



UNFPA EVALUATION OFFICE

Strategy to enhance evaluation use through
communications and knowledge management
2018-2021





Overview

Making a case for the Strategy

- Mandate
- Rationale
- Scope
- Key pillars

Framework for the Strategy

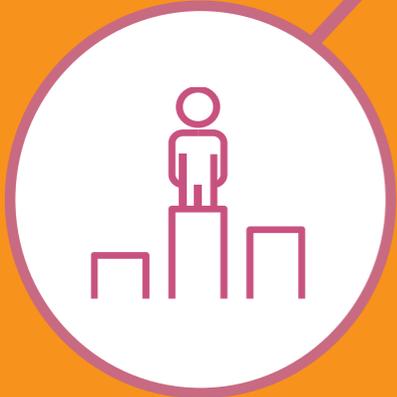
- What do we want to achieve?
- Who is our audience?
- How will we communicate evaluations, using which communication and knowledge management platforms and tools, when, with whom?
- What are the roles and responsibilities of Evaluation Office staff?
- How will we measure progress?

Mandate for the strategy



“The demand for and use of evaluation should be enhanced by effective communication and dissemination of evaluation results.”

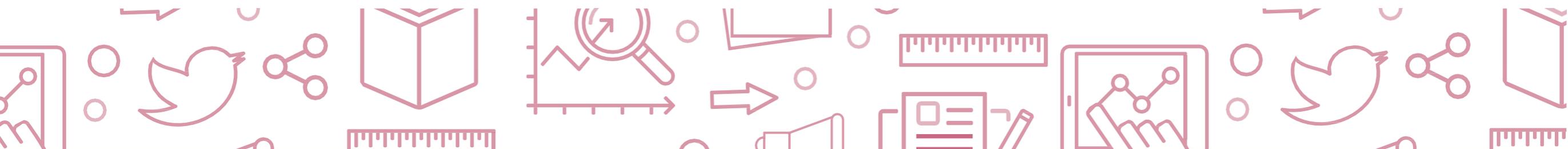
UNFPA EVALUATION POLICY 2019
UNFPA EVALUATION STRATEGY 2018-2021



Mandate for the strategy

“Evaluations that are not properly used represent wasted investment and missed opportunity for learning and improving performance”

UNFPA EVALUATION POLICY 2019



Rationale for a combined strategy on communications and knowledge management



Communication mechanisms are a tool for evaluative knowledge delivery

Communications and knowledge management processes intersect and converge to improve the quality of supply of evaluative evidence and generate demand and facilitate use of evaluation



Alignment with UNFPA global communication and knowledge management strategies

This strategy aligns with...

1. **UNFPA One Voice Global Communications Strategy**, particularly to:

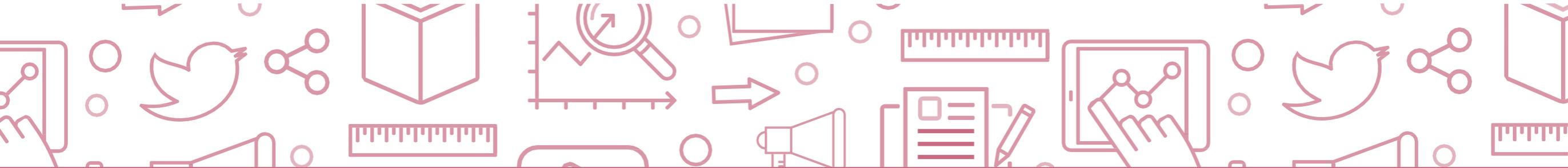
- Be bold and vocal about evaluative evidence to support accountability, decision-making and learning
- Expand UNFPA Evaluation Office reach and visibility

2. **UNFPA Knowledge Management Strategy**, in an effort to:

- Capture evaluative knowledge more effectively
- Improve access to evaluative knowledge within UNFPA
- Accelerate evaluative knowledge utilization by UNFPA staff and key stakeholders
- Strengthen accountability in managing evaluative knowledge



...however with clear positioning and corporate identity of UNFPA Evaluation Office



Scope



The strategy acknowledges that availability of high quality, relevant, timely and credible evaluations is key to enhance use of evaluations. As these elements are fully addressed by other strategic documents and systems, this strategy particularly focuses on strengthening communications and knowledge management as an approach to enhance evaluation use

This strategy is framed for centralized evaluations, however its principles and approach are applicable to decentralized evaluations as well

Key pillars



Communications approach is user focused, catering to **audience needs**



Evaluation products are **relevant, high quality, diversified and innovative**



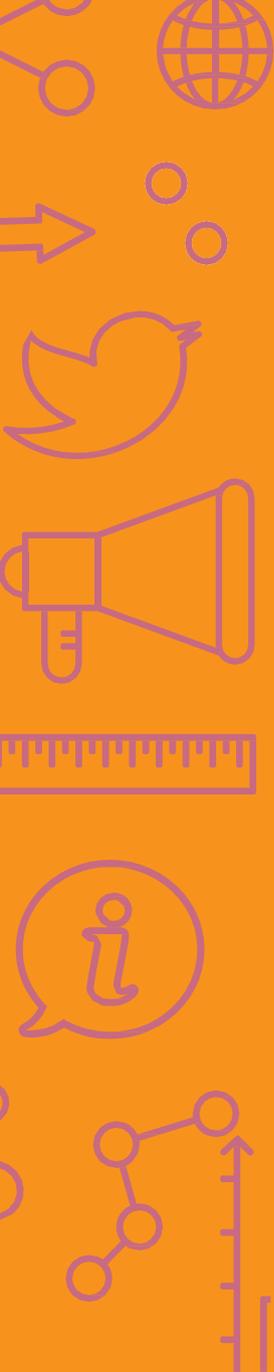
Knowledge management platforms and processes are streamlined to increase availability and timely access to high quality evaluation knowledge products



Communication of evaluative knowledge is factored in during **preparatory stage** of all evaluations, and in planning of Evaluation Office's work, thereby mainstreaming it within Evaluation Office and its products



All Evaluation Office staff have **capacity and accountability** to use communication and knowledge management channels and tools to manage evaluation knowledge and strengthen evaluation use



Strategy Framework

1

What do we want to **achieve**?

2

Who is our **audience**?

3

How will we communicate evaluations, using which communication and knowledge management **platforms and tools**, when and with whom?

4

What are **roles and responsibilities** of Evaluation Office staff?

5

How will we **measure progress**?



1 WHAT DO WE WANT TO ACHIEVE?



Purpose

Provide a results based framework to strengthen evaluation use at UNFPA and beyond, using communications and knowledge management



1 WHAT DO WE WANT TO ACHIEVE?

IMPACT

Evidence produced by Evaluation Office increases impact of UNFPA to ensure rights and choices for all

OUTCOME

Evaluations are fully used to support decision making, accountability and learning

OUTPUTS



EVALUATION PRODUCTS

Evaluation products are relevant, high quality, diversified and innovative



COMMUNICATIONS AND KNOWLEDGE MANAGEMENT

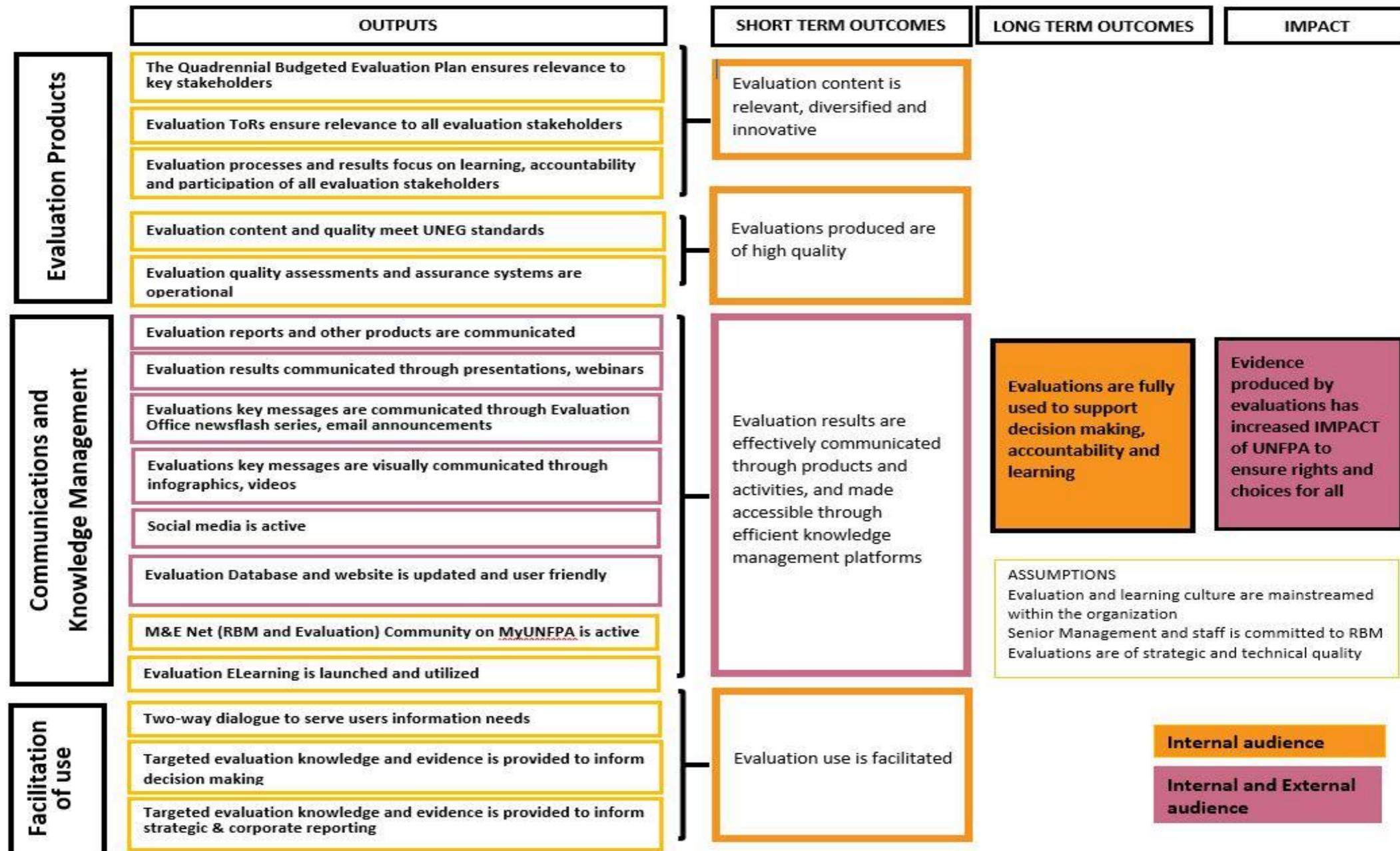
Evaluation content is effectively communicated and evaluation knowledge is accessible



FACILITATION OF USE

Targeted decision maker receives targeted evaluative evidence in targeted time for decision-making & reporting

Theory of Change to enhance evaluation use through communications and knowledge management





2 WHO IS OUR AUDIENCE?



INTERNAL AUDIENCE

- Executive Board
- UNFPA senior management and technical staff at HQ, regional and country offices

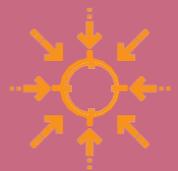


EXTERNAL AUDIENCE

- Implementing partners, national governments, Member States
- Donors
- Civil society including evaluators, global/regional evaluation community and partners
- Wider group of stakeholders (international organizations, wider public, communities, beneficiaries, media)



2 WHO IS OUR AUDIENCE?



BEING AUDIENCE-FOCUSED REQUIRES:

Understanding information/ knowledge needs of each audience

Making evaluations responsive to different demands and audiences

Creating tailored, accessible, on-message communication products for each strategic audience

Developing a constant dialogue and feedback loop between evaluators and evaluation users

Building user engagement by determining communication tactics, channels and products to focus upon

Moving from effective 'dissemination of evaluation products' to 'strategic communications of knowledge from evaluations'



3 HOW WILL WE COMMUNICATE EVALUATIONS

using which communication and knowledge management platforms and tools, when and with whom?



EACH EVALUATION SHOULD BE ACCOMPANIED BY A:

Tailored
communication
and knowledge
management plan

- Initiated during the preparatory phase
- Further developed during the design phase
- Finalized and put into action during the facilitation of use and dissemination phase

Built around the
**Minimum
Communications
Package
for
evaluations**

Highlighting external and internal **advocacy events** related to the evaluation

Involving **Evaluation Reference Group and National Reference Group** in the development of the communications and knowledge management plan

Supplemented by a **social media package**, built around key messages and visual assets

OBLIGATORY: MINIMUM COMMUNICATIONS PACKAGE



Evaluation Report



Webinar



Executive Summary situated in the main report



Newsflash email



Evaluation Brief with infographics, in languages



Community announcement



Country or thematic case studies and/or evidence matrix



Website feature



Presentation



Twitter

OPTIONAL: COMMUNICATION ASSETS



Podcasts



Photo blogs



Videos



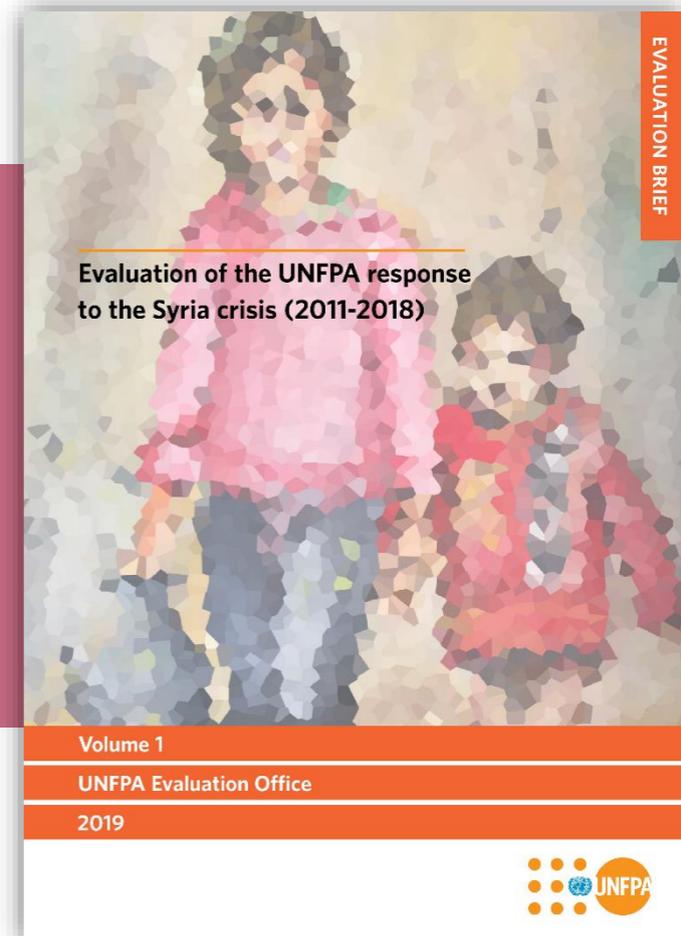
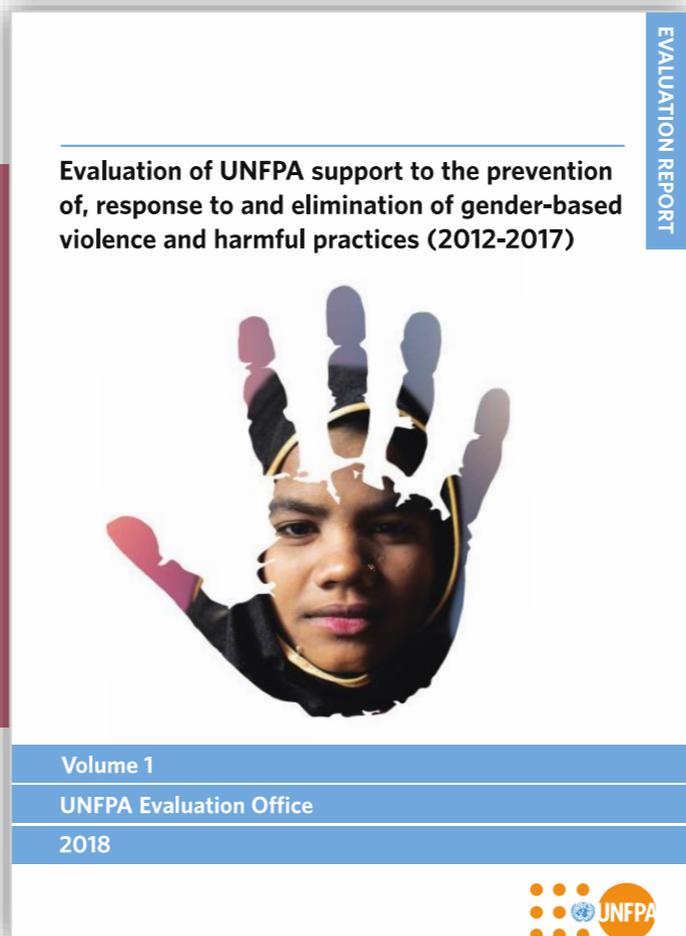
Blogs



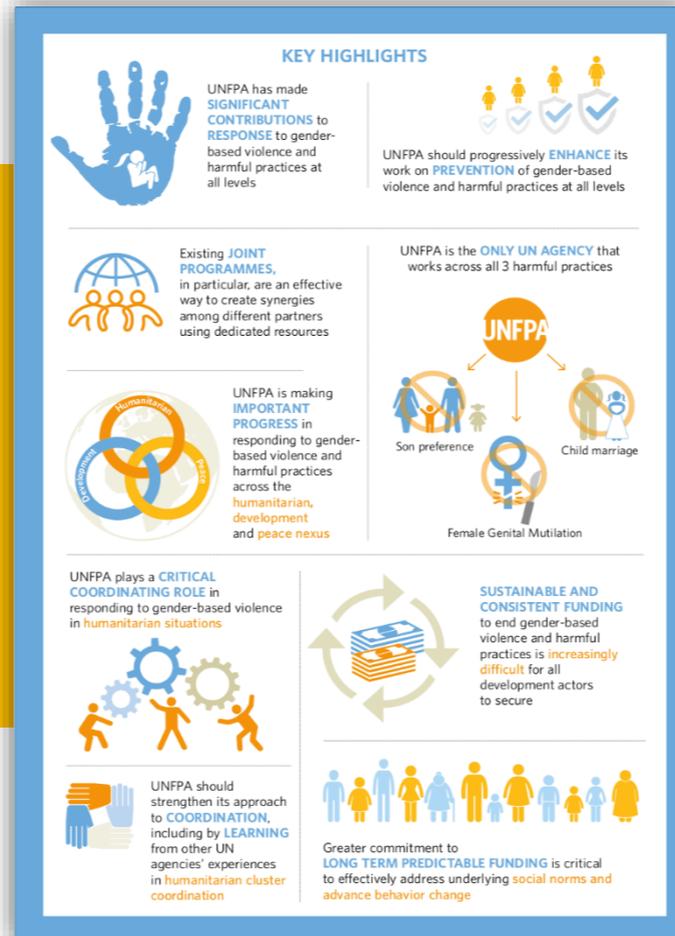
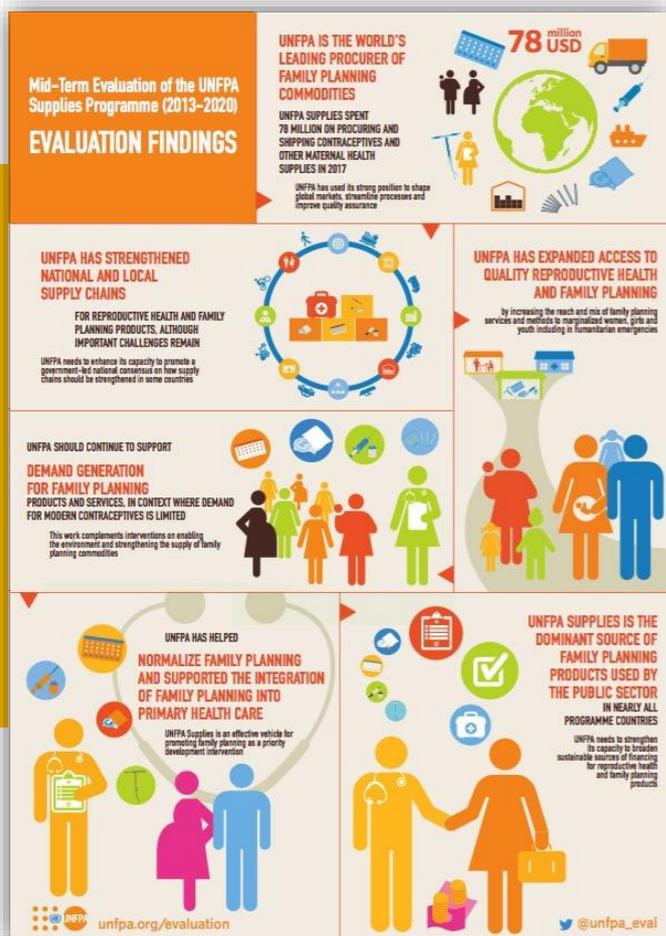
KNOWLEDGE MANAGEMENT PLATFORMS

- Evaluation Database
- Website
- Community on MyUNFPA
- iDocs, UNFPA document management tool

EXAMPLES OF CENTRALIZED EVALUATION REPORTS



EXAMPLES OF INFOGRAPHICS FROM CENTRALIZED EVALUATIONS



VIDEO SERIES ON EVALUATIONS

EVALUATION IN PILLS

By UNFPA Evaluation Office

EXAMPLES OF HIGH ENGAGEMENT TWEETS

UNFPA Evaluation Office
@unfpa_eval

#Evaluation contributing to accountability, learning and evidence-based decision making in support of the 2030 Agenda and @UNFPA's mandate.

New York, U.S. unfpa.org/evaluation
Ingressou em março de 2018

662 seguindo 1.056 seguidores

Tweets Tweets e respostas Mídia

Tweet Fixado

UNFPA Evaluation Office @unfpa_eval · 30 de abr

Young people care deeply for the world around them and are eager to engage and demand social justice.

This is one of many reasons youth must be involved in #evaluation! In our #EvalPills

UNFPA Evaluation Office
@unfpa_eval

Join us for a #TwitterChat on youth & evaluation! #YEvalChat

Hosts: @unfpa_eval & @Eval_Youth
Panelists: @msegone, @b_mmoorhead & @antonina_rp
Questions: By you & for you!

30 April 10am ET

Women&girls in #eval, youth participation, #EvalJobs, #YEEs & more.

RT if you love eval!

7:37 AM - 22 Apr 2019

42 Retweets 52 Likes

IEG - WB Group, UN Women IES, UN Evaluation Group and 6 others

UNFPA Evaluation Office
@unfpa_eval

OUT NOW! Just in time for the #16days of activism!

Read our new #eval of @UNFPA support to the prevention of, response to and elimination of gender-based violence & harmful practices.

With focus on:
#FGM
#ChildMarriage
Son preference
ow.ly/U0TK30mNDtf #GBVeval #HearMeToo

10:07 AM - 4 Mar 2019

35 Retweets 60 Likes

UNFPA Asia & Pacific, UNFPA Arabic, UNFPA WCARD and 5 others

1 35 60

Adam Rogers @AdamRogers2030 · Mar 4

Replying to @unfpa_eval @UNFPA and 8 others

This looks to be an incredibly valuable resource

1 1 3

UNFPA Evaluation Office
@unfpa_eval

Now available!
@UNFPA Country Programme Evaluation Handbook

A practical guide to help #evaluation managers apply rigour to country programme evaluations.

#CPEHandbook, tools, templates for managing & conducting #eval & more:
ow.ly/qMKU30nUVc8

10:07 AM - 4 Mar 2019

35 Retweets 60 Likes

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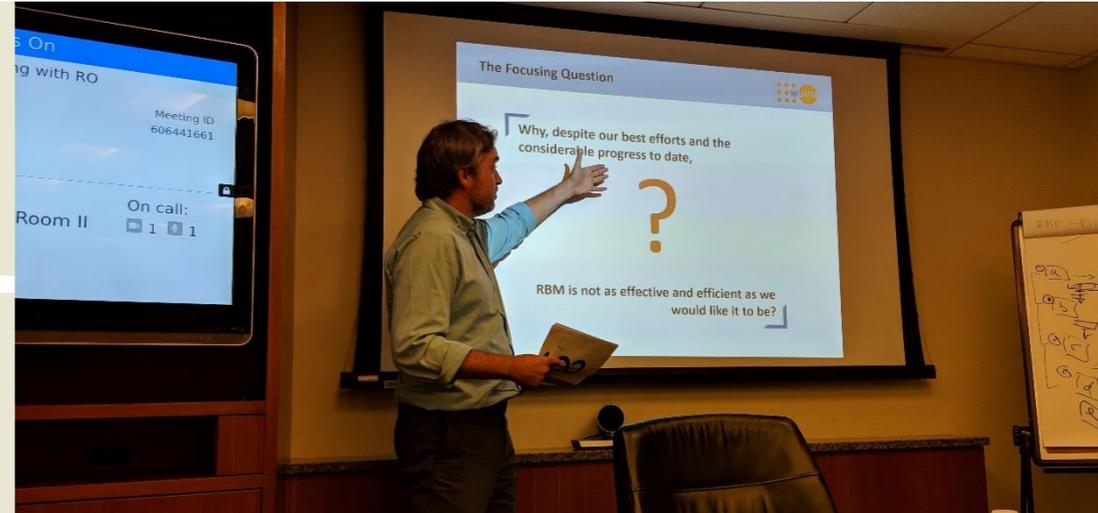
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EXAMPLES OF FACILITATING USE OF EVALUATIONS BY PROVIDING TIMELY TARGETED EVALUATIVE EVIDENCE TO SUPPORT DECISION MAKING

1 Developmental Evaluation of Results-Based Management approaches providing real-time feedback during the evaluation process to support decision-making and use of emerging evidence

2 Results of the Mid-Term Evaluation of the UNFPA Supplies Programme presented at the regional Supplies Programme meetings, to support development of future strategies to enhance the programme

3 Results of Evaluation on UNFPA support to Family Planning and Joint Evaluation of the UNFPA-UNICEF Joint Programme on the abandonment of Female Genital Mutilation, presented to targeted stakeholders to support decision making in the respective programmes





4 WHAT ARE ROLES AND RESPONSIBILITIES OF EVALUATION OFFICE STAFF?

COMMUNICATIONS AND KNOWLEDGE MANAGEMENT IS EVERYONE'S WORK. It includes:

Key roles for Evaluation Office staff with respect to communications and knowledge management:

- Undertake formal communications on evaluations
- Develop evaluation products suitable for each end user
- Incorporate a culture of communications and knowledge management at each stage of the evaluation process
- Develop and utilize knowledge management platforms and tools to ensure evaluation products and knowledge are accessible in a user friendly and timely way
- Position Evaluation Office in the evaluation community
- Position UNFPA as a learning organization
- Better position UNFPA in the sexual and reproductive health and rights community, as producers of evidence towards three transformative results

Regional M&E Advisors play an important role in:

- Disseminating, communicating and facilitating use of centralized and regional evaluations
- Advocating for and, as appropriate, delivering assistance in developing strategies to disseminate, communicate and facilitate use of country-level evaluations



5 HOW WILL WE MEASURE SUCCESS?



Through a results-based framework to learn what works or not, and course correct (*see ahead*)

RESULTS-BASED FRAMEWORK FOR THE STRATEGY

		Indicators	Baseline 2018	Target 2021
Impact				
Evidence produced by evaluations has increased impact of UNFPA to ensure rights and choices for all	# of references to evaluation in UNFPA Strategic Plan and in the Annual Report from the Executive Director to the Executive Board		32	40
Long-term outcome	# of centralized evaluations presented to senior management		100%	100%
Evaluations are fully used to support decision making, accountability and learning	% of new country programme documents that factored in evaluative evidence		79.8%	95%
	% of evaluations with a management response		100%	100%
	% of management response actions completed		89.5%	95%
Short-term outcome 1	Senior management is engaged and consulted in development and update of the Quadrennial Budgeted Evaluation Plan		Yes	Yes
Evaluation products are relevant, diversified and innovative	% of centralized evaluations using reference groups		100%	100%
Short-term outcome 2	% of evaluations rated 'good' and above		80%	90%
Evaluation produced are of high quality				
Short-term outcome 3	# of page views for Evaluation Office webpages for latest centralized evaluations and key documents		8442	10,000
Evaluation results are effectively communicated through products and activities, and made accessible through efficient knowledge management platforms	# of evaluation focused videos produced annually		7	10
	# of annual twitter impressions		306,000	612,000
	# of annual twitter engagement rate		1.5%	1.5%
	# of twitter followers		855	3000
	# of posts (annually) on RBM and Evaluation community on MyUNFPA		0	50
Short-term outcome 4	% of key organizational processes in which evaluation staff provided tailored evaluative evidence to decision makers, as requested		100%	100%
Evaluation use is facilitated				



UNFPA EVALUATION OFFICE



Bringing the
right evidence,



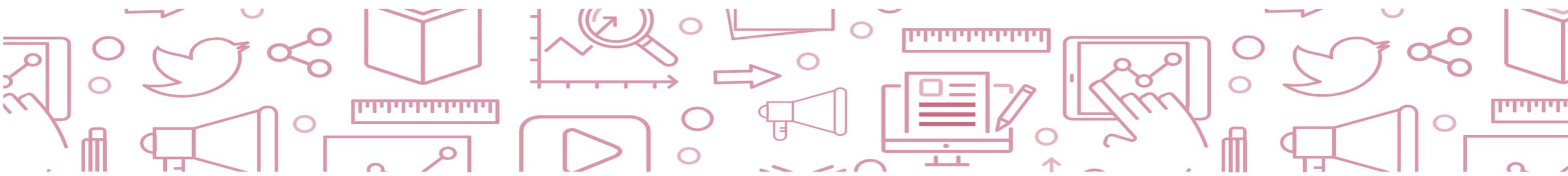
to the **right people,**



at the **right time**



to ensure rights
and **choices for all**



Watch the strategy highlights at
www.unfpa.org/evaluation

 evaluation.office@unfpa.org

 [unfpa_eval](https://twitter.com/unfpa_eval)

 [UNFPA Evaluation Office](https://www.youtube.com/UNFPA Evaluation Office)

