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
“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
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.
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.
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 and with whom?

What are roles and responsibilities of Evaluation Office staff?

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

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.

**WHAT DO WE WANT TO ACHIEVE?**
Theory of Change to enhance evaluation use through communications and knowledge management

**Outputs**
- The Quadrennial Budgeted Evaluation Plan ensures relevance to key stakeholders
- Evaluation ToRs ensure relevance to all evaluation stakeholders
- Evaluation processes and results focus on learning, accountability and participation of all evaluation stakeholders
- Evaluation content and quality meet UNEG standards
- Evaluation quality assessments and assurance systems are operational
- Evaluation reports and other products are communicated
- Evaluation results communicated through presentations, webinars
- Evaluations key messages are communicated through Evaluation Office newflash series, email announcements
- Evaluations key messages are visually communicated through infographics, videos
- Social media is active
- Evaluation Database and website is updated and user friendly
- M&E Net (RBM and Evaluation) Community on MyUNFPA is active
- Evaluation Elearning is launched and utilized
- Two-way dialogue to serve users information needs
- Targeted evaluation knowledge and evidence is provided to inform decision making
- Targeted evaluation knowledge and evidence is provided to inform strategic & corporate reporting

**Short Term Outcomes**
- Evaluation content is relevant, diversified and innovative
- Evaluations produced are of high quality
- Evaluation results are effectively communicated through products and activities, and made accessible through efficient knowledge management platforms
- Evaluations are fully used to support decision making, accountability and learning
- Evaluation use is facilitated

**Long Term Outcomes**
- Evidence produced by evaluations has increased IMPACT of UNFPA to ensure rights and choices for all

**Assumptions**
- Evaluation and learning culture are mainstreamed within the organization
- Senior Management and staff is committed to RBM
- Evaluations are of strategic and technical quality

**Audience**
- Internal audience
- Internal and External audience
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:

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

Tailored communication and knowledge management plan

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
- Executive Summary situated in the main report
- Evaluation Brief with infographics, in languages
- Country or thematic case studies and/or evidence matrix
- Presentation
- Webinar
- Newsflash email
- Community announcement
- Website feature
- Twitter

OPTIONAL: COMMUNICATION ASSETS

- Podcasts
- Photo blogs
- Videos
- Blogs
- Executive Summary situated in the main report
- Evaluation Brief with infographics, in languages
- Country or thematic case studies and/or evidence matrix
- Presentation
- Webinar
- Newsflash email
- Community announcement
- Website feature
- Twitter

KNOWLEDGE MANAGEMENT PLATFORMS

- Evaluation Database
- Website
- Community on MyUNFPA
- iDocs, UNFPA document management tool
EXAMPLES OF CENTRALIZED EVALUATION REPORTS

- Mid-Term Evaluation of the UNFPA Supplies Programme (2013-2020)
- Evaluation of UNFPA support to the prevention of, response to and elimination of gender-based violence and harmful practices (2012-2017)
UNFPA has been a key player in the delivery of quality reproductive health and gender-based violence services for women, girls, and young people across all countries.

UNFPA supplies is the dominant source of family planning products used by the public sector in nearly all programme countries.

UNFPA has helped normalize family planning and supported the integration of family planning into primary healthcare.

UNFPA is the only UN agency that works across all 3 thematic areas.

UNFPA’s consistent leadership in and gender-based violence prevention is critical for all development actors to succeed.

UNFPA should strengthen youth leadership, programming and coordination across the response.

UNFPA needs to enhance its approach to mainstreaming family planning from other UN agencies, including humanitarian clusters.

Greater commitment to UNFPA’s MDG8 family planning targets is critical to effectively address underlying social norms and adverse behavioral change.

UNFPA’s response has been appropriately scaled up to meet the growing needs of affected populations over time, with priority to hardest-to-reach populations.

UNFPA is the world’s leading procurer of family planning commodities.

UNFPA supplies spent 78 million USD on procuring and shipping contraceptives and other maternal health supplies in 2017.

UNFPA has used its strong position to shape global markets, streamline processes and improve quality assurance for national and local supply chains for reproductive health and family planning products, although important challenges remain.

UNFPA needs to enhance its capacity to promote government-led national consensus on how supply chains should be strengthened in some countries.

UNFPA needs to strengthen its sources of contraceptive supplies while broadening sustainable sources of funding for reproductive health and family planning products.

UNFPA Evaluation Office
Mona Segue Oliveira, Evaluation Officer,UNFPA Brazil (Evaluation Manager)

AFR Countries Evaluation Team
Vera C. Carvalho (Program Manager), Sara Vitor de Almeida (Evaluation Manager), Thaleia Benitez (Evaluation Manager), Laura B. Lopes (Senior Evaluation Officer), Inés Santos (Evaluation Officer)

Copyright © UNFPA 2022. All rights reserved.

This review and recommendations of the report do not necessarily reflect the views of the United Nations Population Fund.

This report is a product of the independent Evaluation Office of UNFPA.

Any inquiries about the evaluation should be addressed to evaluationoffice@unfpa.org.

For more information, visit: unfpa.org/evaluation

unfpa.org/evaluation
VIDEO SERIES ON EVALUATIONS

EVALUATION IN PILLS
By UNFPA Evaluation Office
EXAMPLES OF HIGH ENGAGEMENT TWEETS
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
Through a results-based framework to learn what works or not, and course correct (see ahead)
### RESULTS-BASED FRAMEWORK FOR THE STRATEGY

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