Use of evaluation findings: Types and influences

National Health Promotion Conference
Neuchâtel Switzerland

19 January 2017

Dr Glenn O’Neil

oneil@owlre.com
www.owlre.com
Types of use

- Process
- Instrumental
- Symbolic
- Conceptual
- Misuse
- Non-use
What influences use?

- Quality
- Credibility
- Relevance
- Communication quality
- Timeliness
- Stakeholder involvement
- Context
- Decision-making
- Internal context (Organisational structure, culture and strategy)
- Political climate
- Receptiveness
- Competing information
- Personal characteristics
- Findings

Info. needs
What influences use?

“Engagement, interaction, and communication between evaluation clients and evaluators is critical to the meaningful use of evaluations”

Johnson et al (2009)
What is *used* from an evaluation?

– **Assumption:** what is used from an evaluation are the *recommendations*.

– Yet in a study by this author, out of 28 instances of use identified in two evaluations, 18 were *not* from recommendations.

– **For example:** Staff improve evaluation skills
  Modify programme planning
  Input into broad policy
How does evaluation use occur?

Individual → Interpersonal → Collective

Informal change

Four Years

Formal change
How does evaluation use occur?
Conclusions

1. Use may not be instrumental and direct as expected

2. Stakeholder involvement is critical to use

3. Organisations can influence evaluation use

4. Use can be unpredictable, opportunistic & unexpected
Contact details

View these slides on my blog:

www.intelligentmeasurement.com

Contacts:

oneil@owlre.com
@glenoneil
www.owlre.com
Main references