

6

FACILITATION OF USE
AND DISSEMINATION
PHASE

The dissemination of the final evaluation report and the utilisation of the findings, conclusions and recommendations are important steps in the evaluation process. For stakeholders to take into account evaluation findings in future programming, they have to be informed of the key results of the CPE, and their implications for UNFPA support in the programme country. Moreover, they have to understand the rationale and the evidence base for the findings, and be able to translate the evaluation results into concrete and operational changes in the way programmes and activities are designed and implemented. Evaluation results should also be extensively communicated to audiences beyond UNFPA and its immediate stakeholders, as doing so can facilitate the use of UNFPA evaluation results in important ways.

6.1 OPTIONS FOR THE DISSEMINATION OF EVALUATION FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

The dissemination of evaluation findings should be adapted to the specific circumstances of each evaluation. Dissemination is the responsibility of the country office, and evaluation manager is in charge of leading the dissemination process. The dissemination plan should be developed at the onset of the evaluation, preferably collectively with a range of stakeholders (from the national reference group).

When developing the strategy for dissemination, the evaluation manager can choose from a range of different options:

- One common step is to hold a stakeholder workshop with implementing partners, donors, UNCT staff, staff from the UNFPA regional office and headquarters (where feasible), as well as other relevant stakeholders. The stakeholder workshop is hosted by the UNFPA country office, possibly in partnership with the partner government where appropriate. The evaluation team leader presents (in a PowerPoint presentation) the main findings, answers to the evaluation questions, conclusions and recommendations. The country office should, in turn, present its response to the evaluation recommendations, and discuss the implications for UNFPA programming, taking stock of the evaluation results.
- In combination with the stakeholder workshop, the country office should distribute the evaluation report (to those groups listed above) with an accompanying letter. The UNFPA country representative can, in this covering letter, present the main results of the evaluation, discuss the response of the country office to the evaluation findings, and highlight the likely adjustment the country office will make in the upcoming new programming cycle.
- The country office may also hold an additional (specific/separate) workshop with its implementing partners to discuss the concrete programming implications of the evaluation recommendations. Such a workshop format provides more opportunities for in-depth discussions of the operational implications of changes in programming, and can therefore facilitate and support the adoption of the recommendations in the country programme.

6.2 DIVISION OF TASKS BETWEEN THE EVALUATION MANAGER AND EVALUATION TEAM DURING THE DISSEMINATION PHASE

As mentioned above, the main responsibility for the dissemination of the evaluation results rests with the evaluation manager. This notwithstanding, the evaluators can make important substantive contributions to help ensure the credibility of the dissemination process. The suggested division of tasks between the two parties is presented in the table below.

TABLE 17 Summary of responsibilities of the evaluation manager and evaluators during dissemination

Main activities	Responsibilities	
	Evaluation team	Evaluation manager
Design of dissemination strategy/ approach	<ul style="list-style-type: none"> Respond to request for information from evaluation manager during design of strategy, and set-up of individual events. 	<ul style="list-style-type: none"> Lead design of dissemination strategy and main events. Discuss strategy and events with country office managers and staff. Review the PowerPoint presentation to ensure it is clear and of suitable quality.
Set-up of individual dissemination events	<ul style="list-style-type: none"> Prepare substantive inputs (PowerPoint) for stakeholder workshop/workshops. 	<ul style="list-style-type: none"> Logistical preparations. Prepare invitation letter for participants; ensure it is sent in a timely manner by UNFPA country representative; follow it up. Decide on scope of presentation of results; focus of discussions.
Hosting of dissemination events	<ul style="list-style-type: none"> Present main findings, conclusions and recommendations. Respond to questions during discussions. 	<ul style="list-style-type: none"> Co-host event with UNFPA country representative; lead discussions among participants based on knowledge of evaluation process. Organize compilation of feedback from event; channel feedback to evaluators.
Follow-up to dissemination of evaluation	As requested by evaluation manager.	<ul style="list-style-type: none"> Organize dissemination workshop and a planning session for operational planning. Prepare management response and ensure it is finalized when due. Send final report to Evaluation Office for EQA. After receiving the results of the EQA, communicate them to the evaluators. Initiate one-year follow-up on progress in the implementation of recommendations in coordination with the regional M&E adviser (whose role it is to systematically monitor and support the country-level follow-up and to ensure the integration of evaluation findings in regional and country-level programming).

BOX 13: COMPREHENSIVE APPROACH TO COMMUNICATING KNOWLEDGE RESULTING FROM EVALUATION

The UNFPA Evaluation Policy and 2018–2021 Evaluation Strategy encourage moving beyond the conventional focus on “dissemination of evaluation results” to include a more strategic approach to communicating evaluation knowledge for learning, decision-making and accountability. This requires identifying a broader audience for the evaluation results, determining their knowledge needs, and then building interactive engagement using a mix of traditional and contemporary communication tools and platforms that are most suitable for each audience and context. Such an approach to communicating evaluation knowledge is most effective when built into evaluation planning from the start. While the evaluation manager may lead the process and coordinate activities to build a communication plan for sharing the evaluation results, s/he should be supported by the communication and/or knowledge management officer.

There are several ways to package evaluation results into knowledge products that are user-friendly, targeted and accessible to different audiences. For example, the evaluation report and PowerPoint presentation can be accompanied by a succinct executive summary that packages the evaluation results (in multiple languages) in an easy-to-understand way. To enable wider outreach of the evaluation results, infographics can be developed that present key findings in a visual storytelling format. A photo story on the evaluation findings and a blog by the evaluation team during key moments of the evaluation can also help generate interest in the evaluation results and facilitate their use.

These knowledge products can be disseminated through several channels and platforms. For example, by:

- Organizing stakeholder workshops (as mentioned above), conferences and other face-to-face engagement opportunities with the target audience(s)
- Uploading evaluation reports and other knowledge products to UNFPA evaluation web pages and the evaluation database
- Disseminating key messages from the evaluation, in plain language, through UNFPA social media platforms
- Incorporating evaluation findings in existing UNFPA newsletters, bulletins and annual reports
- Sharing evaluation results and lessons through existing knowledge networks and communities of practice (both internally within UNFPA and externally).



To facilitate communication planning for evaluation results, refer to [Template 16](#).