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## Facilitating Use of Evaluation Findings

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## Outline

- Framework for reviewing data
- Evaluation reports
- Facilitating use
- Program science
- Case exercise





## Framework for reviewing data

### *Description and analysis*

- Involves organizing raw data into a form that reveals basic patterns
- Evaluator presents in user-friendly fashion, the factual findings as revealed in actual data



	Country	Number of medals	Thousand people per medal	GDP US\$ - billion per medal
<b>Summer Olympics Medal Count</b> <i>Globe &amp; Mail Jul/31/96</i>	Australia	31	591	10
	Cuba	15	729	0.93
	Hungary	12	859	4
	Belarus	12	869	5
	Bulgaria	8	1099	4
	Netherlands	12	1287	21
	Romania	15	1546	4
	France	31	1874	33
	Canada	14	2031	44
	Germany	40	2033	33
	Italy	25	2030	38
	Poland	14	2070	12
	Russia	39	3843	19
	United States	54	4122	99
	South Korea	11	4141	38
	Ukraine	12	4322	17
	Britain	9	6477	108
Japan	10	12550	254	
Brazil	8	20092	98	
China	32	37598	81	

## Data analysis and presentation

Presentation 1: Raw results presented in the same order as items appeared in the survey

Expressed Needs of 478 Physically Disabled People	Great Need for This	Much Need	Some Need	Little Need
Transportation	35	36	13	16
Housing	33	38	19	10
Educational opportunities	42	28	9	21
Medical care	26	45	25	4
Employment opportunities	58	13	6	23
Public understanding	47	22	15	16
Architectural changes in buildings	33	38	10	19
Direct financial assistance	40	31	12	17
Changes in insurance regulations	29	39	16	15
Social opportunities	11	58	17	14

MQ Patton, 2012

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## Data analysis and presentation

Presentation 2: Results combined into two categories; no priorities emerge

	Great or Much Need	Some or Little Need
Transportation	71	29
Housing	71	29
Educational opportunities	70	30
Medical care	71	29
Employment opportunities	71	29
Public understanding	69	31
Architectural changes in buildings	71	29
Direct financial assistance	71	29
Changes in insurance regulations	68	32
Social opportunities	69	31

MQ Patton, 2012

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## Data analysis and presentation

**Presentation 3: Utilization-focused results arranged in rank order by “great need” to highlight priorities**

Rank order	Great Need for This
Employment opportunities	58
Public understanding	47
Educational opportunities	42
Direct financial assistance	40
Transportation	35
Architectural changes in buildings	33
Housing	33
Changes in insurance regulations	29
Medical care	26
Social opportunities	11

MQ Patton, 2012

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## Framework for reviewing data (cont'd)

### *Interpretation*

- What do the results mean?
- What’s the significance of the findings?
- What are possible explanations of the results?
- Interpretations go beyond the data to add context, determine meaning, and tease out substantive significance based on deduction or inference



## Framework for reviewing data (cont'd)

### *Judgment*

- Values are added to analysis and interpretations
- Determining merit or worth means resolving to what extent and in what ways the results are positive or negative
- What is good or bad, desirable or undesirable, in the outcomes?
- Have standards of desirability been met?



## Framework for reviewing data (cont'd)

### *Recommendations (if agreed to be undertaken)*

- Adds action to analysis, interpretation, and judgment
- What should be done?
- What are the action implications of the findings?
- Only recommendations that follow from and are grounded in the data ought to be formulated

(Patton, 2012)



## Reports

The single biggest problem with communication is the illusion that it has taken place (George Bernard Shaw)  
(Cited by Patton, p. 365)

In logic model terms, an evaluation report is an output, not an outcome.

We should not confuse producing a report with having communicated findings.



## Evaluation Report Menu

*Style and Format Options: Written report*

- Traditional academic research monograph
- Executive summary followed by a full report
- Executive summary only
- Different reports (or formats) for different targeted users
- Newsletter article for dissemination
- Press release
- Brochure



## Evaluation Report Menu (cont'd)

### *Style and Format Options: Oral and Creative*

- Oral briefing with charts
- Short summary followed by questions (e.g., at a board meeting)
- Discussion groups based on prepared handouts
- Half or full day retreat-like work session
- Videotape or audiotape presentation
- Dramatic, creative presentation (e.g., reader's theatre)
- Advocacy-adversary debate



## Utilization-Focused Reporting Principles

1. Be intentional about reporting (i.e., know the purpose of a report and stay true to that purpose)
2. Stay user focused (focus the report on the priorities of primary intended users and answer their questions)
3. Use graphics and other visuals to communicate findings succinctly and powerfully
4. Prepare users to engage with and learn from "negative" findings
5. Distinguish dissemination from use

(Patton, 2012)



## Facilitating Use

### *Importance of follow-up to enhance use*

- Plan for follow-up
- Budget for follow-up
- Adapt findings for different audiences
- Keep findings in front of those who can use them
- Watch for emergent opportunities to reinforce the relevance of findings



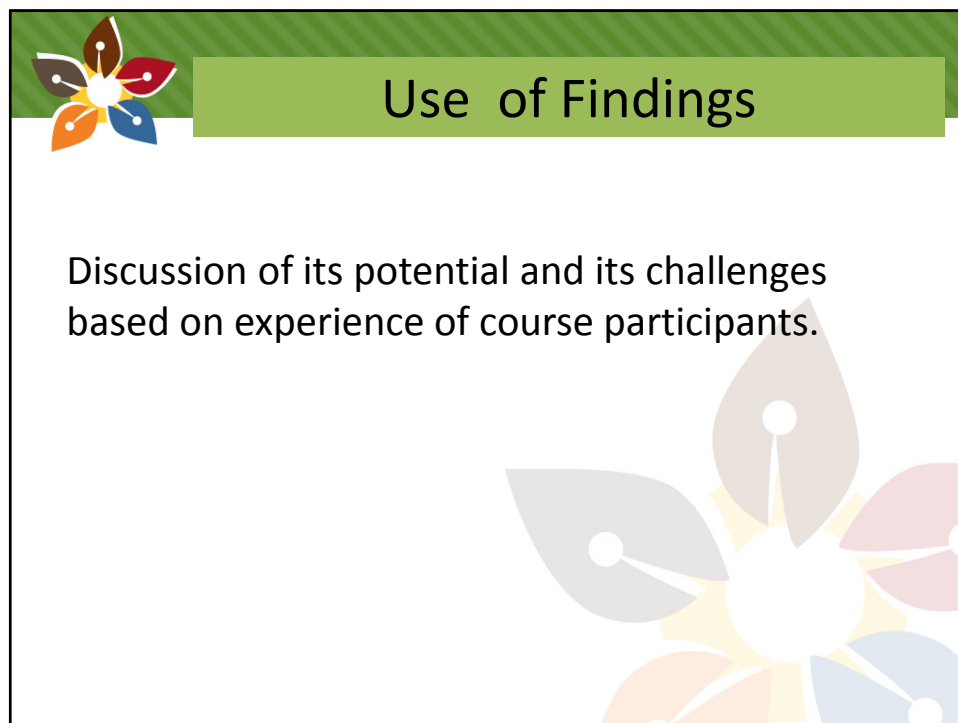
## Facilitating Use (cont'd)


### *Importance of follow-up to enhance use*

- Deal with resistance
- Watch for and guard against misuse
- Champion use of the findings, but don't become a champion for the program
- Continue to build evaluation capacity for use throughout the follow-up process
- Consider the future implications of all you do in the follow-up

(Patton, 2012)









## Class exercise

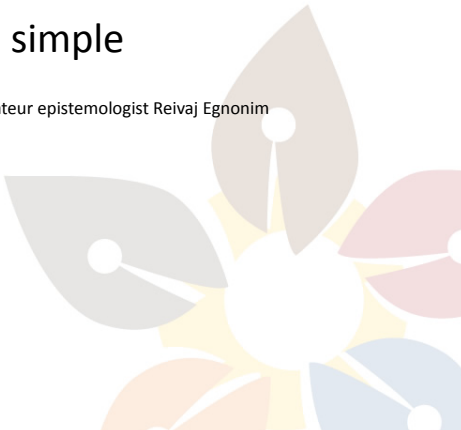
Critique of evaluation reports and discussion on how to implement use.

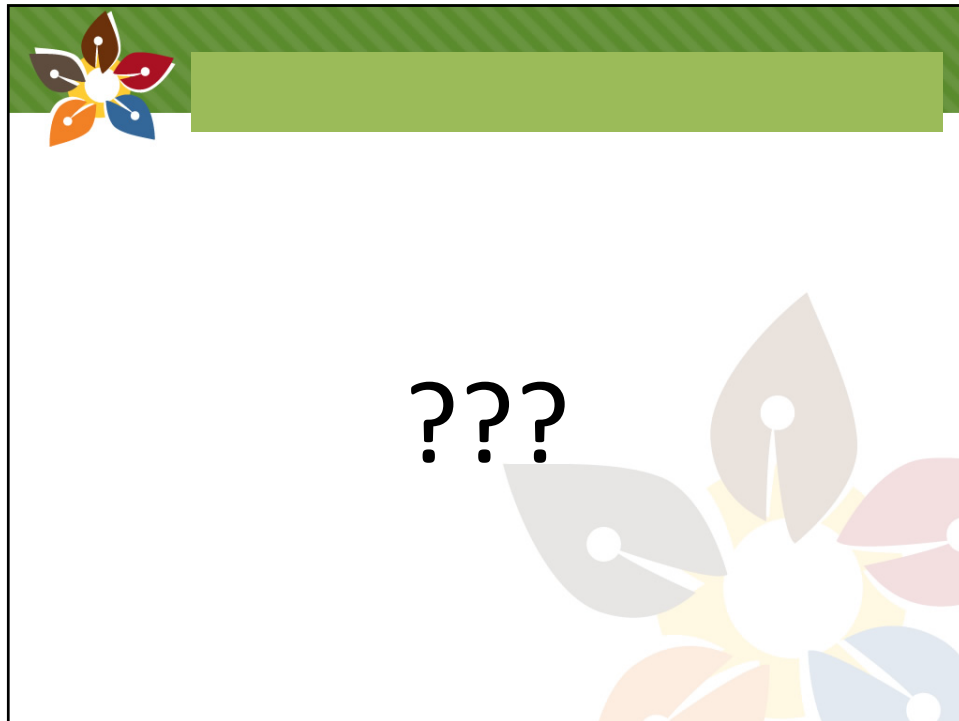


## Goal

Finding simplicity in the complex  
Finding complexity in the simple

Wrongfully attributed to the little know amateur epistemologist Reivaj Egnonim





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