

INVESTING IN WHAT WORKS INDEX (May 2014)Better Results for Young People, Their Families, and Communities

EVIDENCE / EVALUATION CRITERIA	U.S. Department of Education	U.S. Department of Labor	U.S. Agency for International Development	ADMINISTRATION FOR CHILDREN & FAMILIES Administration for Children and Families (HHS)	Corporation for NATIONAL & COMMUNITY SERVICE **** Corporation for National and Community Service
TOTAL SCORE (5 Possible Points Per Criteria)	25 OUT OF 35	23 OUT OF 35	25 OUT OF 35	22 OUT OF 35	22 OUT OF 35
Evaluation Office / Senior Evaluation Officer: Did the department/agency have an office for research, development, dissemination, and evaluation and a senior staff member with the authority and budget to evaluate its major programs in FY14?1	YES	YES	YES	YES	YES
	(5 points)	(5 points)	(5 points)	(5 points)	(5 points)
<u>Data</u> : Did the department/agency have an office that made updated, accessible, and user-friendly data related to its core missions publicly available in FY14? ²	YES	YES	YES	YES	YES
	(5 points)	(5 points)	(5 points)	(5 points)	(5 points)
What Works Clearinghouse: Did the department/agency gather and make publicly available scientific evidence-based standards of what works in the field in FY14? ³	YES (5 points)	NEEDS DEPARTMENTAL ACTION (3 Points)	YES (5 points)	NEEDS DEPARTMENTAL ACTION (3 Points)	NEEDS DEPARTMENTAL ACTION (1 Point)
Common Evidence Framework: Did the department/ agency use a common evidence framework in FY14 to inform its funding decisions and to communicate its standards for research and evaluation methods to potential grantees? ⁴	YES (5 points)	NEEDS DEPARTMENTAL ACTION (4 Points)	YES (5 points)	NEEDS DEPARTMENTAL ACTION (3 Points)	NEEDS DEPARTMENTAL ACTION (3 Points)
1% of Program Funds for Evaluations: Did the department/agency invest at least 1% of program funds in evaluations and make the results of those evaluations public in FY14? ⁵	NEEDS DEPARTMENTAL AND	NEEDS DEPARTMENTAL AND	NEEDS DEPARTMENTAL AND	NEEDS DEPARTMENTAL AND	NEEDS DEPARTMENTAL AND
	CONGRESSIONAL ACTION	CONGRESSIONAL ACTION	CONGRESSIONAL ACTION	CONGRESSIONAL ACTION	CONGRESSIONAL ACTION
	(2 points)	(4 points)	(3 points)	(2 points)	(2 points)
Use of Evidence in 5 Largest Competitive Grant Programs: Did the department/agency allocate funds from its 5 largest competitive grant programs based on demonstrated evidence of success in FY14? ⁶	NEEDS DEPARTMENTAL	NEEDS DEPARTMENTAL	NEEDS DEPARTMENTAL	NEEDS DEPARTMENTAL	NEEDS DEPARTMENTAL
	ACTION	ACTION	ACTION	ACTION	ACTION
	(2 points)	(2 points)	(2 Points)	(3 Points)	(4 Points)
Use of Evidence in 5 Largest Non-Competitive Grant Programs: Did the department/agency allocate funds from its 5 largest non-competitive grant programs based on demonstrated evidence of success in FY14? ⁷	NEEDS DEPARTMENTAL AND	NEEDS DEPARTMENTAL AND	NEEDS DEPARTMENTAL AND	NEEDS DEPARTMENTAL AND	NEEDS DEPARTMENTAL AND
	CONGRESSIONAL ACTION	CONGRESSIONAL ACTION	CONGRESSIONAL ACTION	CONGRESSIONAL ACTION	CONGRESSIONAL ACTION
	(1 point)	(0 points)	(0 Points)	(1 point)	(2 points)



Better Results for Young People, Their Families, and Communities

EVIDENCE / EVALUATION CRITERIA

¹ Evaluation Office / Senior Evaluation Officer: Did the department/agency have an office for research, development, dissemination, and evaluation and a senior staff member with the authority and budget to evaluate its major programs in FY14? 1. ED: The U.S. Department of Education's Institute of Education Sciences' (IES) budget is \$576.9 million in FY14. IES is also coordinating funds provided by other Department offices for additional evaluations in FY14.

DOL: The U.S. Department of Labor's Chief Evaluation Office received \$8.04 million directly through the FY14 Omnibus Appropriations Act, is estimating that it will oversee an additional \$25 million in evaluations in FY14 provided through the Secretary's evaluation set-aside authority described below, is coordinating at least \$40 million in the Employment and Training Administration in FY14 for evaluating pilots, demonstrations and research and evaluations of large grant programs, and is also expecting to help coordinate additional funds for evaluations of programs in other DOL agencies in FY14

<u>USAID</u>: The U.S. Agency for International Development's <u>Office of Learning, Evaluation, and Research Director's budget</u> is \$19 million in FY14. This amount is in addition to the approximately \$44 million invested in evaluations by USAID missions and offices.

ACF: The Administration for Children and Families' (HHS) Office of Planning, Research, and Evaluation Director's budget is \$98 million in FY14.

CNCS: The Corporation for National and Community Service's Office of Research and Evaluation Director's Budget is \$5 million in FY14.

² <u>Data</u>: Did the department/agency have an office that made updated, accessible, and user-friendly data related to its core missions publicly available in FY14? 2. ED: The U.S. Department of Education's National Center for Education Statistics (\$269.6 million in FY14) serves as the primary federal entity for collecting and analyzing data related to education in the U.S. and other nations.

<u>DOL</u>: The U.S. Department of Labor's <u>Bureau of Labor Statistics</u> (\$614 million in FY14) serves as the principal Federal agency responsible for measuring labor market activity, working, conditions, and price changes in the economy.

<u>USAID</u>: All U.S. Agency for International Development's evaluation reports are available to the public through USAID's <u>Development Experience Clearinghouse</u> which includes technical and program documentation from more than 50 years of USAID's existence, with more than 155,000 documents available for viewing and electronic download. USAID's <u>Foreign Assistance Dashboard</u> provides a view of U.S. Government foreign assistance funds and enables users to examine, research, and track aid investments in a standard and easy-to-understand format. USAID publishes its <u>core datasets</u>, as well as program specific data, in API formats.

ACF: The Administration for Children and Families (HHS) makes data available through Research Connections, the Inter-University Consortium for Political and Social Research, healthdata.gov, and the National Data Archive on Child Abuse and Neglect.

CNCS: The Corporation for National and Community Service's Office of Research and Evaluation (\$5 million in FY14) makes publicly available (1) state profiles that depict national service resources (grant funds, members, volunteers, grantees) and program performance metrics across the country and (2) volunteering statistics at the local, state, and national levels collected for CNCS by the U.S. Census Bureau through an interagency agreement.



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³What Works Clearinghouse: Did the department/agency gather and make publicly available scientific evidence-based standards of what works in the field in FY14?

- 3. ED: The U.S. Department of Education's What Works ClearinghouseTM (\$10 million in FY14) identifies studies that provide credible and reliable evidence of the effectiveness of a given practice, program, or policy (referred to as "interventions"), and disseminates summary information and reports on the WWC website.
- DOL: The U.S. Department of Labor's Clearinghouse for Labor Evaluation and Research (CLEAR) is built off of the U.S. Department of Education's information technology platform developed for its What Works Clearinghouse, with web pages, evidence guidelines and policies, and evidence summary standards uniquely adapted for DOL programs and issues. The first stage topics which were open Betatested in FY13 were disconnected youth and Occupational Safety and Health Administration inspections; second stage topics which are being open Beta-tested in FY14 include disability employment outcomes and child labor. The Department's Employment and Training Administration's Workforce System Strategies helps improve outcomes for job seekers and employers by identifying potential strategies that are informed by research evidence or peer expertise. The Department's Employment Training Administration's Research Publication Database provides access to research and evaluation reports commissioned by ETA to help guide the workforce investment system.

<u>USAID</u>: The U.S. Agency for International Development (USAID) provides evidence of "what works" by sector through its technical bureaus. The Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), for example, includes the <u>Center of Excellence on Democracy, Rights, and Governance</u> which publishes evidence based standards for what works in this field. USAID is also a member and provides funding along with other donors for the <u>International Initiative for Impact Evaluations (3ie)</u> which funds impact evaluations and systematic reviews that generate evidence on what works in development programs and why. USAID commissioned two systematic reviews from 3ie in 2012. The first review, which was completed in January 2014, considered the question, "What is the effectiveness of a) parental, b) familial, and c) community support for student learning outcomes (e.g. community libraries, parental support of students at home, other forms of community engagement in reading instruction or practice) in developing countries?" The second review, which should be completed in July 2014, addressed the questions, "What are the predictive factors for youth involvement in gang violence? What is the effectiveness of interventions intended to reduce youth involvement in gang-violence in developing countries?" Both are rigorous reviews of all the impact evaluations around their respective issue areas. In lieu of a third systematic review, USAID commissioned a gap map on extreme poverty which is currently examining systematic reviews and impact evaluations to determine where there is strong, weak, or non-existent evidence on the impact of development programs focusing on extreme poverty. The gap map, which is expected to be completed in October 2014, will inform the Extreme Poverty Evidence Summit scheduled for January 2015.

ACF: The Administration for Children and Families has conducted evidence reviews of human services interventions in several programmatic areas and made the information available on the web for practitioners and policy-makers. These reviews rate the quality of evaluation studies and summarize the findings for each intervention model. Reviews to date have covered teen pregnancy prevention, home visiting, relationship education and responsible fatherhood. ACF launched a review of employment and training programs for low-income people in FY2013 and is expecting to begin disseminating review results by the fall of 2014.

CNCS: The Corporation for National and Community Service will initiate a planning and development phase to support a new online repository for all national service and social innovation research and evaluation studies in FY14. This online repository, or clearinghouse, will build off of existing structures at the U.S. Departments of Education, Labor, and Health and Human Services.

⁴ Common Evidence Framework: Did the department/agency use a common evidence framework in FY14 to inform its funding decisions and to communicate its standards for research and evaluation methods to potential grantees?

- 4. <u>ED</u>: On September 20, 2013, the U.S. Department of Education's Institute of Education Sciences and the National Science Foundation issued a <u>report</u> which explains how the two agencies hope to realize the full potential of their education research and development investments including obtaining meaningful findings and actionable results through a more systematic development of knowledge. The report describes six types of research studies that can generate evidence about how to increase student learning. On August 13, 2013, the U.S. Department of Education finalized amendments to the Education Department General Administrative Regulations commonly known as <u>EDGAR</u>. The amendments enable programs across the Department to encourage and reward grant applicants that propose rigorous evaluation methods that meet its What Works ClearinghouseTM standards, so as to build credible evidence about the effectiveness of Department-funded grant projects; they also enable Department programs to focus funds on projects and strategies backed by differing levels of evidence, as appropriate.
- <u>DOL</u>: The U.S. Department of Labor continues to collaborate with other agencies (HHS, Ed-IES, NSF, CNCS) on refining cross-agency evidence guidelines, developing technological procedures to link and share reviews across clearinghouses. The <u>Interagency Evidence Framework</u> is accepted Department-wide and in 2013 a <u>Department Evaluation Policy Statement</u> was established and announced, formalizing the policy of requiring evaluations in all discretionary grants programs and the evidence principles of rigor, independence, and transparency.

<u>USAID</u>: The U.S. Agency for International Development's <u>Evaluation Policy</u> lists evaluation best practices and criteria for quality reports. USAID's <u>Scientific Integrity Policy</u> provides a foundation for maintaining the integrity of USAID's scientific and scholarly activities. USAID also concluded an open consultation process in March 2014 on its upcoming Research Policy. USAID has released its <u>Policy Framework and Program Cycle</u> that will be updated every 4 years. <u>Feed The Future</u> has an evidence-based framework that informs funding decisions. The Global Health Bureau recently approved an M&E plan which outlines goals and objectives for strengthening our internal M&E processes as well as improving the capacity of health staff in missions.

ACF: The Administration for Children and Families (HHS) has established an evaluation policy that addresses the principles of rigor, relevance, transparency, independence, and ethics in the conduct of evaluations.

CNCS: The Corporation for National and Community Service adapted the evidence framework used by the Social Innovation Fund and included it as part of the AmeriCorps State and National program's FY14 grant competition requirements described below. CNCS is also initiating a planning and development phase for an agency-wide evaluation policy in FY14.



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EVIDENCE / EVALUATION CRITERIA

⁵ 1% of Program Funds for Evaluations: Did the department/agency invest at least 1% of program funds in evaluations and make the results of those evaluations public in FY14? 5. ED: The FY14 Omnibus Appropriations Act includes a provision clarifying the U.S. Department of Education's authority to reserve up to 0.5 percent of ESEA funds - except Title I funds, Title III funds, and funds for programs that already have an evaluation provision - for evaluations of ESEA programs without respect to the source of those funds.

DOL: The U.S. Department of Labor's FY15 budget request recommends allowing the Secretary to set-aside up to 1.0% of all operating agencies' budgets for evaluations coordinated by the Chief Evaluation Office. The U.S. Department of Labor's FY12-14 budgets allow the Secretary to set-aside up to .5% of operating funds from operating agencies for departmental evaluations coordinated by the Chief Evaluation Office, in addition to the separate evaluation funds that exist in many DOL agencies. In FY14, an estimated \$25 million will be transferred from these agencies to CEO for evaluations. The Chief Evaluation Office directly funds evaluations and also combines its own funds with agency funds to jointly sponsor some evaluations (e.g., Employment and Training Administration, Occupational Safety and Health Administration, Wage and Hour Division, Office of Federal Contract Compliance, Veterans Employment and Training Program, Office of Disability Employment Programs, Office of Workers Compensation, and the Women's Bureau). Three separate rounds of grants (funded by H1-B worker visa fees totaling \$450 million in FY14) are supporting training for high school students transitioning to work and college, long-term unemployed workers, and apprenticeship programs. Between 3% and 5% of these grant funds (at least \$25 million) is being invested in evaluations in FY14.

<u>USAID</u>: The U.S. Agency for International Development's <u>Evaluation Policy</u> states: "On average, at least 3 percent of the program budget managed by an operating unit should be dedicated to external evaluation." USAID missions and offices completed 257 evaluations with resources totaling approximately \$44 million in FY13, a 22% increase over FY12. This amount is in addition to the <u>Office of Learning</u>, <u>Evaluation</u>, and <u>Research Director's budget</u>.

ACF: In FY14, the Administration for Children and Families (HHS) is planning to spend nearly \$100 million on evaluations, representing 0.2% of ACF's \$51.2 billion budget in FY14 (in addition to investments in evaluations by ACF grantees). ACF invested \$88 million in evaluations in FY13.

CNCS: The Serve America Act authorizes the Corporation for National and Community Service to invest up to 5% of funds from its Social Innovation Fund and up to 1% of funds from its Senior Corps programs in evaluations. The Social Innovation Fund is investing .02% of its funds in evaluations in FY14 (\$1,185,000) and Senior Corps is investing .04% of its funds in evaluations in FY14 (\$760,000).

CNCS's <u>AmeriCorps State and National Program</u> also requires organizations receiving a grant of \$500,000 or more to conduct independent evaluations every three years. CNCS also released the results of a national randomized control trial of one of its largest grantees, <u>Minnesota Reading Corps</u>, in March 2014.

⁶ <u>Use of Evidence in 5 Largest</u> <u>Competitive Grant Programs</u>: Did the department/agency allocate funds from its 5 largest competitive grant programs based on demonstrated evidence of success in FY14?

6. ED: The U.S. Department of Education's Investing in Innovation Fund (\$134 million in FY14) provides competitive grants to local school districts and non-profit organizations with records of success to help them leverage public/private partnerships to implement education practices that have demonstrated positive impacts on student achievement. The U.S. Department of Education is also investing not less than \$60 million of the \$248 million appropriated for the Charter School Program (CSP) in FY14 in Grants for the Replication and Expansion of High-Quality Schools. This initiative provides competitive grants to non-profit charter management organizations to help them expand student enrollment at charter schools with demonstrated records of success and to open new charter schools based on models that have significantly increased academic achievement for all students.

The U.S. Department of Labor's <u>Workforce Innovation Fund</u> (\$49 million in FY14) provides competitive grants to help develop and expand innovative evidence-based workforce development strategies. The <u>Trade Adjustment Assistance Community College and Career Training Grant Program</u> (\$450 million in FY14) provides grants to community colleges and other higher education institutions to develop and expand evidence-based education and training for dislocated workers changing careers.

<u>USAID</u>: The U.S. Agency for International Development is rebuilding its planning, monitoring, and evaluation framework to produce and use evidence through the introduction of a new <u>Program Cycle</u> which will systematize use of evidence across all decision-making regarding grants and all of USAID's work.

ACF: In FY12, the Administration for Children and Families established the Head Start Designation Renewal System requiring Head Start (\$8.6 billion in FY14) grantees to compete for grants moving forward if they failed to meet criteria related to service quality, licensing and operations, and fiscal and internal controls. The Personal Responsibility Education Program (\$69.6 million in FY14) includes three individual discretionary grant programs which support evidence-based competitive grants that teach youth about abstinence and contraception to prevent pregnancy and sexually transmitted infections. The Administration for Children and Families also recently updated its template (Attachment C) for all grant announcements. The template now includes two options, requiring grantees to either 1) collect performance management data that contributes to continuous quality improvement and is tied to the project's logic model, or 2) conduct a rigorous evaluation for which applicants must propose an appropriate design specifying research questions, measurement and analysis.

CNCS: The Corporation for National and Community Service is operating three competitive grant programs in FY14: AmeriCorps State and National program (excluding State formula grant funds) (\$225 million in FY14); Senior Corps RSVP program (\$49 million in FY14); and the Social Innovation Fund (\$70 million in FY14). The Social Innovation Fund (\$70 million in FY14) provides competitive grants to non-profit grant-making organizations to help them grow promising, evidence-based solutions that address pressing economic opportunity, healthy futures, and youth development issues in low-income communities. The AmeriCorps State and National Grants Program (excluding State formula grant funds) (\$225 million in FY14), which supports local and national organizations and agencies committed to using national service to address critical community needs in education, public safety, health, and the environment, is awarding up to 25 points out of 100 to organizations that submit FY14 applications supported by performance and evaluation data. Specifically, up to 17 points can be assigned to applications with theories of change supported by relevant research literature, program performance data, or program evaluation data and up to 8 points can be assigned for an applicant's incoming level of evidence with the highest number of points awarded to strong levels of evidence. These categories of evidence are modeled closely on the levels of evidence defined in the Social Innovation Fund.



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⁷ Use of Evidence in 5 Largest Non-Competitive Grant Programs: Did the department/agency allocate funds from its 5 largest non-competitive grant programs based on demonstrated evidence of success in FY14?

- 7. ED: The U.S. Department of Education's Title II, Part A Program (\$2.349 billion in FY14) helps schools and local school districts improve teacher and principal quality and ensure that all teachers are highly qualified. The FY14 Omnibus Appropriations Act includes a 2-percent set-aside of Title II, Part A program funds for grants to national nonprofit organizations to support teacher and school leader enhancement projects with evidence of effectiveness.
- ACF: The Administration for Children and Families' Foster Care program authorizes waivers that give states the flexibility to use their foster care maintenance payment funds to support evidence-based practices to address the needs of high-risk families. Waiver recipients are required to include an evaluation that is "the most rigorous and appropriate approach to determine the impactand effectiveness of the program intervention(s).

CNCS: The Corporation for National and Community Service is operating one formula grant program in FY14: AmeriCorps State formula grants program (\$111 million in FY14). CNCS is also operating four direct grant programs in FY14: NCCC (\$30 million in FY14), VISTA (\$92 million in FY14), Senior Corps Foster Grand Parents (\$108 million in FY14), and Senior Corps Senior Companion Program (\$46 million in FY14). At least six State Service Commissions (CA, FL, IA, MA, NY, TX) are awarding points for evidence-based or evidence-informed applications for their AmeriCorps State formula grant funds in FY14 similar to the AmeriCorps State and National Grants Program applications.

8 Other Evidence/ Evaluation Efforts

- 8. ED: The FY14 Omnibus Appropriations Act includes \$75 million within the Fund for the Improvement of Postsecondary Education (FIPSE) for a new First in the World initiative which will provide grants to institutions of higher education to help ensure that they have access to and implement innovative strategies and practices shown to be effective in improving educational outcomes and making college more affordable for students and families. The FY14 Omnibus Appropriations Act also authorized School Improvement Grants to be used by a local educational agency to implement a whole-school reform strategy for a school using an evidence-based strategy that ensures whole-school reform is undertaken in partnership with a strategy developer offering a whole-school reform program that is based on at least a moderate level of evidence that the program will have a statistically significant effect on student outcomes, including more than one well-designed or well-implemented experimental or quasi-experimental study. In December 2010, the U.S. Department of Education finalized its "Secretary's Supplemental Priorities" which authorize the Department's competitive grant programs to award bonus points to applicants to support programs, practices, and strategies designed to build evidence of effectiveness (Priority #14) and to support programs, practices, or strategies for which there is strong or moderate evidence of effectiveness (Priority #15). These priorities were the basis for the amendments to the Education Department General Administrative Regulations, commonly known as "EDGAR," published in August 2013. In FY13, the Higher Education Strengthening Institutions Program, which helps postsecondary schools expand their capacity to serve low-income students, established strong or moderate evidence of effectiveness (Priority #15) as an eligibility requirement; the Supporting Effective Educator Development (SEED) Program, which supports national non-profit projects that support teacher or principal training or professional enha
- <u>DOL</u>: The U.S Department of Labor's multi-year RCT evaluation of the Workforce Investment Act (the WIA Gold Standard Evaluation) will be completed in 2016. Other RCT evaluations continuing or expanding in FY14 are the Youthbuild Evaluation which will be completed in 2017 and two rounds of Reentry Programs for Ex-Offenders Evaluation. Initial results from the Youth Opportunity Pilot Project which is testing innovative strategies for disconnected youth using RCT concept testing and designing a full demonstration based on the evidence results will be available in 2015.

<u>USAID</u>: The U.S. Agency for International Development's <u>Development Innovation Ventures</u> (\$25 million in FY14) supports breakthrough solutions to the world's most intractable development challenges by finding and testing bold ideas that could change millions of lives at a fraction of the usual cost.

ACF: The Administration for Children and Families collaborates with the Health Resources and Services Administration in administering the Maternal, Infant, and Early Childhood Home Visiting Program (\$371.2 million in FY14), which allows collaboration and partnership at the federal, state, tribal, and community levels to improve health and development outcomes for at-risk children through evidence-based home visiting programs. This program uses a tiered evidence structure that reserves the majority of funds for models that have been determined to be evidence-based through a systematic review.

CNCS: The Corporation for National and Community Service's AmeriCorps School Turnaround Program (\$5 million in FY14) was jointly operated with the U.S. Department of Education in FY13. In FY14 this program will be solely funded by CNCS and will be integrated as part of the Tier 1 Education focus area. As such, consistent with all AmeriCorps applications, up to 25 points out of 100 will be awarded to organizations that submit FY14 applications supported by performance and evaluation data. Specifically, up to 17 points can be assigned to applications with theories of change supported by relevant research literature, program performance data or program evaluation data and up to 8 points can be assigned for an applicant's incoming level of evidence with the highest number of points awarded to strong levels of evidence as defined in the Social Innovation Fund.



INVESTING IN WHAT WORKS INDEX (May 2014)

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About the Results for America Investing in What Works Index. Results for America's Investing in What Works Index (May 2014) highlights the extent to which the U.S. Department of Education; U.S. Department of Labor; Administration for Children and Families (within HHS); U.S. Agency for International Development; and the Corporation for National and Community Service are currently building the infrastructure necessary to use evidence and evaluation in budget, policy, and management decisions. It is important to note that:

- Results for America developed the criteria and scoring structure in the attached index in close consultation with more than two dozen policy experts and practitioners in evidence-based policy from all across the country.
- The purpose of the attached index is to educate members of the general public as well as public, private, and non-profit sector leaders on how federal departments and agencies are currently using evidence and evaluation to invest taxpayer dollars in what works.
- Results for America gave the federal departments and agencies included in the attached index multiple opportunities to review and comment on the presentation of the information included in it. We greatly appreciate their willingness to help us develop this document and their continued commitment to making the federal government as effective and efficient as possible. Since we recognize that it is very difficult to distill complex practices, policies, and programs into a single cross-agency scorecard, we exercised our best judgment and relied on the deep expertise of leaders both within and outside of the federal government during the development of the attached index.

The attached index assesses five federal departments and agencies against seven evidence and evaluation criteria. Each criteria is equally weighted and scored on a scale of 0-5 resulting in a total possible score of 35 points. Federal departments and agencies were given one point if they have demonstrated an intent to meet the stated criteria; two points if they have demonstrated some initial internal progress toward meeting the criteria; three points if they have made some initial public progress toward meeting the criteria; four points if they have made some meaningful public progress toward meeting the criteria; and five points if they have fully and successfully met the criteria. These scores are based on the information and links provided by these five departments and agencies.

Moving Forward. Results for America intends to update and expand the attached index on a regular basis moving forward.

About Results for America. Results for America, an initiative of America Achieves, is committed to improving outcomes for young people, their families, and their communities by helping drive public resources towards results-driven solutions. Now more than ever, government spending at all levels — local, state and federal — needs to be spent more effectively and efficiently. Results for America will work to ensure taxpayer dollars are invested strategically with a rigorous focus on data, evidence and better results, and discourage continued support of programs that consistently fail to achieve measurable outcomes.