

***Utilization-Focused
Evaluation***

with

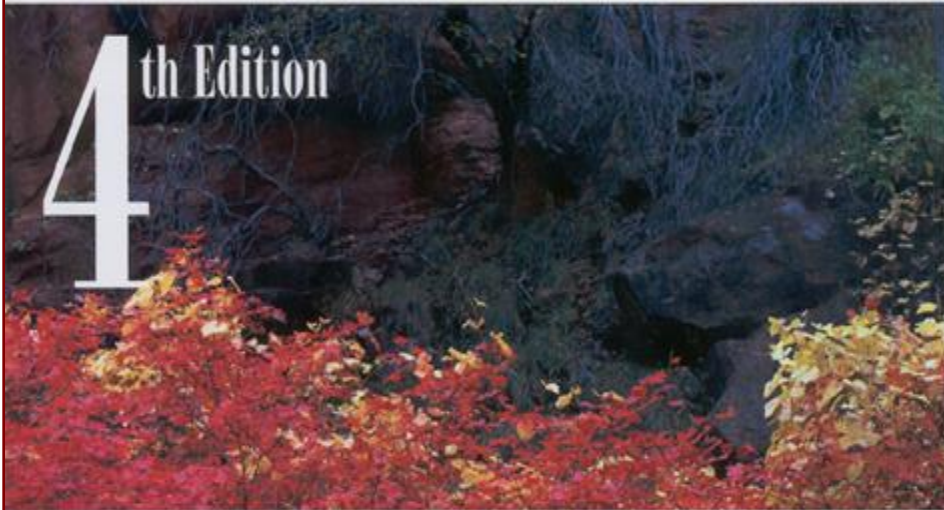
Michael Quinn Patton

September 22, 2010

OPEN

Utilization- Focused Evaluation

4th Edition



Michael Quinn Patton



1 st edition	1978
2 nd edition	1986
3 rd edition	1997
4 th edition	2008



Minneapolis bridge collapse, Aug 1, 2007 ₃

FOREWORD BY SAMANTHA POWER



LT. GEN.

ROMÉO DALLAIRE

FORCE COMMANDER OF THE UN ASSISTANCE MISSION TO RWANDA, 1993-1994

SHAKE HANDS

THE FAILURE OF HUMANITY IN RWANDA

WITH THE DEVIL

"EXTRAORDINARY, WRENCHING LYRIC POWER."—MONTREAL GAZETTE

CANADIAN EVALUATION SOCIETY
SOCIÉTÉ CANADIENNE D'ÉVALUATION

AMERICAN EVALUATION ASSOCIATION
ASSOCIATION AMÉRICAINE D'ÉVALUATION



**Crossing Borders,
Crossing Boundaries**
2005 Joint CES/AEA Conference

**Franchir les frontières,
repousser les limites**
Congrès conjoint SCÉ/AEA 2005

SPEAKING TRUTH TO POWER



Evaluation Models

U-FE is one among many....



Here's this week's new-and-improved evaluation system.

Can you find the double entendre.



Utilization-Focused Evaluation (U-FE)

A decision-making framework for enhancing the utility and actual use of evaluations.

U-FE begins with the premise that evaluations should be judged by their utility and actual use. Therefore, evaluators should facilitate the evaluation process and design any evaluation with careful consideration of how everything that will be done, from beginning to end, will affect use.

USE

- Take use seriously by evaluating use, the source of our own accountability and ongoing learning/professional development
- Different from dissemination
- Different from producing reports
- Groundwork laid and expectations set at the beginning
- Doesn't happen naturally or automatically

Goal of U-FE

Intended Use
by
Intended Users

Intended Evaluation Users

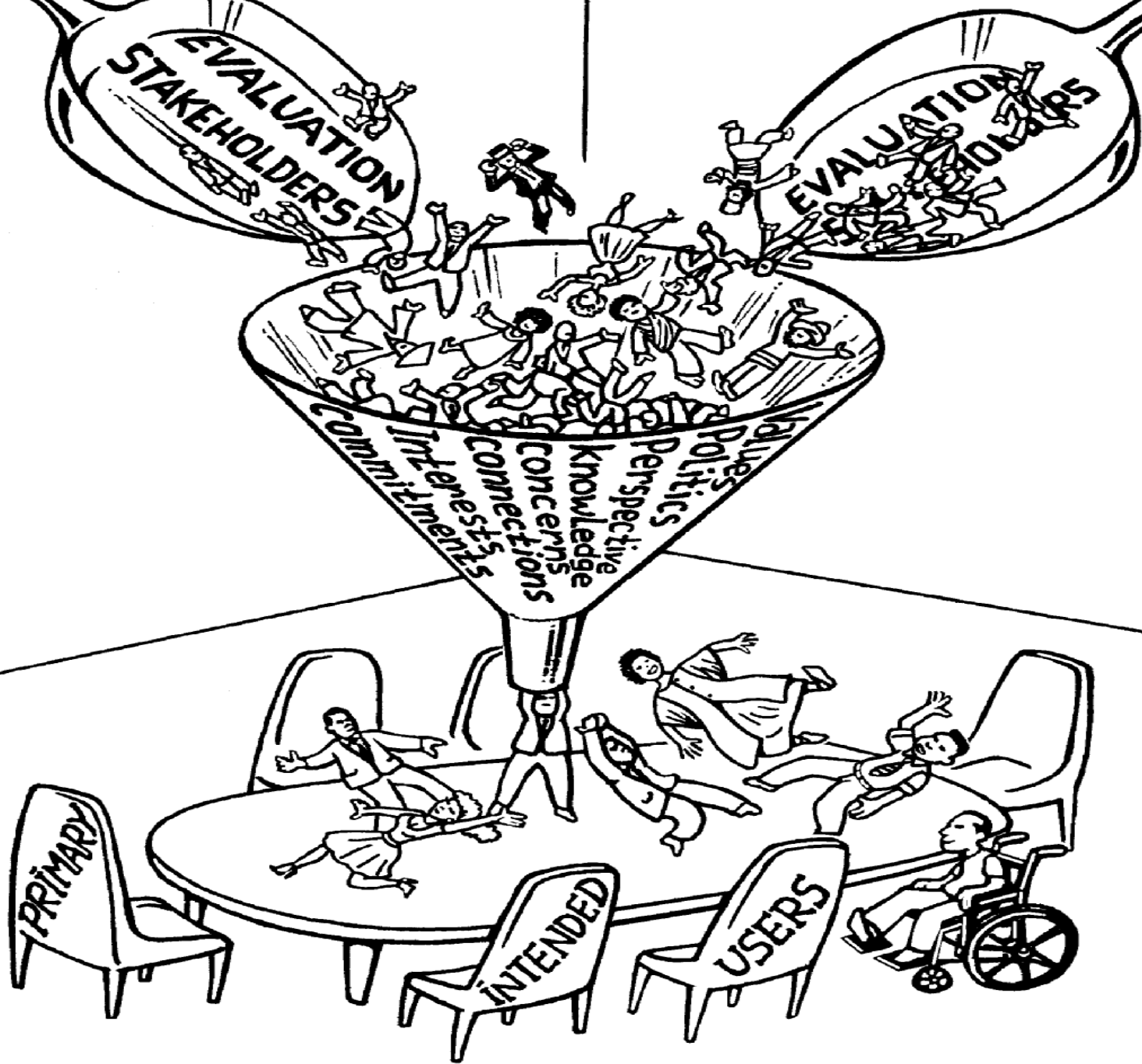
From...

Audiences to...

Stakeholders to...

Primary Intended
Users

Connotative differences?



Tensions

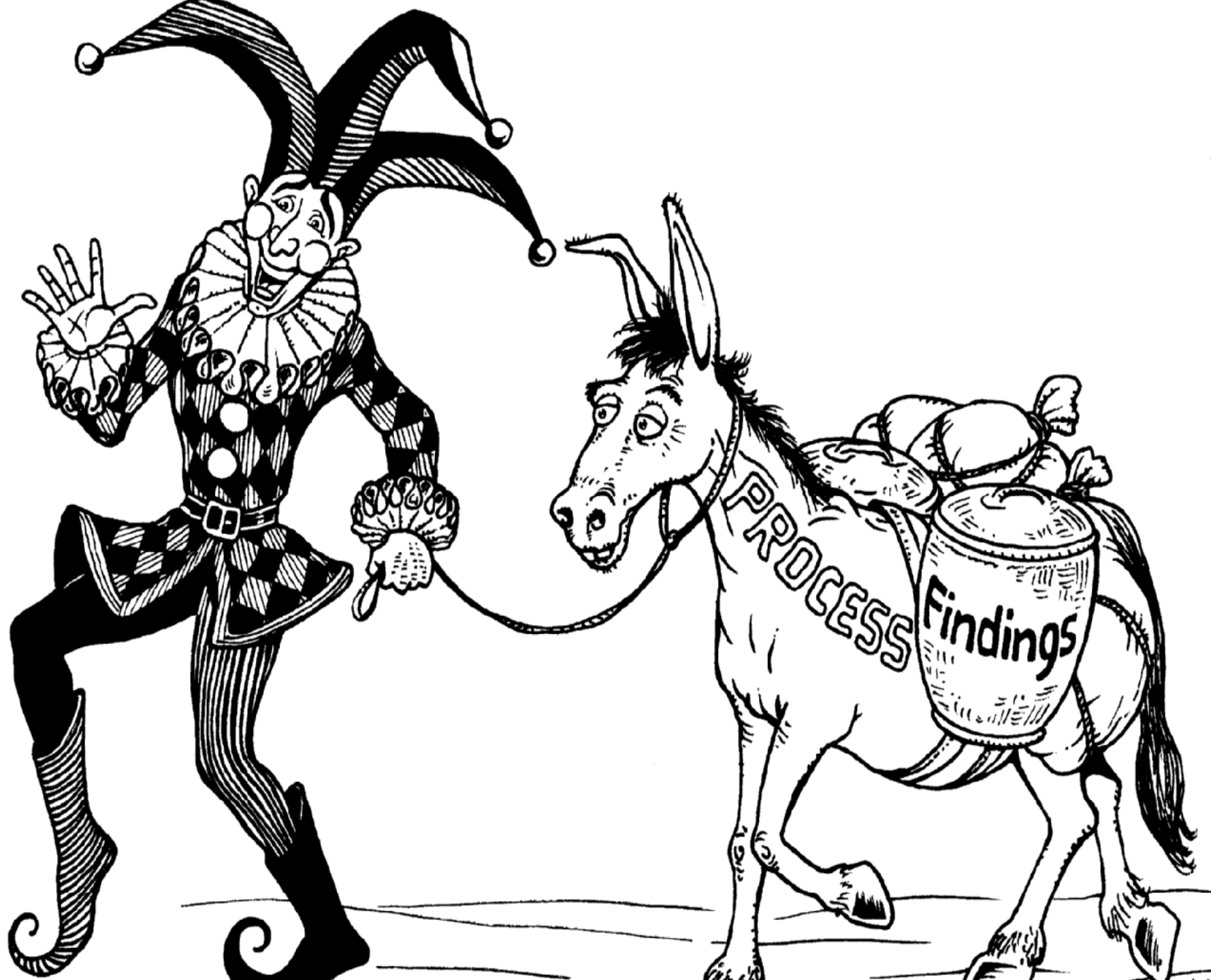
Different intended uses serve different purposes and, typically, different intended users.

Thus the need to FOCUS
and manage tensions
between and among
different purposes.

Premises of Utilization Focused Evaluation

- No evaluation should go forward unless and until there are primary intended users who will use the information that can be produced
- Primary intended users are involved in the process
- Evaluation is part of initial program design - The primary intended users want information to help answer a question or questions.
- Evaluator's role is to help intended users clarify their purpose and objectives.
- Make implications for use part of every decision throughout the evaluation – the driving force of the evaluation process.

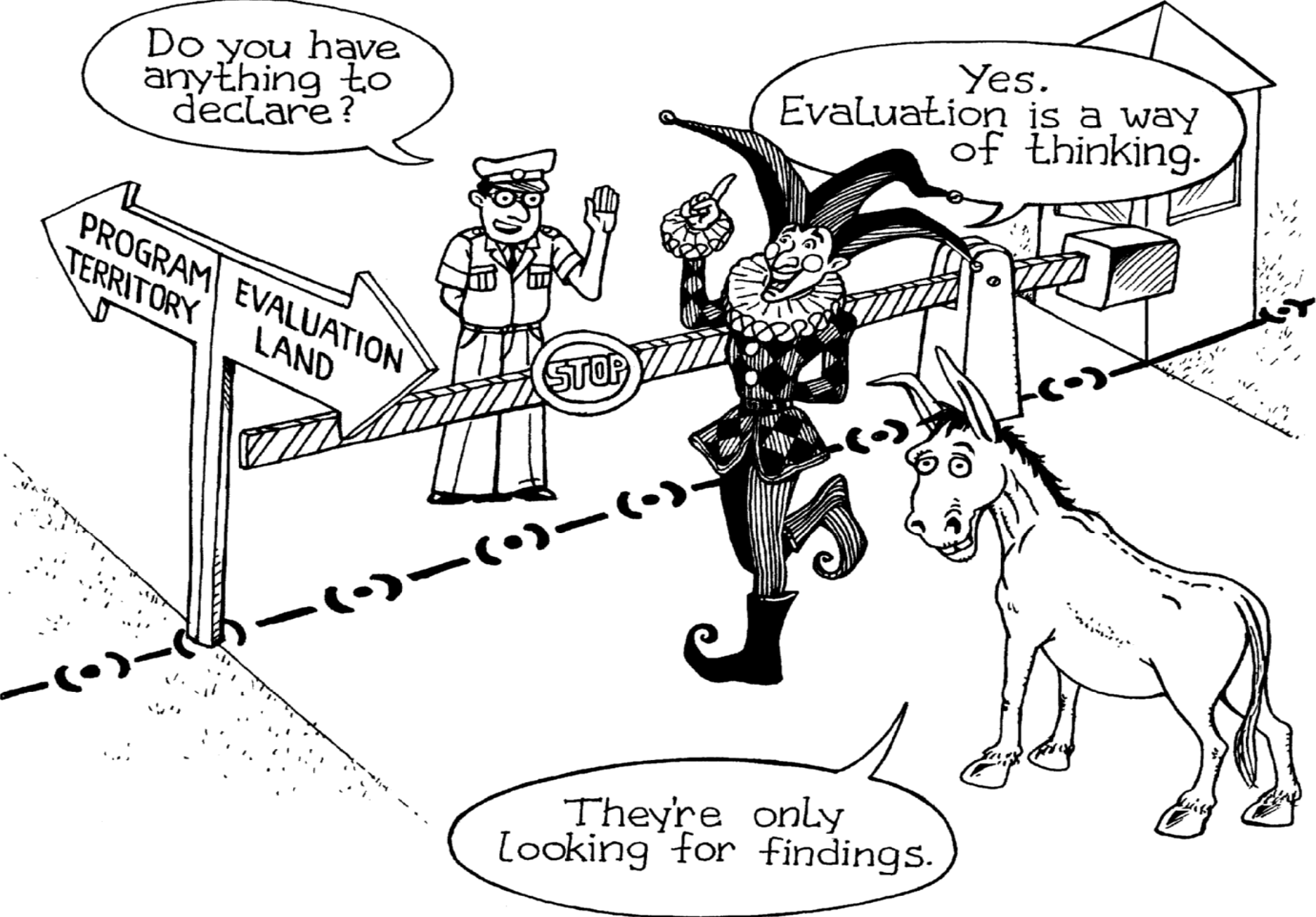
Process Use



Do you have anything to declare?

Yes. Evaluation is a way of thinking.

They're only looking for findings.



Process Use

Process use refers to and is indicated by individual changes in thinking and behavior, and program or organizational changes in procedures and culture, that occur among those involved in evaluation as a result of the learning that occurs during the evaluation process. Evidence of process use is represented by the following kind of statement after an evaluation: "The impact on our program came not so much from the findings but from going through the thinking process that the evaluation required."

New Direction

Infusing *evaluative thinking* as a primary type of process use.

Capacity-building as an evaluation focus of process use.

GOLD STANDARD:

METHODOLOGICAL
APPROPRIATENESS



not

Methodological
orthodoxy or rigidity

I can't find any randomized control trials showing the utility of randomized controlled trials for evaluation.



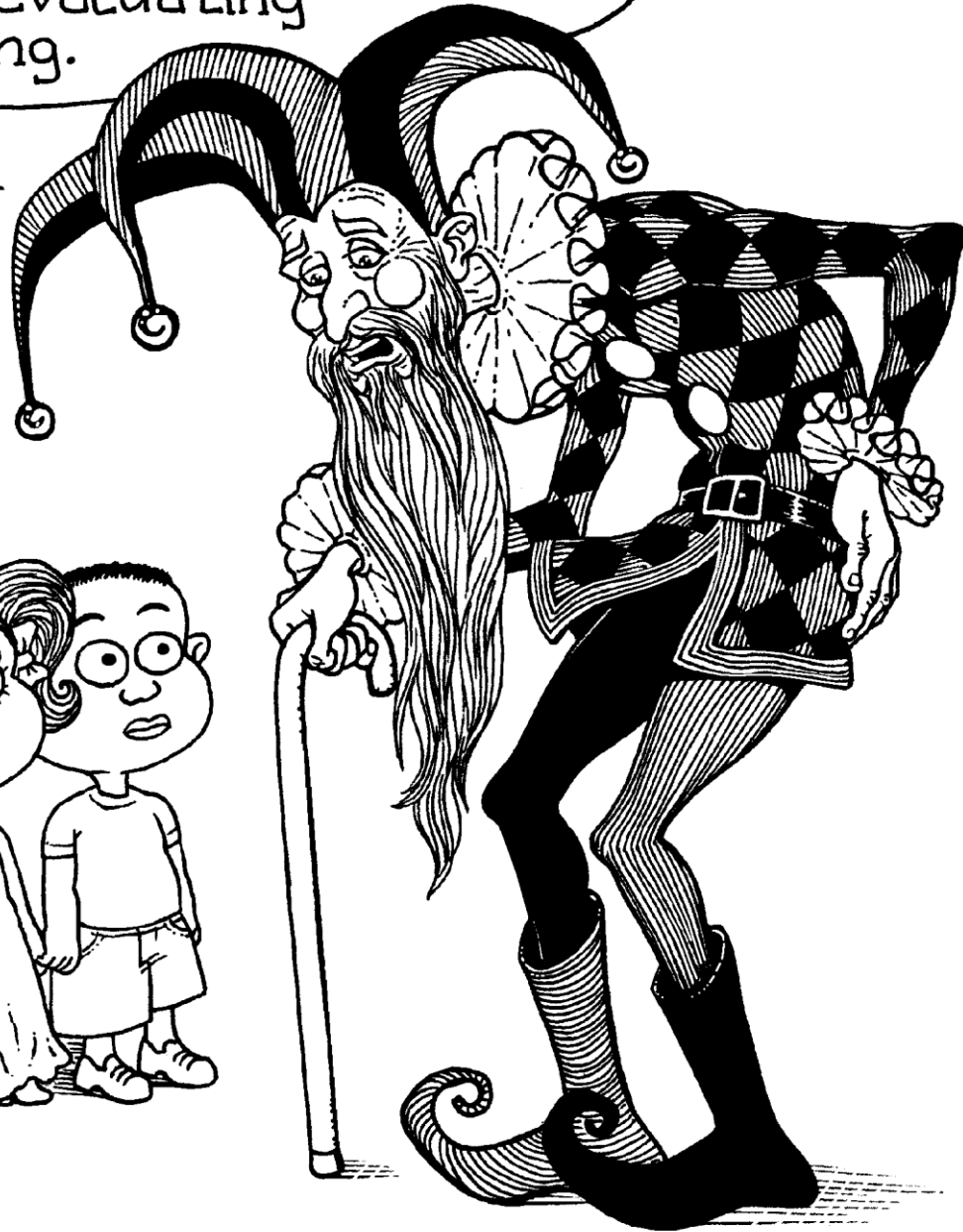
The Challenge:

Matching the evaluation design to the evaluation's purpose, resources, and timeline to optimize use.

And the beat goes on...

**Evaluation as an
ever-evolving field**

When I grow up, I'm going
to stop evaluating
everything.



Reference

Utilization-Focused Evaluation, 4th ed,
Michael Quinn Patton
Sage Publications, 2008.

Available June, 2008