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**ROLES AND FUNCTIONS
OF EVALUATION
IN HUMAN SERVICE PROGRAMS**

C. Clifford Attkisson, Timothy R. Brown,
and William A. Hargreaves

A flexible capacity for *internal self-evaluation* is fundamental to the management and ongoing improvement of community-based human service programs. In performing this function, program evaluators provide staff support and information for two basic management tasks: (a) communicating effectively with the organization's external environment, and (b) maintaining effective service delivery and administrative accountability within the organization. Organizational management and accounting procedures are the traditional methods employed by administrators to achieve external accountability and to maintain internal planning and monitoring functions. We view emerging internal program evaluation activities as extensions of the more traditional management and accounting procedures. As the preceding chapters have emphasized, more powerful evaluative activities are currently necessary because political realities and resource limitations now require human service programs to be far more efficiently operated, increasingly productive, more accessible, and more responsive to community needs (1).

As a consequence of political pressures and resource constraints, human service programs are seeking diversified sources of revenue to augment declining categorical funding. In addition—as health and human service planning shifts gradually from the federal level to regional, state, and county levels—community-based programs are moving to bolster political relations with their local governments and their citizen constituents. These shifts toward broadening the fiscal support base and increasing community control of human ser-

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