UNICEF Evaluation Office, EVALSDGs and UNITAR are pleased to announce the

**Webinar**

‘Evaluation for the world we want’
Making evaluation useful and influential

**Presenter:** Michael Quinn Patton - Founder and CEO of Utilization Focused Evaluation and Editorial Advisory Board for the Foundation Review

**Moderator:** Brook Boyer – Director, Division for Strategic Planning and Performance, UNITAR.

**Tuesday, 06 November 2018, 9:00-10:30am (EST)**

Click [here](#) to join the Webinar

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Making Evaluation Useful

Nov. 6, 2019
Utilization-Focused Evaluation

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

Michael Quinn Patton
Research-based Approach

• 50 years of research on use
INFLUENTIAL EVALUATIONS
Evaluations that Improved Performance and Impacts of Development Programs
Designing Useful Evaluations: Lessons Learned

Encouraging utilization
The following factors increase the likelihood that an evaluation will help enhance the performance and impacts of development policies, programs and projects:

- The importance of a conducive policy environment. The findings of the evaluation are much more likely to be used if they address current policy concerns and if there is a commitment of key decision-makers to accept the political consequences of implementing the findings.

- The timing of the evaluation. The evaluation should be launched when decision-makers have clearly defined information needs. The findings must be delivered in time to affect decisions, and key results must often be communicated informally before the final report is completed.

- The role of the evaluation. The evaluation is rarely the only, or even the most important source of information or influence for policy makers and managers. A successful evaluation must adapt to the context within which it will be used, and the evaluator must understand when and how the findings can most effectively be used.

- Building a relationship with the client and effective communication of the evaluation findings. It is essential to establish a good relationship with key stakeholders, listen carefully to their needs, understand their perception of the political context and keep them informed of the progress of the evaluation. There should be “no surprises” when the evaluation findings are presented.
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
Crossing Borders, Crossing Boundaries
2005 Joint CES/AEA Conference

Franchir les frontières, repousser les limites
Congrès conjoint SCÉ/AEA 2005
SPEAKING TRUTH TO POWER

THERE'S GOOD NEWS AND BAD NEWS.....

EVALUATION RESULTS
Beyond Token Use

“I can honestly say that not a day goes by when we don’t use those evaluations in one way or another.”

Written by Mark M. Rogers and illustrated by Lawson Sworh
Evaluation Standards

❖ Utility – ensure relevance & use
❖ Feasibility – realistic, prudent, diplomatic & frugal
❖ Propriety – ethical, legal, respectful
❖ Accuracy – technically adequate to determine merit or worth
❖ Accountability -- metaevaluation

For the full list of Standards:
www.wmich.edu/evalctr/checklists/standardschecklist.htm
4 FOLLOW-UP, USE AND LEARNING

4.1 TIMELINESS, RELEVANCE AND USE OF THE EVALUATION

The evaluation is designed, conducted and reported to meet the needs of the intended users. Conclusions, recommendations and lessons are clear, relevant, targeted and actionable so that the evaluation can be used to achieve its intended learning and accountability objectives. The evaluation is delivered in time to ensure optimal use of the results.

Systematic dissemination, storage and management of the evaluation report is ensured to provide easy access to all development partners, to reach target audiences, and to maximise the learning benefits of the evaluation.

4.2 SYSTEMATIC RESPONSE TO AND FOLLOW-UP ON RECOMMENDATIONS

Recommendations are systematically responded to and action taken by the person(s)/body targeted in each recommendation. This includes a formal management response and follow-up. All agreed follow-up actions are tracked to ensure accountability for their implementation.

4.3 DISSEMINATION

The evaluation results are presented in an accessible format and are systematically distributed internally and externally for learning and follow-up actions and to ensure transparency. In light of lessons emerging from the evaluation, additional interested parties in the wider development community are identified and targeted to maximise the use of relevant findings.
Goal of U-FE

Intended Use by Intended Users
Intended Evaluation Users

From…
Audiences to…

Stakeholders to…

Primary Intended Users

Connotative differences?
Personal Factor

Interpersonal Factor
Critical success factors:

There are five key variables that are absolutely critical in evaluation use. They are, in order of importance:

- **People**
  - People
  - People
- **People**
  - People
- **PEOPLE**
Identify and Involve

Primary Intended Users

in determining INTENDED USES
Intended Use
by
Intended Users

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Facilitating
Intended Use Options
Different Evaluation Purposes

• **For making judgments**
  Commonly called *summative evaluations*:

• **For improving programs**
  Commonly called *formative evaluations*

• **For ongoing development**
  Sometimes called *developmental evaluations*
Lessons Learned Purpose

- Knowledge building
  
  Meta-evaluation, lessons learned, effective practices
Additional purpose distinctions

• Accountability

• Monitoring (M & E)
UNICEF EXAMPLE

• UNICEF policy on the child’s best interests principle in adoption, specifically in inter-country adoption. The best interests of the child represents a great challenge in terms of determination and implementation in adoption practice.

• Different kinds of evaluation for different purposes.
We're sure this evaluation will completely meet ALL the information needs of absolutely EVERYONE.

Would you buy a used car from this evaluator?
Balancing Different Purposes
Basic evaluation literacy

• Know the evaluation standards
• Know how to apply the standards in the actual conduct of evaluations
• Understand different potential uses and their implications methodologically and procedurally
• Understand how to identify and work with primary intended users
• Have evaluators with essential skills
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."
Process Uses

• Enhancing shared understandings
• Focusing programs: What gets measured gets done
• Supporting and reinforcing the program intervention, e.g., feedback for learning
• Capacity-building for those involved, deepening evaluative thinking
• Program and organizational development, e.g., evaluability assessments
Process Use in the UNICEF example
Design and evaluate across silos
New Direction

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

Capacity-building as an evaluation focus of process use.
Utilization-Focused
Methods Decisions
Involving primary intended users in methods decisions

• The myth that methods decisions are primarily technical
• Balancing utility and accuracy
• Attending to situational and purpose-based credibility
Examples of methods options

- Data collection options
- Odd-even questionnaire items
- Sampling options
- Definitional issues
- Dosage issues
- Cohort designs
The Challenge:

Matching the evaluation design to the evaluation’s purpose, resources, and timeline to optimize use.
Key points: **Use involves**

- People skills and processes
- Preparation
- Focus throughout
- Follow-up
- Commitment (adherence to standards)
I evaluate; therefore, I am.
References
