



HUD MANAGEMENT Impact Measurement Needed for Technical Assistance

Highlights of [GAO-03-12](#), a report to the Chairwoman, Subcommittee on Housing and Community Opportunity, Committee on Financial Services, House of Representatives.

Why GAO Did This Study

Technical Assistance is an important means through which the Department of Housing and Urban Development (HUD) can influence how its program funds are spent; this assistance can range from training workshops to one-on-one assistance. GAO was asked to determine how many HUD technical assistance programs Congress has authorized and their cost; why HUD offers technical assistance programs and who provides and receives the services; and whether HUD program offices are overseeing and measuring the impact of their technical assistance programs as required.

What GAO Recommends

To determine whether HUD's technical assistance programs are helping HUD programs to meet their goals, GAO recommends that the Secretary of HUD require the program offices that provide technical assistance programs to determine the practicability of measuring the impact of these services and, where appropriate, establish objective, quantifiable, and measurable performance goals. In addition, GAO recommends that the Secretary provide guidance to the program offices on how to establish such impact measures.

What GAO Found

HUD administers 20 technical assistance programs through five program offices. Between fiscal years 1998 and 2002, the annual funding for HUD technical assistance ranged between \$108 million and \$181 million. The two offices that administer the largest number of programs have the largest share of the overall technical assistance budget. The following figure lists HUD's five program offices' number of technical assistance programs or initiatives administered, each program office's definition of technical assistance, their 5-year average total technical assistance funding for fiscal years 1998 through 2002, and the percentage of overall technical assistance funding.

Technical Assistance Programs and Funding

Program/Initiative	5-year average (millions)	Percentage of total funding
Office of Community Planning and Development: Eight programs help organizations successfully access and utilize HUD's programs and resources to help them accomplish local community development goals.	\$68.9	45.0
Office of Public and Indian Housing: Eight programs help public and Indian housing agencies and residents improve their management, planning, and monitoring practices and resident services.	50.6	33.1
Office of Fair Housing and Equal Opportunity: Two programs help organizations reduce housing discrimination and provide an open and free housing market.	16.2	10.5
Office of Housing—Office of Multifamily Housing Assistance Restructuring: One program to help educate and assist tenants who are living in buildings that are undergoing financial restructuring to make meaningful decisions about their housing.	10.3	6.7
Office of Healthy Homes and Lead Hazard Control: One program is designed to help recipients evaluate and control housing-related lead-based paint hazards and provide outreach and educational activities.	7.2	4.7
Total	\$153.2	100

Source: GAO analysis of HUD data.

The general purpose of HUD's technical assistance is to help program participants carry out HUD program goals. Technical assistance providers could be HUD officials; state or local governments; community-based, for-profit, and nonprofit organizations; or resident service organizations. Recipients of technical assistance could be states and units of local governments, public or Indian housing agencies, community- or faith-based organizations, or the public.

Although all five HUD program offices are overseeing technical assistance, HUD does not require them to measure the impact of technical assistance, has not developed guidance for its program offices to measure the impact of the assistance, and has no plans to develop such guidance. HUD cannot demonstrate the effectiveness of the assistance without some indication of its impact.