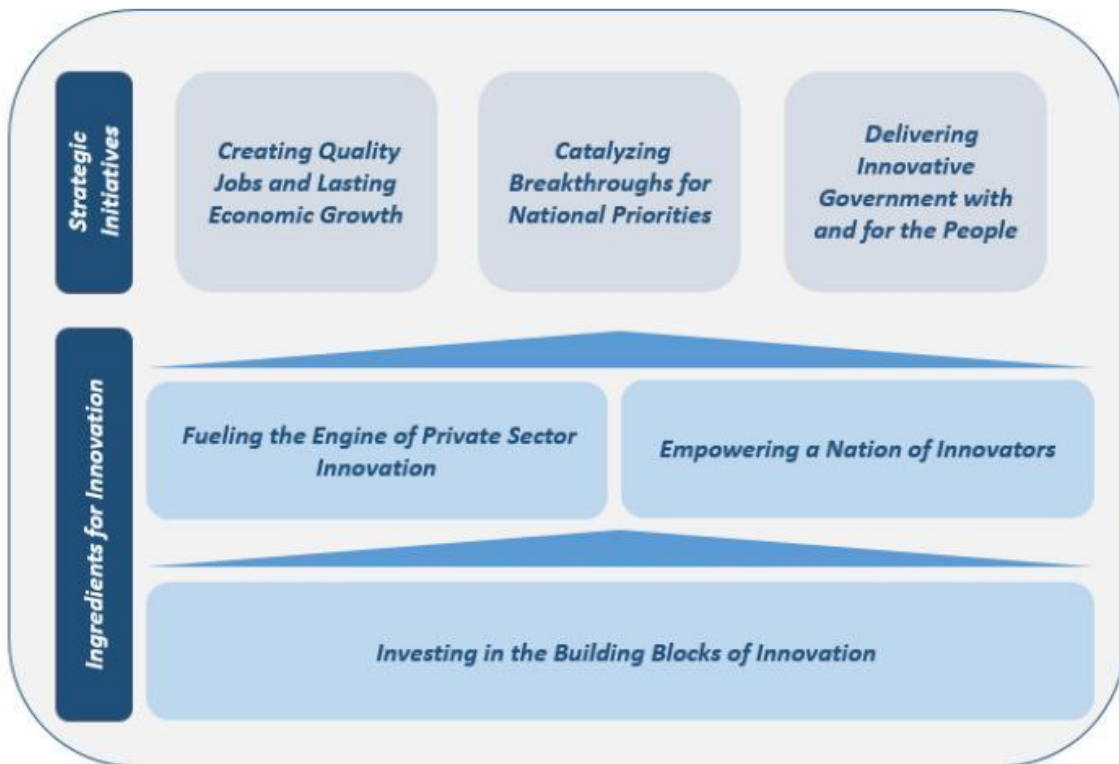


- Catalyze innovation hubs and encourage development of entrepreneurial ecosystems; and
- Promote innovative, open, and competitive markets

3. Catalyze Breakthroughs for National Priorities

- Unleash a clean energy revolution;
- Accelerate biotechnology, nanotechnology, and advanced manufacturing;
- Develop breakthrough space capabilities and applications;
- Drive breakthroughs in health care technology; and
- Create a quantum leap in educational technologies

Under [the Strategy for American Innovation updated in 2015](#), it provides additional policies to sustain the innovation ecosystem that will deliver benefits to all Americans, reorganizing the key elements as follows;



As the graphic, The Strategy for American Innovation has six key elements. The Strategy recognizes the important role for the Federal Government to invest in the building blocks of innovation, to fuel the engine of private-sector innovation, and to empower a nation of innovators.



The Strategy describes how the Administration builds on these important ingredients for innovation through three sets of strategic initiatives that focus on creating quality jobs and lasting economic growth, catalyzing breakthroughs for national priorities, and delivering innovative government with and for the people. Each set has specified strategic initiatives as follows;

1. Investing in the Building Blocks of Innovation

- Making World-Leading Investments in Fundamental Research;
- Boosting Access to High-Quality STEM Education;
- Clearing a Path for Immigrants to Help Propel the Innovation Economy;
- Building a Leading 21st Century Physical Infrastructure; and
- Building a Next-Generation Digital Infrastructure

2. Fueling the Engine of Private-Sector Innovation

- Strengthening the Research and Experimentation Tax Credit;
- Supporting Innovative Entrepreneurs;
- Ensuring the Right Framework Conditions for Innovation;
- Empowering Innovators with Open Federal Data;
- From Lab to Market: Commercializing Federally-Funded Research;
- Supporting the Development of Regional Innovation Ecosystems; and
- Helping Innovative American Businesses Compete Abroad

3. Empowering a Nation of Innovators

- Harnessing the Creativity of the American People through Incentive Prizes;
- Tapping the Talents of Innovators through Making, Crowdsourcing, and Citizen Science;
- Creating Quality Jobs and Lasting Economic Growth;
- Sharpening America's Edge in Advanced Manufacturing;
- Investing in the Industries of the Future; and
- Building an Inclusive Innovation Economy

4. Catalyzing Breakthroughs for National Priorities

- Tackling Grand Challenges;
- Targeting Disease with Precision Medicine;
- Accelerating the Development of New Neurotechnologies through the BRAIN Initiative;
- Driving Breakthrough Innovations in Health Care;
- Dramatically Reducing Fatalities with Advanced Vehicles;
- Building Smart Cities;



- Promoting Clean Energy Technologies and Advancing Energy Efficiency;
- Delivering a Revolution in Educational Technology;
- Developing Breakthrough Space Capabilities;
- Pursuing New Frontiers in Computing; and
- Harnessing Innovation to End Extreme Global Poverty by 2030

5. Delivering Innovative Government with and for the People

- Adopting an Innovation Toolkit for Public-Sector Problem-Solving;
- Fostering a Culture of Innovation through Innovation Labs at Federal Agencies;
- Providing Better Government for the American People through More Effective Digital Service Delivery; and
- Building and Using Evidence to Drive Social Innovation

Public Budget

Introduction

The federal budget of U.S. determines the allocation of resources among the agencies of the Federal Government and between the Federal Government and the private sector for each fiscal year. It is developed through a plan containing how much money to spend, what to spend it on, and how to raise the money decided to spend.

Federal budgeting is a cyclical activity that begins with the formulation of the President's annual budget and concludes with the audit and review of expenditures. The main phases are divided into three phases; 1) the formulation of the President's budget; 2) congressional budget actions 3) Execution of enacted budget laws.

The federal budget cycle is governed mainly by the following laws;

- [Budget and Accounting Act](#);
- [Congressional Budget Act](#);
- [Balanced Budget and Emergency Deficit Control Act, as amended \(BBEDCA\)](#);
- [Statutory Pay-As-You-Go Act](#);
- [Antideficiency Act](#);
- [Impoundment Control Act](#);
- [GPRA Modernization Act \(formerly Government Performance and Results Act\)](#); and
- [Federal Credit Reform Act](#);

Among these laws, there are 2 important laws in regards to the budget; [The Budget and Accounting Act of 1921](#); and [The Congressional Budget Act](#).

First of all, [the Budget and Accounting Act of 1921](#) established the modern executive budget process. It created a legal framework for federal budget proposal to be developed by the President and submitted to Congress prior to start of each fiscal year. The Budget and



Accounting Act required the President to coordinate the budget request for all Government agencies and to send a comprehensive budget to the Congress.

In addition to, it created the Bureau of the Budget, now [the Office of Management and Budget \(OMB\)](#), to help the President implement these requirements. It also required the President to include certain information in the budget. The Congress has amended the requirements many times and has codified them as [Chapter 11, Title 31, U.S. Code](#).

Second, [the Congressional Budget Act](#) established the concurrent resolution on the budget, [the House and Senate Budget Committees](#), [the Congressional Budget Offices](#), and procedures for relating individual appropriation actions to the budget totals. Also, the act defined some key budget terms, such as budget authority, that are used in all phases of the President's budget formulation process and the congressional budget process.

Institutional Framework

The budget covers the agencies of all three branches of Government-Executive, Legislative, and Judicial- and provides information on Government-sponsored enterprises. In accordance with law or established practice, the Office of Management and Budget includes information on agencies of the Legislative Branch, the Judicial Branch, and certain Executive Branch agencies as submitted by those agencies without change.

1. The Office of Management and Budget

[The Office of Management and Budget \(OMB\)](#) serves the President of the United States in overseeing the implementation of his vision across the [Executive Branch](#). In specific, OMB's mission is to assist the President in meeting his policy, budget, management and regulatory objectives and to fulfill the agency's statutory responsibilities.

[The structure of OMB](#) is as follows: 1. Resource Management Offices (Natural Resource Programs, Health Programs, General Government Programs, National Security Programs and Education, Income Maintenance and Labor Programs); 2. Statutory Offices (Office of Federal Financial Management, Office of Federal Procurement Policy, Office of E-Government & Information Technology, Office of Information & Regulatory Affairs and Intellectual Property Enforcement Coordinator) 3. OMB-Wide Support Offices (General Counsel, Legislative Affairs, Strategic Planning & Communications, Management and Operations Division, Economic Policy, Legislative Reference Division, Budget Review and Performance and Personnel Management);

The roles of the OMB in regards to the federal budget are, among others:

- Evaluating the effectiveness of agency programs, policies, and procedures;
- Assessing competing funding demands among agencies;
- Setting funding priorities;
- Ensuring that agency reports, rules, testimony, and proposed legislation are consistent with the President's Budget and with Administration policies; and
- Overseeing and coordinating the Administration's procurement, financial management, and information and regulatory policies.

2. The Department of the Treasury, The Bureau of the Fiscal Service



The [Department of the Treasury](#) acts through the [Bureau of the Fiscal Service](#). The Bureau of the Fiscal Service is an agency which transforms the way the federal government manages its financial services. Its mission is to promote the financial integrity and operational efficiency of the U.S. government through exceptional accounting, financing, collections, payments, and shared services.

The general functions of the Bureau of the Fiscal Service are: 1) Providing policy oversight of the Fiscal Service bureaus; 2) Developing policy on payments, collections, debt financing operations, electronic commerce, government wide accounting, government investment fund management, and other issues; and 3) Performing two mission critical functions for the Department- It manages the daily cash position of the government and it produces the cash and debt forecasts used to determine the size and timing of the government's financing operations.

The roles of the Bureau of the Fiscal Service regarding the federal budget are: 1) Gathering and publishing Government-wide financial information that is used by the public and private sectors to monitor the Government's financial status; 2) Establishing fiscal and monetary policies.

3. The Congressional Budget Office

The [Congressional Budget Office \(CBO\)](#) is federal agency which offers budget and economic information to Congress in the Legislative Branch. Its mission is to provide the Congress with the objective, timely, non-partisan analyses needed for economic and budget decisions and with the information and estimates required for the congressional budget process. CBO was created by the [Congressional Budget and Impoundment Control Act of 1974](#).

The functions of CBO are;

- Preparing analyses;
- Estimating relating to the budget and economy; and
- Presenting options and alternatives for the Congress to consider but does not make recommendations on policy.

CBO's services in regards to the federal budget can be grouped into four categories as follows;

- Helping the Congress formulate a budget plan;
- Helping it stay within that plan;
- Helping it assess the impact of Federal mandates; and
- Helping it consider issues related to the budget and economic policy.

4. The Government Accountability Office

The [Government Accountability Office \(GAO\)](#) is an independent, nonpartisan agency that works for Congress. GAO investigates how the federal government spends taxpayer dollars. Its mission is to support the Congress in meeting its constitutional responsibilities and to help improve the performance and ensure the accountability of the federal government for the benefit of the American people.

The works of GAO are: 1) Be done at the request of congressional committees or subcommittees or is mandated by public laws or committee reports; 2) Undertake research under the authority of the Comptroller General; 3) Support congressional oversight; and 4) Advise Congress and the



heads of executive agencies about ways to make government more efficient, effective, ethical, equitable and responsive.

The works of these institutions mentioned are overlapped with each other;

- After OMB submits the President's Budget, CBO has responsibility for re-estimating the budget;
- Both OMB and CBO score the costs of legislation (both appropriations and direct spending included in authorization bills). While Budget Committees have the ultimate responsibility for determining the scoring effects of legislation for Congressional enforcement, they typically rely on CBO estimates during congressional consideration of individual bills to ensure that they are consistent with the budget resolution totals. The President uses OMB estimates to determine the costs of budget-related legislation. OMB reconciles or explains differences between the two sets of discretionary estimates;
- OMB and Fiscal Service work together to establish any new Treasury accounts, both during the preparation of the Budget and after bills become laws;
- OMB provides its scoring to Fiscal Service to assist in Fiscal Service's responsibility to prepare warrants;
- OMB and Fiscal Service work together to estimate actual outlays during the course of a year;
- Fiscal Service gathers financial information through the Government-wide Treasury Account Symbol Adjusted Trail Balance System (GTAS), that allows agencies to submit one set of accounting data (mostly budgetary, some proprietary) that fulfills the needs of the SF 133 Report on Budget Execution and Budgetary Resources, the FMS 2108 Year-End Closing Statement, and the prior-year column of the Program and Financing schedule in the President's Budget;
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- OMB and Fiscal Service worked together to develop GTAS systems. Fiscal Service develops U.S. Standard General Ledger guidance to comply with OMB definitions;
- Both Fiscal Service and GAO provide guidelines used by financial managers as they account for Federal finances;



- OMB uses GAO audits and evaluations, as well as those of agency inspectors general, as part of its review of agency programs.

Strategies and Mechanisms

The federal budget is developed by [a calendar](#) as following;

Deadline	Action to be completed
First Monday in February	President submits budget to Congress
February 15	CBO submits report on economic and budget outlook to Budget committees
Six weeks after President's budget is submitted	Committees submit reports on views and estimates to respective Budget Committee
April 1	Senate Budget Committee reports budget resolution
April 15	Congress completes action on budget resolution
June 10	House Appropriations Committee reports last regular appropriation bill
June 30	House completes action on regular appropriations bills and any required reconciliation legislation
July 15	President submits mid-session review of his budget to Congress
October 1	Fiscal year begins

The budget process is divided into three phases; 1) The formulation of the President's budget; 2) Congressional budget actions 3) Execution of enacted budget laws.

1. The Formulation of the President's budget

In this phase, the Executive Branch prepares the President's Budget. [The Office of Management and Budget \(OMB\)](#) and the Federal agencies begin to prepare the next budget almost as soon as the President has sent the last one to the Congress. OMB officially starts the process by sending planning guidance to Executive Branch agencies in the spring. The OMB Director issues a letter to the head of each agency providing policy guidance for the agency's budget request. The President completes this phase by sending the budget to the Congress on the first Monday in February.

Currently the budget which the President submitted in this year for FY 2016 is the "[Budget of the United States Government, Fiscal Year 2016](#)". It contains the Budget Message of the President, information on the President's priorities, budget overviews organized by agency, and summary tables.

2. Congressional budget actions

This phase starts in late January or February, when the Congress receives the President's Budget. The Congress does not vote on the President's Budget itself, and it does not enact a budget of its own, as such. It considers the President's Budget proposals, passes overall revenue and spending plan called a "budget resolution," and enacts the regular appropriations acts and other laws that control spending and receipts.

3. Execution of enacted budget laws



This phase lasts for at least five fiscal years and includes two parts.

- **The apportionment** part pertains to funds appropriated for that fiscal year and to balances of appropriations made in prior year that remain available for obligation. At the beginning of the fiscal year, and at such other times as necessary, OBM apportions funds—that is, specifies the amount of funds that an agency may use by time period, program, project, or activity—to Executive Branch agencies. Throughout the year, agencies hire people, enter into contracts, and enter into grant agreements, etc., in order to carry out their programs, projects, and activities. These actions use up the available funds by obligating the Federal Government to make outlays, immediately or in the future.
- **The reporting and outlay** part lasts until funds are canceled (one-year and multiple-year funds are canceled at the end of the fifth year after the funds expire for new obligations) or until funds are totally disbursed (for no-year funds).

Professionalized Civil Service

Introduction

The Federal Civil Service of U.S. consists of all appointive positions in the executive, judicial, and legislative branches of the Government of the United States, except positions in the uniformed services. It is defined in ["U.S.C. Title 5 § 2101: Civil Service; armed forces; uniformed services"](#)

The Federal Civil Service began to set the foundation through ["Pendleton Civil Service Reform Act of 1883"](#). This act established "The Civil Service Commission". And the Act provides that Federal Government jobs be awarded on the basis of merit and that Government employees be selected through competitive exams. The act also makes it unlawful to fire or demote for political reasons employees who were covered by the law. The law further forbids requiring employees to give political service or contributions.

And then, ["The Civil Service Reform Act of 1978"](#) was established in order to; 1) provide the people of the United States with a competent, honest, and productive Federal work force reflective of the Nation's diversity, and; 2) improve the quality of public service, Federal personnel management should be implemented consistent with merit system principles and free from prohibited personnel practices.

[The Civil Service Reform Act of 1978](#) reorganized the Civil Service Commission into new three organizations; [the Office of Personnel Management \(OPM\)](#), [the Merit Systems Protection Board \(MSPB\)](#), and [The Federal Labor Relations Authority \(FLRA\)](#). These organizations are in charge of Federal Civil Service until now.

[The Federal Civil Service](#) consists of three types of authorities as follows; the Competitive Service; the Excepted Service; and the Senior Executive Service.

Institutional Framework

The institutions in regard to civil service are as follows; [the Office of Personnel Management \(OPM\)](#), [the Merit Systems Protection Board \(MSPB\)](#), and [The Federal Labor Relations Authority \(FLRA\)](#).) [The Civil Service Reforms Act of 1978](#) replaced The Civil Service Commission with these three independent agencies.



OPM generally manages the Federal work force. FLRA oversees Federal labor-management relations. And MSPB performs merit systems studies and reviews the significant actions of OPM.

1. The Office of Personnel Management (OPM)

The Office of Personnel Management (OPM) primarily provides human resources, leadership, and support to Federal agencies and helps the Federal workforce achieve their aspirations as they serve the American people. The objectives of OPM are as follows;

- Making searching and applying for Federal jobs easier and faster;
- Providing Federal employees benefits that are relevant, flexible, fair, and rewarding;
- Making Federal employment accessible-and possible-for every American who seeks it; and
- Retaining a Federal workforce as diverse and versatile as the work it does and the people it serves.

OPM has the strategic plan over four years. The plan provides information that the agency's efforts to recruit, retain, and honor a workforce and includes targeted goals for the management of agency as well as for the program outcomes OPM is charged with delivering. The recent released plan is "OPM's Strategic Plan FY 2014-2018".

2. The Federal Labor Relations Authority (FLRA)

The Federal Labor Relations Authority (FLRA) is an independent administrative federal agency created by Title VII of the Civil Service Reform Act of 1978. The act allows certain non-postal federal employees to organize, bargain collectively, and participate through labor organizations of their choice in decisions affecting their working lives.

It exercises leadership to promote stable, constructive labor relations that contribute to a more effective and efficient Government. It has five responsibilities as follows;

- Resolving complaints of unfair labor practices;
- Determining the appropriateness of units for labor organization representation;
- Adjudicating exceptions to arbitrators' awards;
- Adjudicating legal issues relating to the duty to bargain; and
- Resolving impasses during negotiations.

The FLRA is organized into three components; The Authority, the Office of the General Counsel, and the Federal Service Impasses Panel.

3. The Merit Systems Protection Board (MSPB)

The Merit Systems Protection Board (MSPB) is an independent, quasi-judicial agency in the Executive branch that serves as the guardian of Federal merit systems. Its mission is to protect the Merit System Principles and promote an effective Federal workforce free of Prohibited Personnel Practices.

The functions of MSPB are as follows;



- Assuming principal responsibility for safeguarding merit principles and employee rights;
- Charging with ensuring adherence to merit principles and laws; and
- Safeguarding the effective operation of the merit principles in practice.

Strategies and Mechanisms

1. Entrance into the Civil Service

The procedure of entrance into the Civil Service in U.S. is different depends on types of authorities. Each authority has different hiring procedure.

The Civil Service of U.S. has three types of [Authorities](#); the Competitive Service; the Excepted Service; and the Senior Executive Service.

[The Competitive Service](#) consists of all civil service positions in the executive branch of the Federal Government with some exceptions. The exceptions are defined in [5 U.S.C. 2102](#). In the competitive service, individuals must go through [a competitive hiring process](#) (i.e., competitive examining) with other applicants in open competition.

[The Excepted Service](#) is civil service within the Federal Government that does not confer competitive status or the Senior Executive Service

[The Senior Executive Service](#) is comprised of people charged with leading the continuing transformation of government. It was established by Title IV of [the Civil Service Reform Act of 1978](#). Under the Act, it was set up as a third service, completely separate from the competitive and the excepted services. The Act stated that the purpose of this service was to ensure that the executive management of the Government of the United States is responsive to the needs, policies, and goals of the nation and otherwise is of the highest quality. It includes most managerial, supervisory, and policy positions classified above General Schedule (GS) grade 15 or equivalent positions in the Executive Branch of the Federal Government

First of all, in terms of the procedure of entrance into the Civil Service, in the Competitive Service, individuals must to through a [competitive hiring process](#) (i.d., competitive examining) before being appointed which is open to all applicants. This process may consist of a written test, an evaluation of the individual's education and experience, and/or an evaluation of other attributes necessary for successful performance in the position to be filled.

The competitive hiring process is subject to civil service laws and regulations as follows;

- [Recruitment and Selection through Competitive Examination \(5 CFR Part 332\)](#) – Regulatory language that is the basis for general policy about filling positions in the Federal Government;
- [Examining System \(5 CFR Part 337\)](#) – Regulatory language that is the basis for examining applicants;
- [Agency Accountability Systems; OPM Authority to Review Personnel Management Programs \(Rule X\)](#) – The Office of Personnel Management maintains an oversight program to ensure that agencies, including work that is performed by contractors, are conducted in accordance with the regulatory guidance.



Second, the appointment of the Excepted Service doesn't require a hiring process in open competition like the hiring procedures of the Competitive Service because it enable agencies to hire when it is not feasible or not practical to use traditional competitive hiring procedures. OPM offers the Excepted Service authorities to fill special jobs or to fill any job in unusual or special circumstances under "[Schedules A, B, C, and D](#)" Because of unusual case or special circumstances, the job announcement of the Excepted Service is posted in individual agency Web sites

Third, the appointments to the Senior Executive Service (SES) are based on merit competition. The law requires agencies to establish an Executive Resources Board (ERB) to oversee and participate in the [Merit Staffing Process](#) as follows;

- a) Agency chooses a selection method.
- b) Agency publicly advertises the position through various methods, including placement on the [USAJOBS](#) website for a minimum of 14 days. The area of consideration is qualified Federal Employees only (only current Federal civil service employees may apply) or all qualified persons (anyone may apply).
- c) Candidates submit their applications to the agency.
- d) Agency rating panel reviews and ranks candidates.
- e) Agency Executive Resources Board recommends the best qualified candidates to the selecting official.
- f) Appointing authority makes a choice and certifies that the candidate meets both the technical and executive core qualifications for the position.
- g) Agency submits candidate's application package to an OPM-administered Qualifications Review Board (QRB) for certification of executive core qualifications.
- h) Following QRB certification, agency appoints the candidate to the SES position.

Some agencies conduct [SES Candidate Development Program \(CDP\)](#), which is able to be another way to qualify for an initial career appointment in the SES.

2. Training

The training of U.S. Civil Service is the process of providing for and making available to an employee in a planned and prepared program which will improve individual and organizational performance and assist in achieving the agency's mission and performance goals. It is defined in "[5 U.S. Code § 4101 – Definitions](#)"

The training is under the primary training statutes and regulations as follows;

- [5 U.S.C. Chapter 41, Training](#)
- [5 CFR 410, Training](#)
- [5 CFR 412, Supervisory, Managerial, and Executive Development](#)
- [Final Rule for 5 CFR 410 and 412, Training, Supervisory, Managerial, and Executive Development](#)
- [CHCO memo on Final Regulations on Training, Supervisory, Managerial and Executive Development \(1/14/2010\)](#)



OPM has [OPM Training and Executive Development Group](#) which has the mission to design policy and programs to ensure the Government's learning and development efforts support strategic human capital investment in Leadership, Knowledge and Talent Management. It do this through the;

- Development of policy frameworks and flexibilities to establish Government-wide systems to support effective learning and development programs in the agencies;
- Promulgation of flexible policies and strategic Government-wide advice and guidance to implement systems to support employee learning and development and leadership employee engagement strategies.

3. Assessment and Promotion

Assessment means any method of collecting information on individuals for the purpose of making a selection decision. Selection decisions include hiring, placement, promotion, referral, retention, and entry into programs leading to advancement (e.g., apprenticeship, training, career development).

OPM provides "[Personnel Assessment Tools](#)" which is any test or procedure administered to individuals to evaluate their job-related competencies, interests, or fitness for employment.

The steps to personnel assessment are;

- 1) Conducting a valid, current [job analysis](#);
- 2) Using the information gathered from the job analysis to create an assessment used to screen or assess applicants; and
- 3) After an initial screening has been completed, agency can employ [other types of assessment methods](#) that may be more resource-intensive.

A [promotion](#) changes the employees to a higher grade level or makes permanent a temporary promotion. When the old and new positions are under different job classification systems and pay schedules, a promotion changes the employee to a position with a higher rate of basic pay or makes permanent a temporary promotion.

If an employee is promoted to a higher position, pay is also changed with respect to the Pay Administration. In terms of [Pay Administration](#), a Promotion is defined as a change of an employee while continuously employed from on General Schedule (GS) grade to a higher GS grade. And only GS employee who are promoted to a higher grade under the General Schedule without a break in service are covered by the two-step promotion rule in [5 U.S.C. 5534\(b\)](#) and [5 CFR 531.214](#) (also, [5 CFR 531.243](#) for GM employees).

The two-step promotion rule states that a GS employee promoted to a position in a higher grade is entitled to basic pay at the lowest rate of the higher grade that exceeds his or her existing rate of basic pay by not less than two step increase of the grade from which promoted. The two-step promotion rule must be applied using one of two methods-the standard method or the alternate method.

4. Remuneration



The remuneration is managed by the Office of Personnel Management (OPM). OPM offers staff support for the [Federal Salary Council](#) and [Presidents Pay Agent](#). Also OPM provides leadership on pay systems for civilian Federal employees.

OPM develops and maintains Government-wide regulations and policies on authorities such as [General Schedule](#) locality pay, the [Federal Wage System](#), [special rate](#), and [pay for employees in Nonforeign areas](#). Ultimately, each Federal agency is responsible for complying with the law and regulations and following OPM's policies and guidance to administer pay policies and programs for its own employees.

OPM also announces documents in regards to [Pay Policy](#) of remuneration. Updated documents are;

- [CPM 2015-08 Additional Guidance on Advancing Pay Equality in the Federal Government](#)
- [CPM 2015-07 2015 Annual Review of Special Rate \(Data Call\)](#)
- [CPM 2015-06 Continuation of National Emergency in Iraq](#)
- [CPM 2014-18 2014 Annual Review of Special Rates \(Results\)](#)
- [CPM 2014-17 January 2016 Pay Adjustments](#)

5. Disengagement

According to the Disengagement, the Office of Personnel Management (OPM) has "[Guide to Processing Personnel Actions](#)" which is Standard Forms. The Disengagement of U.S. is covered as "Separations by Other than Retirement" ([Chapter 31](#)).

Separations by Other than Retirement are actions that end employment with an agency. The actions covered include resignations, terminations, removals, separations to enter the uniformed services, and deaths. Also it includes those involuntary separations under which the employee may be eligible for discontinued service retirement, or MRA+10 retirements when the employee chooses to postpone the MRA+10 annuity commencing date beyond 31 days after separation. (See [Chapter 44](#) and [Chapter 42](#), respectively, of The [CSRS and FERS Handbook](#)).

The cases of Separations are as follows; and each case is defined in [Chapter 31](#).

- a) Resignation
- b) Resignation-ILIA
- c) Removal
- d) Separation-App In (name of entity)
- e) Separation-US (uniformed services)
- f) Separation-RIF
- g) Termination-App In (agency)
- h) Termination during Prob/Trial Period
- i) Termination-Exp of Appt
- j) Termination-Sponsor Relocating



Decentralization

Decentralization

Introduction

U.S has governance consisting of a Federal government, and 50 of government of the individual states. U.S. has a system of government where the same territory is controlled by two levels of government. Generally, the [Federal government](#) governs issues that affect the entire country and [smaller subdivisions](#) govern issues of local concern. The sovereignty of U.S. is shared by them.

Under the [Tenth Amendment to the U.S. Constitution](#), the power not delegated to the federal government is reserved for the states and the people. The U.S. Constitution grants the federal government with power over issues of national concern, which, while the state governments have jurisdiction over issues of domestic concern.

Institutional Framework

The Commission on Intergovernmental Relations was created by [an Act of the United States Congress on July 10 of 1953](#), in order to provide the interagency between federal and state governments. It was operated from 1953 to 1955

And then, by [Public Law 86-380](#) the [U.S. Advisory Commission on Intergovernmental Relations \(ACIR\)](#) was created in 1959, operated until 1996. It was permanent, independent, bipartisan intergovernmental agency. Its mission was to strengthen the American federal system and improve the ability of federal, state, and local governments to work together cooperatively, efficiently, and effectively.

Now, the institution to manage the relations between the Federal Government and the 50 States is [the Office of Intergovernmental Affairs](#) of the Office of Public Engagement and Intergovernmental Affairs. The purpose of the Office of Intergovernmental Affairs is to serve as the front door to the White House through which local, country, tribal, and state governments can participate in and inform the work of the President. It has close relationship with state and local officials in order to provide a accessible way of communication for state and local officials to discuss and recognize awareness of local issues.

In regards to decentralization, each department has their own office which carries out resolving and connecting between the federal and state government. The offices which are in charged of intergovernmental affairs in each department are;

- [The Office of External and Intergovernmental Affairs \(EIA\)](#) of the Department of Agriculture.
- [The Office of Legislative and Intergovernmental Affairs \(OLIA\)](#) of the Department of Commerce.
- [The Office of Intergovernmental Affairs](#) of the Department of Education.
- [The Office of Congressional and Intergovernmental Affairs](#) of the Department of Energy.
- [The Office of Intergovernmental and External Affairs \(IEA\)](#) of the Department of Health and Human Services.
- [The Office of Intergovernmental Affairs \(IGA\)](#) of the Department of Homeland Security.



- [The Office of Congressional and Intergovernmental Relations](#) of the Department of Housing and Urban Development.
- [The Office of Intergovernmental and External Affairs \(OIEA\)](#) of the Department of the Interior.
- [Intergovernmental Affairs and Public Liaison](#) of the Department of the Justice.
- [The Office of Congressional and Intergovernmental Affairs \(OCIA\)](#) of the Department of Labor.
- [The Office of Public Engagement and Intergovernmental Affairs](#) of the Department of State.
- [The Assistant Secretary for Governmental Affairs](#) of the Department of Transportation.
- [The Office of Intergovernmental Affairs](#) of the Department of Veterans Affairs.

Strategies and Mechanisms

1. Federal Government

Under the [U.S. Constitution](#), the [Federal Government of U.S.](#) is divided into three branches in order to ensure a central government in which no individual or group gains too much control. The three branches are as follows;

- [Legislative](#) – Makes laws ([Congress](#))
- [Executive](#) – Carries out laws ([President](#), [Vice President](#), [Cabinet](#))
- [Judicial](#) – Evaluates law ([Supreme Court](#) and [Other Courts](#))

Each branch of Government can change acts of the other branches as follows;

- The President can veto laws passed by Congress.
- Congress confirms or rejects the president's appointments and can remove the president from office in exceptional circumstances.
- The justices of the Supreme Court, who can overturn unconstitutional laws, are appointed by the President and confirmed by the Senate.

[The Legislative Branch](#) enacts legislation, confirms or rejects presidential appointments, and has the authority to declare war. This branch includes Congress (the Senate and House of Representatives) and several agencies that provide support services to Congress.

[The Executive Branch](#) carries out and enforces laws. It includes the President, Vice President, the Cabinet, the Executive Departments, the Independent agencies, and other Boards, Commission, and Committees.

[The Judicial Branch](#) interprets the meaning of laws, applies laws to individual cases, and decides if laws violate the Constitution.

2. State & Local Government

In regards to [State & Local Government](#), each state has its own written constitution, and these documents are often far more elaborate than their federal counterpart.



In terms of the State Government, there are [50 of states](#) in U.S. All state governments are modeled after the federal government and consist of three branches; the Executive, the Legislative; and the Judicial.

In every state, the Executive Branch is headed by a governor who is directly elected by the people. In most states, the other leaders in the executive branch are also directly elected, including the lieutenant governor, the attorney general, the secretary of state, and auditors and commissioners.

In terms of the Legislative Branch, all 50 states have legislatures made up of elected representatives, who consider matters brought forth by the governor or introduced by its member to create legislation that becomes law. The legislature also approves a state's budget and initiates tax legislation and articles of impeachment.

According to the Judicial Branch, state judicial branches are usually led by the state supreme court, which hears appeals from lower-level state courts. Court structures and judicial appointments/elections are determined either by legislation or the state constitution. The Supreme Court focuses on correcting errors made in lower courts and therefore holds no trials.

Coordination

Introduction

U.S. has inter-institutional coordination policy for the developing and strengthening of effective public management. The main entity of coordination is the [Cabinet](#), comprised by the Vice President and the Secretaries of the Executive Departments.

Established in [Section 2, Article II of U.S. Constitution](#), the Cabinet's role is to advise the President on any subject he may require relating to the duties of each member's respective office.

Institutional Framework

The U.S. Cabinet is made up of the Vice President, the Attorney General and the head of 14 executive departments as follows;

- The Vice President
- The Secretary of State
- The Secretary of Treasury
- The Secretary of Defense
- The Attorney General
- The Secretary of Interior
- The Secretary of Agriculture
- The Secretary of Commerce
- The Secretary of Labor
- The Secretary of Health and Human Services
- The Secretary of Housing and Urban Development



- The Secretary of Transportation
- The Secretary of Energy
- The Secretary of Education
- The Secretary of Veterans Affairs
- The Secretary of Homeland Security

The following positions have the status of Cabinet-rank;

- The White House Chief of Staff
- The Administrator of Environmental Protection Agency
- The Director of the Office of Management & Budget
- The Ambassador of United States Trade Representative
- The Ambassador of United States Mission to the United Nations
- The Chairman of the Council of Economic Advisers
- The Administrator of the Small Business Administration

Strategies and Mechanisms

The members of cabinet are appointed by the President and confirmed or rejected by the Senate on a simple majority vote. Cabinet members advise the president on all of issues of U.S. Also Cabinet members lead their respective departments, making policies and programs that each department controls.

The members of Cabinet cannot be a member of Congress or a sitting Governor. [Article I of U.S. Constitution](#) stated that "No person holding any office under the United States, shall be a member of either house during his continuance in office". It means that sitting Governors, Senators and member of the House of Representatives have to resign before becoming a member of Cabinet.

All of Cabinet members are called "Secretary" with the exception of the Vice President and the Attorney General. In addition, seven other individuals have cabinet rank.

Cabinet members not only provide advice to the President in regards to national issues, but also they are the successors to the presidency when the President is incapacitated by reason of the death, resignation, or removal from office, inability, or failure to qualify. The presidential line of succession is enumerated in the Presidential Succession Act of 1947 as amended, "[3 U.S. Code § 19](#)". The line of succession is as follows;

- a) The Vice President
- b) Speaker of the House
- c) The President pro-tempore of the Senate
- d) The Secretary of State
- e) The Secretary of Treasury
- f) The Secretary of Defense



- g) The Attorney General
- h) The Secretary of Interior
- i) The Secretary of Agriculture
- j) The Secretary of Commerce
- k) The Secretary of Labor
- l) The Secretary of Health and Human Services
- m) The Secretary of Housing and Urban Development
- n) The Secretary of Transportation
- o) The Secretary of Energy
- p) The Secretary of Education
- q) The Secretary of Veterans Affairs
- r) The Secretary of Homeland Security

Information and Communications Technology

Introduction

U.S. has invested and developed the field of information, communications and technology (ICT) in order to make it easier for citizens and businesses to interact with the Federal Government, save taxpayer dollars, and streamline citizen participation.

Under the [Information Technology Management Reform Act \(ITMRA\) of 1996](#), also called Clinger-Cohen Act, the information technology in U.S. replaced the authority and responsibility for the acquisition of information technology resources from the General Services Administration to the [Office of Management and Budget \(OMB\)](#), with respect to with respect to information technology in the Federal Government.

And then, U.S established the "[Federal Information Technology Acquisition Reform Act of 2014](#)" to enhance the authority of Agency Chief Information Officer (CIO), to enhance transparency and improve risk management in IT investments and to designate the [Chief Information Officers Council](#) as the lead interagency forum in order to improve agency coordination information resources investment.

In regards to communication technology, U.S. established the [Communication Act of 1934](#). The act is a federal law and codified as [Chapter 5 of Title 47 U.S. Code](#). It provided the regulation of interstate and foreign communication by wire or radio.

The purposes of the act are as follows;

- Regulating interstate and foreign commerce in communication by wire and radio so as to make available, so far as possible, to all the people of the United States, without any discrimination, and world-wide wire and radio communication service with adequate facilities at reasonable charges;
- Ensuring national defense;
- Promoting safety of life and property through the use of wire and radio communication; and



- Securing a more effective execution of this policy by centralizing authority heretofore granted by law to several agencies and by granting additional authority with respect to interstate and foreign commerce in wire and radio communication, there is hereby created a commission to be known as the "Federal Communications Commission" which shall be constituted as hereinafter provided, and which shall execute and enforce the provisions of this Act.

After then, the act was amended as the [Telecommunications Act of 1996](#). The new act is the first major overhaul of telecommunications law in almost 62 years. The goal of the act is to let anyone enter any communications business-to let any communications business compete in any market against any other.

Institutional Framework

1. The Office of E-Government & Information Technology

The [Office of E-Government & Information Technology](#), headed by the Federal Government's Chief Information Officer (CIO), is one of offices at the [Office of Management and Budget \(OMB\)](#). It develops and provides direction in the use of Internet-based technologies to make it easier for citizens and businesses to interact with the Federal Government, save taxpayer dollars, and streamline citizen participation.

Under the [Information Technology Management Reform Act \(ITMRA\) of 1996](#), the head of the office an administrator who shall be appointed by the President, by and with the advice and consent of the Senate. It delegates to the Administrator the authority to administer all functions under the federal information policy. The Administrator serves as principal adviser to the Director on Federal information resources management policy.

The functions of the office, with respect to information technology in the Federal Government, are as follows;

- Exercising capital planning control;
- Promoting the improvement of the acquisition, use, and disposal of such technology through the improvement of Federal programs;
- Developing as develop as part of the budget process a process for analyzing, tracking, and evaluating the risks and results of all major capital investments in information systems by executive agencies;
- Overseeing the development and implementation by the Secretary of Commerce of standards and guidelines pertaining to Federal computer systems;
- Designating executive agents for information technology acquisitions and require such agents to use best acquisition practices;
- Assessing other models for managing information technology;
- Comparing, and disseminating results of, various agencies' use of information technology;
- Monitoring the development and implementation of training for executive personnel;
- Informing the Congress with respect to such technology in the Federal Government; and
- Coordinating the development and review of policy associated with Federal information technology acquisition.



2. The Federal Communication Commission

The [Federal Communication Commission \(FCC\)](#) is an independent agency of U.S. Government, established by Congressional statute, "[47 U.S. Code § 154 – Federal Communications Commission](#)", to regulate interstate and international communications by radio, television, wire, satellite and cable in all 50 states, the District of Columbia and U.S. territories.

The responsibilities of the commission are as follows;

- Making Congress and the American people to ensure an orderly policy framework within which communications products and services can be efficiently and effectively provided to consumers and businesses;
- Addressing the communications needs of public safety, health, and emergency operations;
- Ensuring the universal availability of broadband and telecommunications services;
- Making communications services accessible to all people; and
- Protecting and empowering consumers in the communications marketplace.

The commission is the U.S.'s primary authority for communication law, regulation and technological innovation. In its work facing economic opportunities and challenges associated with rapidly evolving advances in global communications, the functions of the agency are as follows;

- Promoting competition, innovation and investment in broadband services and facilities;
- Supporting the nation's economy by ensuring an appropriate competitive framework for the unfolding of the communications revolution;
- Encouraging the highest and best use of spectrum domestically and internationally;
- Revising media regulations so that new technologies flourish alongside diversity and localism; and
- Providing leadership in strengthening the defense of the nation's communications infrastructure.

The commission is organized into [bureaus and offices](#), based on function. There are seven bureaus and ten offices. The bureaus is divided into; [Consumer & Government Affairs](#); [Enforcement](#); [International](#); [Media](#); [Public Safety & Homeland Security](#); [Wireless Telecommunications](#); and [Wireline Competition](#). The offices is divided into; [Administrative Law Judges](#); [Communications Business Opportunities](#); [Engineering & Technology](#); [General Counsel](#); [Inspector General](#); [Managing Director](#); and [Media Relations](#).

Strategies and Mechanisms

U.S. has engaged the Federal IT, acquisition, and program management communities; industry experts; and academics. And they have conducted listening sessions with Congress, Agency the [Chief of Information Offices](#) (CIOs) and Senior Procurement Executives. Also they have received detailed input and recommendations from many industry groups such as TechAmerica. This engagement process has led to recommendations for IT reform in the areas of operational efficiency and large-scale IT program management.



U.S. has a "25 point implementation plan" is detailed below to deliver more value to the American taxpayer. This plan requires a focus on execution and is designed to establish some early wins to garner momentum for our continued efforts. Active involvement from agency leadership is critical to the success of these reforms. As such, the Federal CIO will work with the President's Management Council to successfully implement this plan.

The plan is written in "[25 Point Implementation Plan to Reform Federal Information Technology Management](#)". In the document, there are 25 action plans as follows;

- Complete detailed implementation plans to consolidate 800 data centers by 2015;
- Create a government-wide marketplace for data center availability;
- Shift to a "Cloud First" policy;
- Stand-up contract vehicles for secure IaaS solutions;
- Stand-up contract vehicles for "commodity" services;
- Develop a strategy for shared services;
- Design a formal IT program management career path;
- Scale IT program management career path ;
- Require Integrated Program Teams;
- Launch a best practices collaboration platform;
- Launch technology fellows program;
- Enable IT program manager mobility across government and industry;
- Design and develop cadre of specialized IT acquisition professionals;
- Identify IT acquisition best practices and adopt government-wide;
- Issue contracting guidance and templates to support modular development;
- Reduce barriers to entry for small innovative technology companies;
- Work with Congress to create IT budget models that align with modular development;
- Develop supporting materials and guidance for flexible IT budget models;
- Work with Congress to scale flexible IT budget models more broadly;
- Work with Congress to consolidate Commodity IT spending under Agency CIO;
- Reform and strengthen Investment Review Boards;
- Redefine role of Agency CIOs and Federal CIO Council;
- Rollout "TechStat" model at bureau-level;
- Launch "myth-busters" education campaign; and
- Launch an interactive platform for pre-RFP agency-industry collaboration.

Recently, the Office of Management and Budget which is in charge of federal IT resource published the Memorandum of "[Management and Oversight of Federal Information Technology](#)" in order to provide implementation guidance for the Federal Information Technology Acquisition Reform Act (FITARA) 1 and related information technology (IT) management practices.



In terms of communication technology, U.S. has established strategic goals through the [Federal Communication Commission \(FCC\)](#). FCC, in accordance with its statutory authority and in support of its mission, has published the "[Strategic Plan 2015-2018](#)".

Under the document, there are 4 main strategic goals as follows;

- **Promoting Economic Growth and National Leadership:** Promote the expansion of competitive telecommunications networks, which are a vital component of technological innovation and economic growth and help to ensure that the U.S. remains a leader in providing its citizens opportunities for economic and educational development;
- **Protecting Public Interest Goals:** The rights of network users and the responsibilities of network providers form a bond that includes consumer protection, competition, universal service, public safety and national security. The FCC must protect and promote this Network Compact;
- **Making Networks Work for Everyone:** In addition to promoting the development of competitive networks, the FCC must also ensure that all Americans can take advantage of the services they provide without artificial impediments;
- **Promoting Operational Excellence:** Make the FCC a model for excellence in government by effectively managing the FCC's resources and maintaining a commitment to transparent and responsive processes that encourage public involvement and best serve the public interest.

Gender Perspective

Introduction

U.S. has well-developed policy on gender perspective, recognizing the importance of gender equality and women participation in society. In that regard, the [Council on Women and Girls](#) of the [Office of White House](#) is the Federal Government organization responsible for taking into account women and girls in the policies, the programs and the legislation. It was created by the [Executive Order 13506](#) creating the White House Council on Women and Girls on 2009.

The purpose of this order is to establish a coordinated Federal response to issues that particularly impact the lives of women and girls and to ensure that Federal programs and policies address and take into account the distinctive concerns of women and girls, including women of color and those with disabilities. ([The Executive Order 13506, Section 1](#))

Institutional Framework

[The Council on Women and Girls](#) has as its members the head of every federal agency and major White House Office. It not only emphasizes its work, but provides a central point for coordination and cooperation with the overall goals of the Administration. The council consists of [28 members](#).

The heads of executive departments and agencies shall assist and provide information to the Council, consistent with applicable law, as may be necessary to carry out the functions of the Council. Each executive department and agency shall bear its own expense for participating in the Council.



The missions of the Council are as follows;

- Working across executive departments and agencies to provide a coordinated Federal response to issues that have a distinct impact on the lives of women and girls. It includes assisting women-owned businesses to compete internationally;
- Working to increase the participation of women in the science, engineering, and technology workforce to ensure that Federal programs and policies adequately take those impacts into account; and
- Being responsible for providing recommendations to the President on the effects of pending legislation and executive branch policy proposals; 1) for suggesting changes to Federal programs or policies to address issues of special importance to women and girls; 2) for reviewing and recommending changes to policies that have a distinct impact on women in the Federal workforce; and 3) for assisting in the development of legislative and policy proposals of special importance to women and girls.

The Council on Women and Girls works as intergovernmental institution with offices or bureaus in regards to gender perspective in Executive Departments. The offices or bureaus are as follows;

- The [Office on Violence against Women](#) in the [Department of Justice](#);
- The [Office of Women's Business Ownership](#) in [Small Business Administration](#);
- The [Office of Women's Health](#) in the [Department of Health and Human Services](#); and
- [Women's Bureau](#) in the [Department of Labor](#)

Strategies and Mechanisms

The [Council on Women and Girls](#) creates the "[Women in America: Indicators of Social and Economic Well-Being](#)" report which pulls together information from across the Federal statistical agencies to compile baseline information on how women are faring in the U.S. today and how these trends have changed over time. In support of the Council on Women and Girls, the Office of Management and Budget and the Economics and Statistics Administration within the Department of Commerce worked together in order to make it.

The report provides a statistical portrait showing how women's lives are changing in five critical areas;

- [People, Families, and Income](#)
- [Education](#)
- [Employment](#)
- [Health](#)
- [Crime and Violence](#)

It has its significance with respect to being the report which is one of most comprehensive sources for information on women's lives today by bringing together data from across the Federal Government. Also it's the first such federal initiative since 1963, when the Commission on Status of Women, established by President Kennedy and chaired by Eleanor Roosevelt, produced a report on the conditions of women. This data initiative will allow government, non-government,



and individual actors to craft appropriate responses to changing circumstances. The initiative furthers three governance themes of the Obama Administration;

- a) Pursuing evidence-based policymaking;
- b) Catalyzing the private sector, including private researchers, to partner with the government in analyzing data and formulating appropriate policies; and
- c) Pursuing an all-government and all-agency approach to addressing special issues affecting Americans.

Transparency and accountability

Introduction

U.S. has recognized an importance of transparency and accountability by establishing several acts and managing institution. The most principal act in regards to access information to a public is the [Freedom of Information Act \(FOIA\) of 1967](#)

U.S. established [Freedom of Information Act \(FOIA\) of 1967](#). This Act is a law that gives a public the right to access information from the federal government. It is described as a statutory right of public access to Executive Branch information in the federal government. Basic purpose of FOIA is to ensure an informed citizenry, vital to the functioning of a democratic society, needed to check against corruption and to hold the governors accountable to the governed.

There are 2 more acts amended as follows; [OPEN Government Act of 2007](#); and [OPEN FOIA Act of 2009](#).

In terms of accountability, U.S. has had efforts that a public can access a information of federal fund by establishing the [Federal Funding Accountability and Transparency Act](#) of 2006. The Act is a law which requires that federal contract, grant, loan, and other financial assistance awards of more than \$25,000 be displayed on a searchable, publicly accessible website, [USAspending.gov](#), to give the American public access to information on how their tax dollars are being spent.

The act is amended 2 times as follows; the [Government Funding Transparency Act of 2008](#); and [Digital Accountability and Transparency Act of 2014](#).

Relevant complementary legislation and normative instruments include; [Privacy Act of 1974](#), [Presidential Records Act \(PRA\) of 1978](#), [Federal Information Security Management Act of 2002](#),

Institutional Framework

1. The Department of Justice

[The Department of Justice](#) is one of federal executive department and is responsible for the enforcement of law and administration of justice. The missions of the department are as follows;

- Enforcing the law and defending the interests of the United States according to the law;
- Ensuring public safety against threats foreign and domestic;
- Providing federal leadership in preventing and controlling crime;
- Seeking just punishment for those guilty of unlawful behaviour; and
- Ensuring fair and impartial administration of justice for all Americans.



In terms of transparency and accountability, the role of the Department of Justice is to carry out a responsibility in ensuring that [Freedom of Information Act's](#) (FOIA) demands are met. As the lead federal agency responsible for implementation of the FOIA across the government, the Department of Justice is especially committed to encouraging compliance with the Act by all agencies and to fulfilling goal of making this Administration open and transparent.

[The Office of Information Policy \(OIP\)](#) at the Department of Justice is responsible for encouraging agency compliance with FOIA. The functions of OIP are as follows;

- Developing and issuing policy guidance to all agencies on proper implementation of the FOIA;
- Publishing the Department of Justice Guide to FOIA, which is a comprehensive legal treatise addressing all aspects of the FOIA;
- Providing individualized guidance to agencies on questions relating to the application of the FOIA; and
- Conducting training programs for FOIA personnel across the government, including specialized agency programs, and provides general advice to the public on use of the FOIA.

2. The Office of Management and Budget

Under the [Digital Accountability and Transparency Act](#) of 2014, the [Office of Management and Budget \(OMB\)](#) has a responsibility to issue guidance to agencies on [Increasing Transparency of Federal Spending by Making Federal Spending Data Accessible, Searchable, and Reliable](#).

In regards to the [Memorandum on Transparency and Open Government](#), issued on 2009, the President directed OMB to issue an [Open Government Directive](#), emphasizing the importance of disclosing information that the public can readily find and use. OMB's main role has been drafting, issuing, and helping to implement this Directive. OMB is also fully complying with the mandates in the Directive.

Responding to that instruction, OMB issued the Open Government Directive, which instructed executive departments and agencies to take specific actions to implement the principles of transparency, participation, and collaboration, as set forth in the President's Memorandum.

OMB launched the [Office of Information and Regulatory Affairs \(OIRA\) dashboard](#), an easy-to-use website that will allow people to track the progress of Federal rules and regulations that have been submitted for interagency review and find other relevant information about OIRA. OIRA is a part of the OMB and its functions are to review draft regulations under [Executive Order 12866](#), to develop and to oversee the implementation of government-wide policies in the areas of information technology, information policy, privacy, and statistical policy.

3. The Department of the Treasury

[The Department of Treasury](#) is the executive agency responsible for promoting economic prosperity and ensuring the financial security of the United States. The missions of the department are as follows;

- Maintaining a strong economy and creating economic job opportunities by promoting the conditions that enable economic growth and stability at home and abroad;



- Strengthening national security by combating threats and protecting the integrity of the financial system; and
- Managing the U.S. Government's finances and resources effectively.

The responsibility of the Department of the Treasury in terms of transparency and accountability is to create a [DATA Act Playbook](#) to assist agencies with implementation under the [Digital Accountability and Transparency Act](#) of 2014 (DATA Act)). The DATA Act Playbook with eight key steps will help agencies leverage existing capabilities to drive implementation of the DATA Act. Also the Department of Treasury continue to refine the Playbook and hold meetings and workshops with agencies to provide updates on DATA Act activities, encourage agency collaboration, and share important insights and information.

Also the DATA Act stated that the Department of Treasury establishes common standards for financial data provided by all government agencies and expands the amount of data that agencies must offer to the government website, [USASpending.gov](#).

4. U.S. Government Accountability Office

The [U.S. Government Accountability Office \(GAO\)](#) is an independent, nonpartisan agency that works for Congress. Often called the "congressional watchdog," GAO investigates how the federal government spends taxpayer dollars. The head of GAO, the Comptroller General of the United States, is appointed to a 15-year term by the President from a slate of candidates Congress proposes.

Its mission is to support the Congress in meeting its constitutional responsibilities and to help improve the performance and ensure the accountability of the federal government for the benefit of the American people. It provides Congress with timely information that is objective, fact-based, nonpartisan, nonideological, fair, and balanced.

The works of the office are done at the request of congressional committees or subcommittees or is mandated by public laws or committee reports. Also the office undertakes research under the authority of the Comptroller General. The office supports congressional oversight by;

- Auditing agency operations to determine whether federal funds are being spent efficiently and effectively;
- Investigating allegations of illegal and improper activities;
- Reporting on how well government programs and policies are meeting their objectives;
- Performing policy analyses and outlining options for congressional consideration; and
- Issuing legal decisions and opinions, such as bid protest rulings and reports on agency rules.

Strategies and Mechanism

Open Government

The Federal Government of U.S. has established the [Memorandum on Transparency and Open Government](#), ushering in open and accountable government meant to bridge the gap between the American people and their government. The principles are as follows;



- The Administration is [reducing the influence of special interests](#) with ethics rules that prevent lobbyists from coming to work in government or sitting on its advisory boards;
- The Administration is tracking how government uses the money with which the people have entrusted it with easy-to-understand websites like [recovery.gov](#), [USASpending.gov](#), [IT.usaspending.gov](#), and [foreignassistance.gov](#); and
- The Administration is empowering the public-through greater openness and new technologies-to influence the decisions that affect their lives.

On 2008, the White house issued an [Open Government Directive](#) requiring federal agencies to take specific steps to achieve key in transparency, participation, and collaboration. Agencies set forth those steps in biennial Open Government Plans Available on [each agency's Open Government website](#).

In 2011, the Administration expanded its support of open government efforts when the President launched the [Open Government Partnership](#) at the UN General Assembly meeting with seven other head of state. U.S. efforts with the Open Government Partnership are to set forth in biennial Open Government National Action Plans that detail specific and measureable open government commitments.

As a member country of the Open Government Partnership (OGP), member-nations issue biennial [Open Government National Action Plans](#) to outline specific and measurable open government commitments. The commitments are made within five "grand challenge" topic areas;

- Improving Public Services;
- Increasing Public Integrity;
- More Effectively Managing Public Resources;
- Creating Safer Communities; and
- Increasing Corporate Accountability

The Administration published its [First National Action Plan](#) in 2011. It included 26 concrete and ambitious open government initiatives.

The [Second National Action Plan](#) was released in December 2013 and includes 23 commitments that build on the progress made in the first plan as well as bold, new commitments to be achieved over the next two years. Countries also issues [self-assessments](#) evaluating the implementation of the National Action Plans. National Action Plans are intended to be living documents, and the Administration plans to add additional commitments.

In the National Action Plan, there are new Open Government commitments include the expansion of original commitments as well as the launch of new initiatives;

1. Open Government to Increase Public Integrity

- Improve Public Participation in Government;
- Modernize Management of Government Records;
- Modernize the Freedom of Information Act;
- Transform the Security Classification System;



- Implement the Controlled Unclassified Information Program;
- Increase Transparency of Foreign Intelligence Surveillance Activities;
- Make Privacy Compliance Information More Accessible ;
- Strengthen and Expand Whistleblower Protections for Government Personnel; and
- Increase Transparency of Legal Entities Formed in the United States.

2. Open Government to Manage Resources More Effectively

- Implement the Extractive Industries Transparency Initiative;
- Make Fossil Fuel Subsidies More Transparent;
- Increase Transparency in Spending;
- Increase Transparency of Foreign Assistance;
- Continue to Improve Performance.Gov;
- Consolidate Import and Export Systems to Curb Corruption;
- Promote Public Participation in Community Spending Decisions; and
- Expand Visa Sanctions to Combat Corruption.

3. Open Government to Improve Public Services

- Further Expand Public Participation in the Development of Regulations;
- Open Data to the Public;
- Continue to Pilot Expert Networking Platforms;
- Reform Government Websites; and
- Promote Innovation through Collaboration and Harness the Ingenuity of the American Public.

Open Data

The administration is committed to responsibly “[Open Data](#)” from the vaults of government to fuel the innovation that grows the economy while also advancing government efficiency and accountability.

Under the [executive order](#) in 2013, it made open and machine-readable data the new default for government information, taking steps to make government-held data more accessible to the public and to entrepreneurs while appropriately safeguarding sensitive information and rigorously protecting privacy. To build on this landmark effort to open up data across government, the Administration has also launched several [Open Data Initiatives](#) aimed at scaling up open data efforts across the Health, Energy, Education, Finance, Public Safety, and Global Development sectors. And the administration has [Open Data Policy](#) in order to operate it.



Quality of public services

Introduction

Improving a quality of public services is important for U.S. Government in order to implement effective management. Accordingly the [U.S. General Services Administration](#) elaborates and carry out the [18F programs](#) through the [Office of Citizen Services and Innovative Technologies](#).

The 18F program helps agencies deliver on their mission by using free and open source software to create rapidly-deployed, user-centric digital services, innovative technology, and public-facing applications. The program is comprised of Presidential Innovation Fellows and an in-house digital delivery team. 18F can do the complete work of building solutions for an agency, share in the work with an agency to collaborate on developing solutions together, or consult with an agency on how it can build or buy user-centric interfaces most effectively. 18F "hacks" bureaucracy to drive efficiency, transparency, and savings for government agencies and the American people.

Institutional Framework

The government entity responsible for guaranteeing the implementation of national policies addressing the issue of quality of public services is the [Office of Citizen Services and Innovative Technologies](#) at [U.S. General Services Administration](#).

The Office of Citizen Services and Innovative Technologies is s is the nation's focal point for data, information and services offered by the federal government to citizens. In addition, it plays a leadership role in identifying and applying new technologies to effective government operations and excellence in customer service in the government.

The vision is to lead the transformation to 21st century digital government and revolutionize the interaction between government and the people and businesses it serves.

The goals of the office are as follows;

- Transformation through innovation;
- Customer Experience; and
- Operational efficiency and effectiveness

Within the office, there is the [Office of Citizen Services \(OCS\)](#) which equips federal agencies with the best practices and tools they need to serve the public. OCS also serves the public directly more than one billion times a year with information online, by phone, in print and via mobile device about government programs and services.

Also, The Digital Government Division helps agencies deliver high quality customer service to the public via web, social media, mobile, phone, e-mail, print and newly evolving media by providing government-wide support and solutions

Strategies and Mechanisms

The [Federal Citizen Information Center \(FCIC\)](#), in the Office of Citizen Services and Innovative Technologies has a 40-year history of providing U.S. government information and services directly to the public. It currently offers a variety of information channels, including websites, web chat, telephone, print, social media and email. FCIC programs include;



1. Website Management & Content Program

FCIC's websites deliver helpful information to the public through a variety of websites and social media channels:

- [USA.gov](#): the official web portal of the U.S. government, connecting people with government information, benefits and services;
- [GobiernoUSA.gov](#): It is the Spanish-language counterparts to USA.gov;
- [Blog.USA.gov](#): Showcasing the helpfulness and practicality of federal, state, and local government information;
- [Kids.gov](#): A portal to government websites designed especially for kids and educators;
- Social media in English for helpful, up-to-the-minute information: [Facebook](#), [Twitter](#), [YouTube](#), [RSS feeds](#), [email alerts and updates](#); and
- Social media in Spanish, written especially for the the U.S. Hispanic community: [Facebook](#), [Twitter](#), [YouTube](#), [RSS feeds](#), and [email alerts and updates](#)

2. Contact Center Services Program

The Contact Center Services Program provides direct telephone (1-800-FED-INFO), [email](#) and [web chat](#) services to the public through the [USA.gov Contact Center \(USA.gov CC\)](#), as well as an array of contact center services for several other customer agencies. The USA.gov CC answers about 1 million phone, email, and chat inquiries each year on all federal government topics.

The program developed, awarded and manages the [USA Contact](#) contract, created for government agencies to use to quickly obtain their own citizen-centric contact center services. The program promotes the [USA Contact](#) contract and assists other federal agencies in its use.

In addition, the Contact Center Services Program manages and coordinates the [Government Contact Center Council \(G3C\)](#), a group of federal call center managers that share industry best practices, emerging technology, and collaborate during national emergencies.

3. Publication Services & Citizen Outreach Program

The Publication Services & Citizen Outreach Program coordinates outreach and delivery of FCIC services to both the public and federal agency customers.

The Citizen Outreach team produces educational promotions and public service advertising that inform citizens about the FCIC websites, National Contact Center services, and consumer publications.

The Information Program Managers team assists federal agencies with warehousing, promoting and distributing publications through the Pueblo CO publications distribution facility, FCIC's [Consumer Information Catalog](#) and online. The team manages the website [Publications.USA.gov](#), (formerly [Pueblo.gsa.gov](#)), providing access to hundreds of the best federal publications, including the popular FCIC-published [Consumer Action Handbook](#) and its Spanish counterpart [la Guía del Consumidor](#).



Citizen Participation in Public Management

Introduction

U.S. has recognized an importance of making correlation between citizen participation and public management. U.S. Government provides an online platform of petition, "[We the People](#)", in order to hear opinion from a public. It is served by the [Office of Public Engagement](#). The office serves as the front door to the U.S. Government through which ordinary Americans can participate and inform the work of the President.

The right to petition the government is guaranteed by the First Amendment of the [U.S. Constitution](#). Under the U.S. Constitution, the First Amendment stated that "Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances".

Institutional Framework

1. The Office of Public Engagement

The [Office of Public Engagement](#) is the executive office promoting public participation. The office create and coordinate opportunities for direct dialogue between the Administration and the American public, while bringing new voices to the table and ensuring that everyone can participate and inform the work of the President.

The functions of the offices are as follows;

- Seeking to engage as many Americans as possible in the difficult work of changing this country, through meetings and conversations with groups and individuals here in Washington and across the country;
- Helping build relationships with Americans by increasing their meaningful engagement with the federal government;
- Allow ordinary Americans to offer their stories and ideas regarding issues that concern them and share their views on important topics such as health care, energy and education;
- Focusing on getting information from the American people outside the Washington beltway through special public events as well as activities on the web site; and
- Having a strong on-line presence, including blog postings from the Office of Public Engagement's staff and other interactive elements.

2. The Office of Citizen Services and Innovative Technologies

The government entity responsible for guaranteeing the implementation of national policies addressing the issue of quality of public services is the [Office of Citizen Services and Innovative Technologies](#) at [U.S. General Services Administration](#) is a government entity responsible for deliver national policies to a public in order to make citizen participation more accessible and effective.

The Office of Citizen Services and Innovative Technologies is s is the nation's focal point for data, information and services offered by the federal government to citizens. In addition, it plays a



leadership role in identifying and applying new technologies to effective government operations and excellence in customer service in the government.

The vision is to lead the transformation to 21st century digital government and revolutionize the interaction between government and the people and businesses it serves.

The goals of the office are as follows;

- Transformation through innovation;
- Customer Experience; and
- Operational efficiency and effectiveness

Within the office, there is the Office of Citizen Services (OCS) which equips federal agencies with the best practices and tools they need to serve the public. OCS also serves the public directly more than one billion times a year with information online, by phone, in print and via mobile device about government programs and services.

Also, The Digital Government Division helps agencies deliver high quality customer service to the public via web, social media, mobile, phone, e-mail, print and newly evolving media by providing government-wide support and solutions

Strategies and mechanisms:

In 2009, U.S. Government established "[The Memorandum on Transparency and Open Government](#)" which is the first executive action. After then, there were efforts to collaborate with other countries in the global [Open Government Partnership \(OGP\)](#) with other 7 countries.

In support of OGP domestically, U.S. Government in 2011 launched the first U.S. [Open Government National Action Plan \(NAP\)](#) - a set of 26 commitments that have increased public integrity, enhanced public access to information, improved management of public resources, and given the public a more active voice in the U.S. Government's policymaking process.

In terms of promoting citizen participation, in the first NAP, there is successful launch of "[We the People](#)". It is an online platform of petition in order to hear opinion from a public, to review it, to ensure it's sent to the appropriate policy experts, and to issue an official response.

"We the People" launched in 2011 is a platform that gives all Americans a way to create a sign petitions on a range of issues affecting our nation. And if a petition gathers enough online signatures, it will be reviewed by policy experts and people will receive an official response. The [steps of petition](#) are as follows;

- a) **Creating or signing a petition:** Anyone 13 or older can create a [WhiteHouse.gov](#) account and create or sign a petition on WhiteHouse.gov asking the Administration to take action on a range issues;
- b) **Building support and gathering signatures for petition:** It's up to a person who asks a petition in order to support for a petition. Use email, Facebook, Twitter and word of mouth to tell other people about the petitions the person who cares about; and
- c) **The White House reviews and responds:** If a petition reaches a certain threshold (initially 5,000 signatures within 30 days), it will be reviewed by policy officials in the Administration and an official response will be issued.



In developing the [second National Action Plan \(NAP\)](#), the Federal Government sought input from the general public, a broad range of civil society organizations, academia, and the private sector to refine the commitments in this document to build a more open, transparent, and participatory United States Government.

In regards to way to promote citizen participation, the Second NAP has initiative of "Improve Public Participation in Government". It consists of two action plan as follows;

- **Expanding and simplifying the use of "We the People":** U.S. Government will introduce improvements to "We the People" that make petitioning the Government easier and more effective. These improvements will enhance public participation by creating a more streamlined process for signing petitions and a new Application Programming Interface (API) that will allow third parties to collect and submit signatures to "We the People" petitions from their own websites.
- **Publishing best practices and metrics for public participation:** In the first National Action Plan, the Administration committed to identify best practices for public participation in government and to suggest metrics that would allow agencies to assess toward this goal.

Also it has an initiative of "Further expand public participation in the development of regulations". When it comes to it, the Administration continues to promote public participation in rulemaking, which covers such diverse subjects as energy, education, homeland security, agriculture, food safety, environmental protection, health care, and airline and automobile safety.

[Regulation.gov](#) and a related underlying electronic [Federal Docket Management System \(FDMS\)](#) support the rulemaking processes at most Administration and many independent regulatory agencies, and are designed to make it easier for the public to comment on proposed regulations and for government agencies to post those proposed rules online. The online platform currently allows the public to view and comment on proposed rules, and includes associated data in the docket that can be searched and downloaded. The Administration will;

- **Making commenting on proposed rulemakings easier:** The [eRulemaking Program Management Office \(PMO\)](#), which leads [Regulations.gov](#) and the [FDMS](#), will explore launching an API to allow the public to comment on proposed regulations using third-party websites;
- **Continue proactive outreach with stakeholders:** To be responsive to non-government users of [Regulations.gov](#), the PMO will continue to proactively engage and meet with outside stakeholder groups to obtain input on how best to improve the website; and
- **Making Regulations easier to read:** The Consumer Financial Protection Bureau launched an [open source pilot](#) to make regulations easier to read and understand. Based on the performance of the pilot, the model will be considered for potential expansion to other agencies.



Evaluation of Policies and Programs

Introduction

U.S. has had a lot of efforts to promote and operate the evaluation of government policies and programs. The government recognizes that rigorous and independent program evaluations can be key resources in determining whether government programs are achieving their intended outcomes as effectively as possible and at the lowest possible cost.

U.S. established the [Government Performance and Results Act \(GPRA\) of 1993](#) is a law to improve government performance management. Under the act, the federal agencies are expected to focus on achieving results and to demonstrate, in annual performance reports and budget requests, how their activities help achieve agency or government-wide goals.

The purposes of this Act are as follows;

- Improving the confidence of the American people in the capability of the Federal Government, by systematically holding Federal agencies accountable for achieving program results;
- Initiating program performance reform with a series of pilot projects in setting program goals, measuring program performance against those goals, and reporting publicly on their progress;
- Improving Federal program effectiveness and public accountability by promoting a new focus on results, service quality, and customer satisfaction;
- Helping Federal managers improve service delivery, by requiring that they plan for meeting program objectives and by providing them with information about program results and service quality;
- Improving congressional decision making by providing more objective information on achieving statutory objectives, and on the relative effectiveness and efficiency of Federal programs and spending; and
- Improving internal management of the Federal Government.

U.S. established [GPRA Modernization Act of 2010 \(GPRAMA\)](#). The Act modernizes the federal government's performance management framework, retaining and amplifying some aspects of the Government Performance and Results Act of 1993 (GPRA).

The purposes of the GPRAMA were as follows;

- Modernizing and refine the requirements established by GPRA in order to produce more frequent, relevant data which can then inform decision makers and agency operations;
- Codifying and strengthening existing resources for performance management, including the Chief Operating Officer (COO), Performance Improvement Officers (PIOs) within the federal agencies and the interagency Performance Improvement Council (PIC);
- Applying the latest technologies and lessons learned from nearly two decades of GPRA implementation; and
- Leading to more effective management of government agencies at a reduced cost.

Institutional Framework



1. The Office of Management and Budget

The [Office of Management and Budget \(OMB\)](#) serves the President of the United States in overseeing the implementation of his vision across the Executive Branch. In specific, OMB's mission is to assist the President in meeting his policy, budget, management and regulatory objectives and to fulfill the agency's statutory responsibilities.

In terms of evaluation of policies and programs, OMB is committed to a [broad-based set of activities](#) to better integrate evidence and rigorous evaluation in budget, management, operational, and policy decisions, including;

- Making better use of already-collected data within government agencies;
- Promoting the use of high-quality, low-cost evaluations and rapid, iterative experimentation;
- Adopting more evidence-based structures for grant programs; and
- Building agency evaluation capacity and developing tools to better communicate what works.

2. U.S. Government Accountability Office

The [U.S. Government Accountability Office \(GAO\)](#) is an independent, nonpartisan agency that works for Congress. GAO investigates how the federal government spends taxpayer dollars.

Its mission is to support the Congress in meeting its constitutional responsibilities and to help improve the performance and ensure the accountability of the federal government for the benefit of the American people.

The works of the office are done at the request of congressional committees or subcommittees or is mandated by public laws or committee reports. Also the office undertakes research under the authority of the Comptroller General. The office supports congressional oversight by;

- Auditing agency operations to determine whether federal funds are being spent efficiently and effectively;
- Investigating allegations of illegal and improper activities;
- Reporting on how well government programs and policies are meeting their objectives;
- Performing policy analyses and outlining options for congressional consideration; and
- Issuing legal decisions and opinions, such as bid protest rulings and reports on agency rules.

Strategies and Mechanisms

Basically, the strategies and mechanisms of evaluation of policies and programs in U.S. are based on the GPRA Modernization Act of 2010 (GPRAMA). GPRAMA aims to ensure that agencies use performance information in decision making and holds them accountable for achieving results and improving government performance. The Office of Management and Budget (OMB), too, has encouraged agencies to improve government effectiveness by increasing their use of evidence and rigorous program evaluation in making budget, management, and policy decisions. And



GPRAMA requires [U.S. Government Accountability Office \(GAO\)](#) to evaluate the act's implementation at several junctures.

Moreover, U.S. Government operates a mechanism bellowing with the Memorandum "[Increased Emphasis on Program Evaluations](#)" in 2009. The memorandum stated that evaluations can help policymakers and agency managers strengthen the design and operation of programs. Also evaluations can help the Administration determine how to spend taxpayer dollars effectively and efficiently, investing more in what works and less in what does not.

Under the memorandum, in order to strengthen program evaluation, OMB launches the following government-wide efforts as part of the Fiscal Year 2011 Budget process;

- On-line information about existing evaluations;
- Inter-agency working group; and
- New, voluntary evaluation initiative.

This initiative focuses on impact evaluations, or evaluations aimed at determining the causal effects of programs. This initiative initially focuses on social, educational, economic, and similar programs whose expenditures are aimed at improving life outcomes for individuals.

1. On-line information about existing evaluations

OMB works with agencies to expand the information about program evaluations that they make public. The goal is to make researchers, policymakers, and the general public aware of studies planned or underway that; (1) Examine whether a program is achieving its intended outcomes; or (2) Study alternative approaches for achieving outcomes to determine which strategies are most effective.

Public awareness promotes two objectives; a) It allows experts inside and outside the government to engage early in the development of program evaluations. In particular, OMB welcomes input on the best strategies for achieving wide consultation in the development of evaluation designs; b) Public awareness promotes transparency, since agency program evaluations is be made public regardless of the results. This function is analogous to that of the HHS clinical trial registry and results data bank, [ClinicalTrials.gov](#).

2. Inter-agency working group

Working with the [Domestic Policy Council](#), [National Economic Council](#) and the [Council of Economic Advisers](#), OMB re-constitutes an inter-agency working group of evaluation experts under the Performance Improvement Council established by [Executive Order 13450](#).

The purpose of the working group will be;

- Helping build agency evaluation capacity and create effective evaluation networks that draw on the best expertise inside and outside the Federal government;
- Sharing best practices from agencies with strong, independent evaluation offices;
- Making research expertise available to agencies that need assistance in selecting 3 appropriate research designs in different contexts;



- Devising strategies for using data and evaluation to drive continuous improvement in program policy and practice; and
- Developing government-wide guidance on program evaluation practices across the Federal government while allowing agencies flexibility to adopt practices suited to their specific needs.

A key goal of the working group is to help agencies determine the most rigorous study designs appropriate for different programs given their size, stage of development, and other factors.

3. New, voluntary evaluation initiative

Agencies are invited – on a voluntary basis – to submit additional information and request additional funding for high-priority evaluation activities. In the FY 2011 Budget, OMB allocates a limited amount of funding to support up to 20 rigorous program evaluations across the Federal government or to strengthen agency evaluation capacity. Agencies wishing to be considered for additional funding should provide their submissions to OMB using the attached template and should submit a proposal with the following elements;

- Assessment of evidentiary support for budget priorities;
- New 2011 proposals for rigorous evaluations;
- Assessment of agency capacity to conduct rigorous, independent evaluations; and
- Identification of statutory impediments.