

Strategy to enhance evaluation use through **communications and knowledge management** 2022-2025

UNFPA Evaluation Office

Accountability | Adaptation | Acceleration
Delivering rights and choices for all



Overview



1

Making a case for the strategy

2

Framework to enhance the use of centralized evaluations using communications and knowledge management

- a. Facilitating the use of centralized, joint and system-wide evaluations
- b. Facilitating the use of decentralized evaluations

3

Evaluation advocacy and multi-stakeholder partnerships to accelerate the delivery of the UNFPA strategic plan, 2022-2025, and the SDGs



1

Making a case for the strategy

The environment

“Harrowing setback in sexual reproductive health and rights around the world”

A politically-charged external environment on UNFPA mandate as identified by the first report of the High-Level Commission on the Nairobi Summit on ICPD25 follow-up



Deepening inequality driven by mega trends (climate change, demographic shifts, inequalities and digitization), including COVID-19



'Info-demic': Refusal of science and evidence resulting in misinformation and disinformation



Limited national evaluation capacities, to advance the Decade of Action

Deliberate and comprehensive action needed to advance the use of evaluation



Capitalizing on the increased commitment to **use evidence as an enabler for learning, adaptation, acceleration and accountability**



Increased priority on communications and storytelling to advance action in the Decade of Action, and deliver the Nairobi commitments



Growing movement of national and global partners on evaluation advocacy

Mandate for the strategy

Use of evaluation is high priority to unleash the transformational power of evaluation

UNFPA strategic plan 2022-2025

“ UNFPA recognizes that **without disaggregated, high-quality data and evidence, it will not be possible to accelerate the achievement of the three transformative results** and the Sustainable Development Goals. Data and evidence are needed across many relevant sectors and for a range of critical policy and programme decisions ”

UNFPA evaluation strategy 2022-2025

“ Relevant, timely, targeted, efficiently and **strategically communicated evaluation evidence is vital to influence change** and to augment the commitment of UNFPA to be a results-driven organization that is continually learning and adapting ”

UNFPA evaluation policy

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



Strategic approach



Targeted decision maker receives **targeted evaluative evidence** in **targeted time** for adaptation, learning, accountability and informed decision-making, to support the delivery of UNFPA strategic plan



Advance influential evaluation through **evaluation advocacy** and **multi-stakeholder partnerships**, as part of the broader effort to build a **culture of evaluation**, to support the implementation of UNFPA strategic plan, and delivery of the Sustainable Development Goals

Scope of the strategy



To enhance the **utilization of evaluations at UNFPA** and **advocacy for influential evaluation** using strategic communications and knowledge management approaches, in the context of UNFPA strategic plan, 2022-2025



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



This strategy is **framed for centralized evaluations**, including joint and system-wide evaluations, however its principles and approach are also to **applicable to decentralized evaluations**

Why a consolidated communications and knowledge management strategy?



Communication mechanisms are a tool for evaluative knowledge sharing and access, and increase the engagement with internal and external audiences



Communications and knowledge management processes intersect and converge to improve the supply of evaluative evidence and generate demand and facilitate use of evaluations for learning, adaptation and acceleration

This strategy is aligned with...



Evaluation strategy, 2022-2025, providing a framework to operationalize the two key pillars of the evaluation strategy: Enhanced use and utility of evaluations at UNFPA and advancing global evaluation advocacy and partnerships to accelerate influential evaluation



Evaluation policy, providing a framework on how to deliver the commitment to strengthen communications around UNFPA evaluations to further facilitate its use



UNFPA communications strategy, particularly to inspire and mobilize audiences to utilize evaluations for informed decisions and actions and expand Evaluation Office's reach, visibility and positioning



UNFPA knowledge management strategy, in an effort to draw linkages with the growing knowledge management architecture and platforms at UNFPA, improve access to evaluative knowledge within UNFPA and accelerate evaluative knowledge utilization by UNFPA staff and key stakeholders

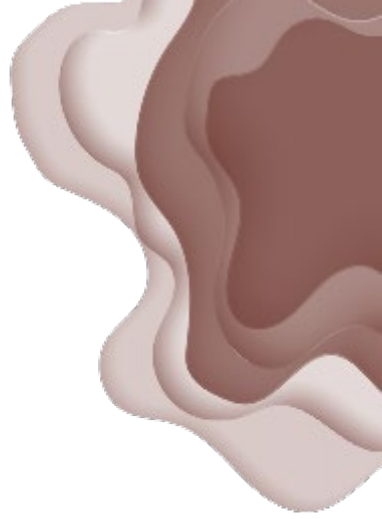
2

Framework to enhance the use of centralized evaluations using communications and knowledge management

Bringing the right evidence,
at the right time,
to the right people,
in the right form,
to ensure rights and choices for all,
including those furthest behind



Enhancing the use of centralized evaluations through strategic communications and knowledge management requires unpacking...



- 1 What do we want to achieve?
- 2 Who is our audience?
- 3 How will we communicate and create access to evaluations?
- 4 What are roles and responsibilities of evaluation staff?
- 5 How will we measure progress?

1 What do we want to achieve?

Evidence produced by the Evaluation Office increases impact of UNFPA to ensure rights and choices for all, reaching the furthest behind first



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



Key pillars



Communications approach is user-focused, catering to audience priority and knowledge 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 thinking is further embedded in evaluation

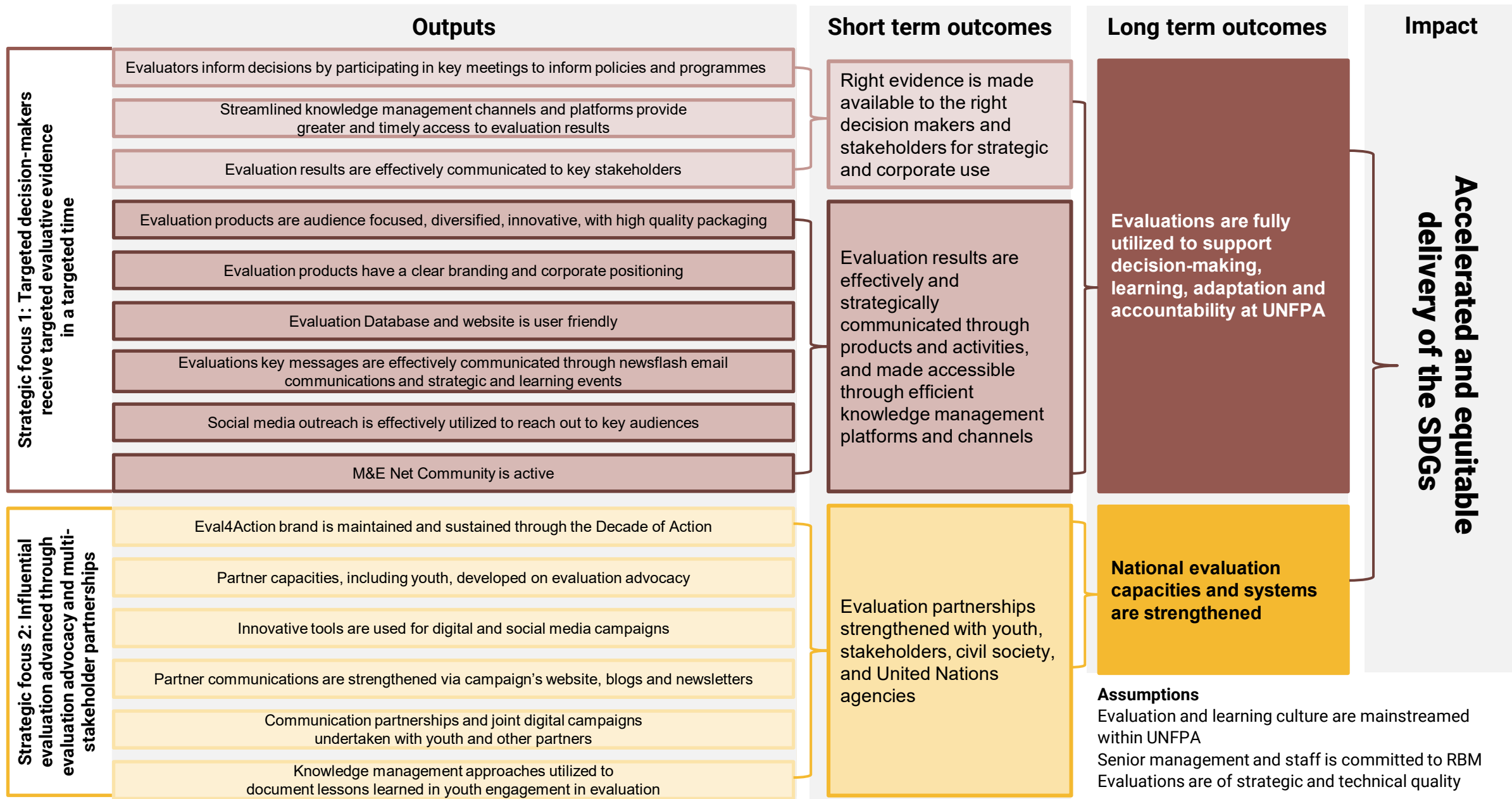


Evaluation staff has capacity and accountability to use communication and knowledge management channels and tools

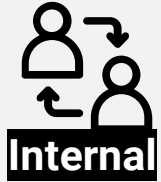


Evaluators inform decisions by participating in key meetings

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



2 Who is our audience?



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



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

Being audience focused requires:

- Change focus from **'dissemination of evaluation products'** to **'strategic communication of knowledge from evaluations'**
- 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

3

How will we communicate the evaluations?



Tailored communication and knowledge management plan

Initiated during the **preparatory phase** and further developed during the **design phase**

Finalized and put into action during the **implementation of the evaluation** (process use) and **facilitation of use and dissemination phase**, with an ongoing eye for opportunities for longer term communication of the evaluation, to further facilitate its use

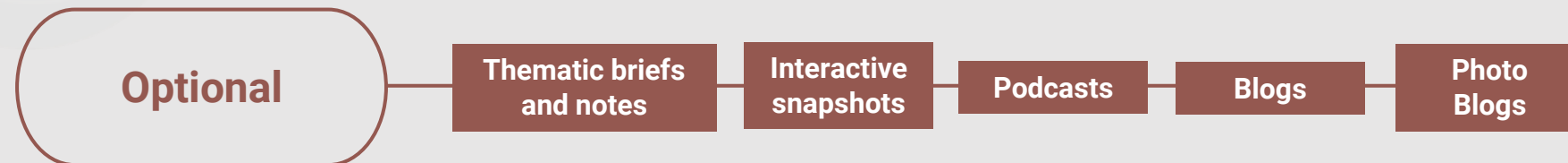


Built around the minimum communications package for evaluations

High quality packaging of evaluations, presented in an engaging way through innovative products on multiple channels, using storytelling approaches

Made accessible through various knowledge management platforms

Minimum communications package for centralized evaluations



Knowledge management approaches to increase accessibility of evaluations

Knowledge management channels

Knowledge management channels and opportunities identified and utilized across Technical Division, Division of Communications and Strategic Partnerships, Policy and Strategy Division and the Division of Human Resources, to make evaluation results and lessons even more accessible to decision makers

Evaluation managers participate in key meetings to inform decisions around policies and programmes

Strategic participation in learning events (internal and external) for knowledge sharing

Evaluation results are included in talking points and key messages for senior management at internal and external meetings and engagements



First Global Evaluation Retreat 2021

Knowledge management approaches to increase accessibility of evaluations

Knowledge management platforms

- Evaluation Database has a stable platform with advanced search functionality
- Website, revamped for enhanced user-friendliness
- Linkages made with the new knowledge portal at UNFPA
- Streamline the use of iDocs, UNFPA document management tool
- Enhanced use of Communities on MyUNFPA

myUNFPA

News on Evaluation



13 December 2021

Lessons and solutions to amplify the rights and voices of youth

Marking Human Rights Day on 10 December 2021, a new report provides validated lessons and



06 December 2021

Latest evidence and lessons to intensify efforts to end female genital mutilation in the Decade of Action

In recent years, there has been significant



29 November 2021

How has the UNFPA-UNICEF Global Programme to End Child Marriage (2016-2030) adapted to COVID-19?

Knowledge management approaches to increase accessibility of evaluations

Knowledge management products

- Enhanced lessons learned products, including system-wide and joint exercises
- Evidence products from evaluations such as thematic briefs and notes



4

What are roles and responsibilities of evaluation staff?



Role of Evaluation Office staff with respect to communications and knowledge management

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

Communications and knowledge management is everyone's work



Regional monitoring and evaluation advisors play an important role in:

- Dissemination, communication and facilitation of use of centralized and regional evaluations, including joint and system-wide evaluations
- Contribution to developing strategies to disseminate, communicate and facilitate the use of country-level evaluations and UNSDCF evaluations



National monitoring and evaluation staff/focal points play a role in:

- Disseminating, communicating and facilitating the use of centralized and regional evaluations, including joint and system-wide evaluations, as relevant to their country programme (e.g. country case studies)
- Leading the dissemination, communication and facilitation of use of country-level evaluations and UNSDCF evaluations

5

Measuring success through a results-based framework

	Indicator	Baseline 2021	Target 2025
Impact: Evidence produced by evaluations has increased impact of UNFPA to ensure rights and choices for all, reaching the furthest behind first	# of references annually to evaluation in UNFPA strategic plan and in the Annual Report from the Executive Director to the Executive Board	22	40
Long-term outcome 1: Evaluations are fully utilized to support decision-making, learning, adaptation and accountability at UNFPA	# of programme-level centralized evaluations presented to the Executive Board	100%	100%
	% of new country programme documents that factored in evaluative evidence	100%	100%
	% of evaluations with a management response	100%	100%
	% of management response actions completed	80%	85%
Short-term outcome 1: Right evidence is made available to the right decision-makers & stakeholders for strategic and corporate use	% of key organizational processes in which evaluation staff provided tailored evaluative evidence to decision makers, as requested	100%	100%
Short-term outcome 2: Evaluation results are effectively and strategically communicated through products and activities, and made accessible through efficient knowledge management platforms and channels	# of annual page views for Evaluation Office web pages for latest centralized evaluations and key documents	19,000	23,000
	# of evaluation focused videos produced annually	20	25
	# of annual twitter impressions	900,000	1,300,000
	# of twitter followers	4500	7000
	# of posts annually on M&E Net community on MyUNFPA	30	50
Long-term outcome 2: National evaluation capacities and systems	# of Eval4Action partners	151	200
	# of youth networks capacities developed in evaluation advocacy annually	8	10
	Frequency of joint digital campaigns undertaken with youth and other partners	2 per year	At least 2 per year

a. Facilitating use of joint and system-wide evaluations

'Communicating together'

Key pillars

Provide strategic guidance

and inputs to communication approaches for the launch, dissemination and use of joint and system-wide evaluations

If Evaluation Office is the chair of the

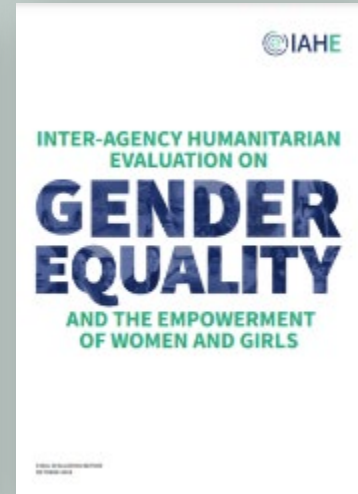
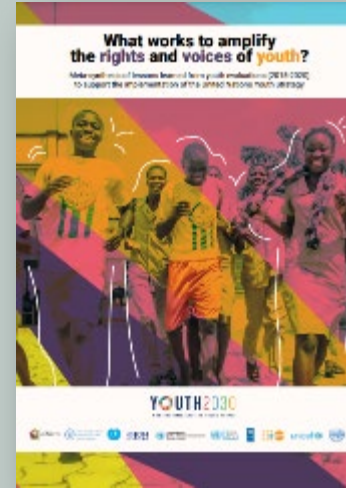
evaluation: lead the evaluation product packaging, coordinate joint/system-wide launch of the evaluation; lead the identification, organization and strategic participation at learning events; lead joint social media outreach on the evaluation

Maintain clear

positioning and visibility of the Evaluation Office in joint and system-wide communications

Support long-term use

of the joint and system-wide evaluation



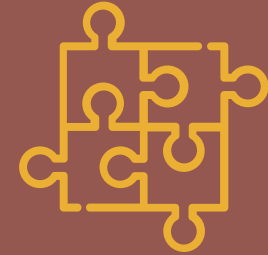
b. Facilitating the use of decentralized evaluations

Although the strategic framework above is framed for centralized evaluations, its key pillars and framework remain relevant to facilitate the use of decentralized evaluations, including:

- **Early planning** for strategic communication for a decentralized evaluation
- **Audience-focused** communication approach
- **Minimum communication package** for a decentralized evaluations
- **Timely access** to evaluation results for decision-making
- **Relevant, innovative and diversified** decentralized evaluation products for different audiences
- **Facilitating the use** of UNSDCF evaluations
- **Results-based framework** to measure success



To support the translation of the above approach to decentralized levels



Evaluation Office will provide **guidance and tools** to regional and country offices to further facilitate the use of decentralized evaluations (e.g. Country Programme Evaluation Management Kit, e-learning programme on evaluation)



Enhance access and searchability of decentralized evaluations via the revamped database



In summary, translating the framework into action requires..

Moving from	Towards
Traditional 'dissemination of evaluation'	Strategic communication of evaluation, including for joint, system-wide and UNSDCF evaluations, 'communicating together'
Thinking about communication after evaluation report is finalized	Incorporate communication planning into evaluation planning from the outset, as well as in the implementation of the evaluation (process use)
Producing an evaluation report	Develop minimum communications package for each evaluation catering to different internal and external audiences
Limited knowledge management (minimum compliance: uploading evaluation to the website and database)	Enhanced knowledge management using various available knowledge management channels and platforms, including participating in key decision making meetings, innovative knowledge products, stronger collaboration with other business units for the use of evaluative knowledge, strategic participation at learning events
Communication work ends with evaluation release	Ongoing identification of opportunities for long term use of the evaluation
Limited capacity for strategic communications and knowledge management	Strengthened capacity (including at decentralized levels), establish clearer roles for the Evaluation Office, regional and country offices in evaluation communications and knowledge management work
Limited accountability for strategic communications and knowledge management	Use a results-based framework to measure success



3

Evaluation advocacy and multi-stakeholder partnerships to accelerate the delivery of the UNFPA strategic plan, 2022-2025, and the SDGs

Strategic Focus 2: Advance influential evaluation through evaluation advocacy and multi-stakeholder partnerships

Accelerated and equitable delivery of the Sustainable Development Goals



Stronger national evaluation capacities and systems



Key pillars



Convening and co-leading **multi-stakeholder partnerships to advance evaluation advocacy for influential evaluation**, i.e. through the Eval4Action campaign



Convening and co-leading **intergenerational evaluation partnerships** with and by YOUTH



Building capacities of evaluation networks and youth in evaluation advocacy

Co-leading the Decade of EVALUATION for Action

The Evaluation Office co-leads the **Decade of EVALUATION for Action**, also the **Eval4Action campaign**, with the EvalYouth Global Network and the Global Parliamentarians Forum for Evaluation to advance **global advocacy on influential evaluation and national evaluation systems and capacities**, to support COVID-19 recovery and equitable and inclusive delivery of the Sustainable Development Goals.

The campaign has **150+ partners**.



Co-leading the Decade of EVALUATION for Action



Evaluation Office will continue to contribute to

- Convening **partnerships**
- Sustaining and advancing the campaign by **building audiences, increasing engagement** on action for influential evaluation
- **Support to storytelling and narrative building** on influential evaluation via social media outreach and participation in advocacy events (via speeches, presentations, keynote addresses)
- **Developing capacities of partners** on evaluation advocacy and strategic communications
- **Maintaining the campaign's website** and blogs platform and partner communication through monthly newsletters
- **Undertaking outreach** through online consultations, learning and capacity development events
- **Use of innovative tools** for online advocacy including digital and social media campaigns
- **Maintaining, positioning and sustaining the campaign brand** through the Decade of Action

Convening and co-leading intergenerational evaluation partnerships with and by YOUTH and building capacities

1- Advocating for and with young evaluators' to increase advocacy on youth engagement in evaluation

Collaborating closely with young evaluators in co-leading Eval4Action

Supporting **learning events** related to youth engagement in evaluation

Capacitating young evaluators in strategic communications and evaluation advocacy through trainings and other tools

Supporting Evaluation Office's partnership with EvalYouth Global Network in relation to advocacy and communications

Undertaking joint digital campaigns with youth to further mobilize commitments and actions to advance meaningful youth engagement in evaluation

2- Use of knowledge management approaches to document lessons learned in youth engagement in centralized evaluations

About the strategy development process

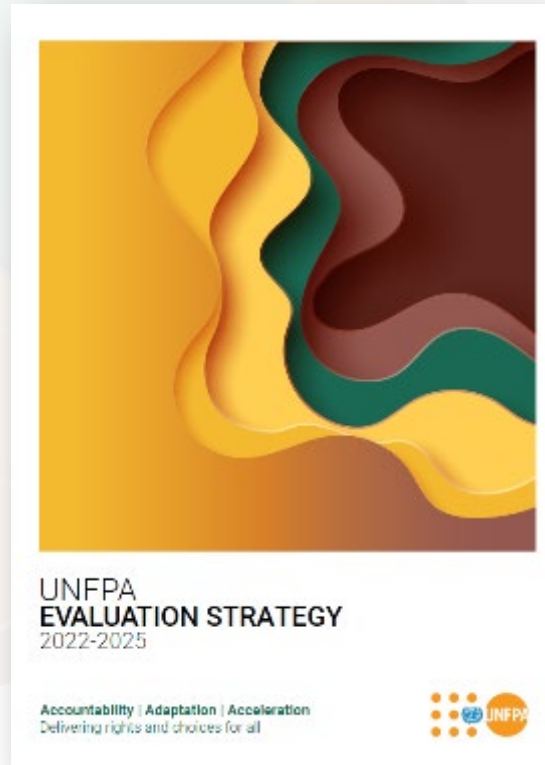
The strategy was developed by the Evaluation Office in consultation with the regional monitoring and evaluation advisors, including inputs from the Technical Division, Division of Communications and Strategic Partnerships and Policy and Strategy Division

The national monitoring and evaluation staff and focal points provided inputs to the strategy via a survey and through deliberations at the first ever Global Evaluation Retreat held in 2021

The strategy also took into account the lessons learned from the implementation of the 2018-2021 strategy to enhance evaluation use through communications and knowledge management

#Eval4Action

Related read



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