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|  | **Evaluation Quality Assurance System**  Office Of Evaluation  *Measuring Results, Sharing Lessons* |

**Evaluation communication and   
knowledge management plan**

**[title of the COUNTRY STRATEGIC PLAN evaluation]**

WFP’s Evaluation Policy 2016-2021, in line with international standards on evaluation, requires that all evaluation reports are disseminated widely and made publicly available. Presenting a template for WFP Evaluation communication and knowledge management plans, the purpose of this guidance document is to ensure that evidence emerging from the evaluation is made available and accessible to WFP’s Executive Board and all internal and external stakeholders for accountability, learning and decision-making.

1. For each evaluation, **a communication and knowledge management plan should be created**. The plan will:

* Be set up during the preparation phase and run right through to dissemination and follow-up phases.
* Be overseen by a team comprising the evaluation manager, data analyst and Communications/KM unit members.
* Begin with inputs to evaluation teams’ Terms of Reference, which will include elements to document the evaluation.
* Identify communication/KM products, channels, key audiences and timelines for delivery.
* Comprise of content divided into main content (mandatory) and associated content (optional)
* Include a timeline of activities for recruiting editorial services and presenting protocols to the Executive Board, including Round Table

1. This plan does not offer a prescriptive guide on how to communicate to different stakeholders identified in the stakeholder analysis. That information is covered in the CSPE guide itself. Rather it focuses on **creating tailored products to target audiences at key phases of the evaluation in order to optimize evaluation use**.
2. As well as directing communications to those audiences described in figure 1, the plan should dedicate attention to **developing products and channelling knowledge to audiences identified in the stakeholder analysis**, particularly the direct users of evaluation evidence, and other stakeholders who may benefit from, have an interest in or be affected by the evaluation findings.
3. The key products of the evaluation are the terms of reference, the inception report and the evaluation report. **This plan distinguishes between main report content (mandatory) and associated content (optional).** Main report content includes the brief and the ‘EB communications pack’ – PowerPoint presentation, talking points and ED memo. Associated content, which is identified by the communications and knowledge management planning team based on priorities and capacities, includes infographics, videos, podcasts, posters, picture stories, blogs, features and interviews.
4. In consultation with the communications and knowledge management planning team, the evaluation manager should **include specific point(s) in the evaluation team’s Terms of Reference** to support the capture and documentation the evaluation, including through photography or other visual forms.
5. Relevant knowledge management focal points should be identified and channels mapped related to key audiences identified in the stakeholder analysis as well as broader audiences described in figure 1. For the purposes of learning, the evaluation manager is encouraged to identify specific findings of the evaluation report that have special relevance to areas within WFP. **Knowledge management products include lessons learned, dedicated briefs, webinars and presentations to relevant audiences** as well as **tagging** reports on WFPgo and wfp.org and **piggybacking** on relevant internal meetings or events.
6. Through the plan, the evaluation manager and communications/KM team should **identify and plan ahead for key events/fora where the evaluation results can be shared** and factor in time for WFP staff to plan for and participate in such events. It may be beneficial to involve the evaluation team (especially the team leader) in some communication processes at a later stage after the evaluation is completed. This should be discussed and the contractual arrangements ensure that there is provision for this.
7. Particular **attention should be paid to potential means and channels of communicating with and disseminating results to affected populations**, notably individuals/groups who are marginalized. The evaluation manager is encouraged to develop evaluation products that reduce barriers to information and exchange lessons learned and experiences. Such products and channels may include the translation of key messages into local languages, use of local radio broadcasting, video media clips, visual presentations, posters, public announcements, mobile and social media, community consultations and stakeholder workshops. The communications team is encouraged to explore opportunities in disseminating findings through collaboration with WFP country office/regional bureau, partnerships at local level and participation of communities.
8. The communications and knowledge management planning team, including the evaluation manager and the research analyst, **should highlight areas of the report that offer opportunities for data visualization and improvement of graphic presentation** – graphs, charts, maps, figures – in the final report as well as to include in associated content.
9. The evaluation manager should **inform the communications/KM unit as early as possible on the delivery date (or changes thereof) of the final report** in order to ensure/procure editorial services and associated content for the report.

**Figure 1: Audiences**

This broad set of audiences extends beyond the evaluation reference group and those identified in the stakeholder analysis who should be recipients of all communications.

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|  | **WFP Executive Board and Management** who use evaluation evidence to make decisions about the organization’s future direction. All centralized evaluation reports, along with WFP management responses, must be presented to WFP’s Executive Board for approval. |
|  | **Donors and partners** who are responsible for reporting on the performance of their investments, and employ evidence produced in evaluations to demonstrate impact and build cases for future partnerships and relationships with WFP. |
|  | **WFP programmers and policymakers** who gather evidence generated by evaluations to make decisions about how to construct new or reshape existing policies, programmes, strategies and plans. |
|  | **Affected populations, beneficiaries and communities** who have often participated in the evaluation process and are directly affected by corresponding decisions taken. Their ownership of future policy is crucial to its success. |
|  | **Parliamentarians and national decision-makers** who have invested in WFP projects and programmes and, as their country’s representatives, may find evaluation evidence useful to inform their actions. |
|  | **Evaluation and humanitarian-development communities** who are constantly engaged in sharing insights to raise awareness and improve the discipline of evaluation, and spreading knowledge, best practices relevant to humanitarian-development actions aimed at achieving the 2030 Agenda. |
|  | **WFP staff** who work on policies, programmes, plans and strategies. Showcasing the impact of evaluations will strengthen staff decision-making abilities while mainstreaming evaluative thinking can help build a cadre of evaluation professionals, as profiled in WFP Evaluation’s Capacity Development Strategy (2020-24). |

**Figure 2: Template for completing the communications and knowledge management plan**

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| **Phase**  Evaluation stage | **What**  Communication product | **Which**  Target audience | **How & Where**  Channels | **Who**  Creator lead | **Who**  Creator support | **When**  Publication draft | **When**  Publication deadline |
| Preparation | Comms in TOR | * Evaluation Team | * Email | EM/ CM |  |  |  |
| Preparation | Summary TOR and TOR | * WFP Technical Staff/Programmers/Practitioners * WFP country/regional office/local stakeholders | * Email * WFPgo; WFP.org | EM |  |  |  |
| Inception | Inception report | * WFP Technical Staff//Programmers Practitioners * WFP country/regional office/local stakeholders | * Email * WFPgo | EM |  |  |  |
| Reporting | Exit debrief | * CO staff & stakeholders | * PPT, meeting support | EM/ET |  |  |  |
| Reporting | Stakeholder workshop | * WFP Technical Staff//Programmers Practitioners * WFP country/regional office/local stakeholders | * Workshop, meeting * Piggyback on any CSP formulation workshop | EM/ET | CM |  |  |
| Dissemination | Summary evaluation report | * WFP EB/Governance/Management * WFP country/regional office/local stakeholders * WFP Technical Staff//Programmers Practitioners * Donors/Countries * Partners/Civil society /Peers/Networks | * Executive Board website (for SERs and MRs) | EM/EB | CM |  |  |
| Dissemination | Evaluation report | * WFP EB/Governance/Management * WFP country/regional office/local stakeholders * WFP Technical Staff/Programmers/Practitioners * Donors/Countries * Partners/Civil society /Peers/Networks | * Email * Web and social media, KM channels (WFP.org, WFPgo, Twitter) * Evaluation Network platforms (UNEG, ALNAP) * Newsflash | EM | CM |  |  |
| Dissemination | Management response | * WFP EB/Governance/ Management * WFP country/regional office/local stakeholders * WFP Technical Staff/Programmers /Practitioners * Donors/Countries * Partners/Civil society /Peers/Networks | * Web (WFP.org, WFPgo) * KM channels | EB | EM |  |  |
| Dissemination | ED Memorandum | * ED/WFP management | * Email | EM | DE |  |  |
| Dissemination | Talking Points/Key messages | * WFP EB/Governance/ Management * WFP Technical Staff/Programmers /Practitioners * Donors/Countries | * Presentation | EM | CM |  |  |
| Dissemination | PowerPoint presentation | * WFP EB/Governance/Management * WFP Technical Staff/Programmers /Practitioners * Donors/Countries | * Presentation | EM | CM |  |  |
| Dissemination | Report communication | * Evaluation management Group (EMG) * Division Directors, Country Offices and evaluation specific stakeholders | * Email | EM | DE |  |  |
| Dissemination | Newsflash | * WFP EB/Governance/ Management * WFP country/regional office/local stakeholders * WFP Technical Staff/Programmers /Practitioners * Donors/Countries * Partners/Civil society /Peers/Networks | * Email | CM | EM |  |  |
| Dissemination | Business cards | * Evaluation community * Partners/Civil society /Peers/Networks | * Cards | CM |  |  |  |
| Dissemination | Brief | * WFP EB/Governance/ Management * WFP country/regional office/local stakeholders * WFP Technical Staff/Programmers /Practitioners * Donors/Countries * Partners/Civil society /Peers/Networks | * Web and social media, KM channels (WFP.org, WFPgo, Twitter) * Evaluation Networks (UNEG, ALNAP, EvalForward) | EM | CM |  |  |
| Dissemination | Presentations, piggybacking on relevant meetings | * WFP Technical Staff/Programmers /Practitioners * WFP country/regional office/local stakeholders * WFP staff | Presentation | EM |  |  |  |
| Dissemination | Info sessions/brown bags | * WFP country/regional office/local stakeholders * WFP Technical Staff/Programmers /Practitioners * WFP Evaluation | Presentation | EM |  |  |  |
| Dissemination | Targeted 1-page briefs | * WFP Technical Staff/Programmers /Practitioners * WFP Governance/ Management * WFP country/regional office/local stakeholders | * Presentations * Email * WFP webpages | EM/CM |  |  |  |
| Dissemination | Lessons learned feature | * WFP Technical Staff/Programmers /Practitioners * Partners/Civil society /Peers/Networks | * Web and social media channels (WFP.org, WFPgo, Twitter) * Evaluation Networks (UNEG, ALNAP, EvalForward) * Newsletter | CM | EM |  |  |
| Dissemination | Infographics & data visualisation | * Donors/Countries * Partners/Civil society /Peers/Networks * CAM/Media * General public | * Web and social media, channels (WFP.org, WFPgo, Twitter) * Evaluation Networks (UNEG, ALNAP, EvalForward) | CM | EM |  |  |
| Dissemination | Social media Twitter campaign | * Partners/Civil society /Peers/Networks * CAM/Media * General public | * Social media (Twitter) | CM | CAM |  |  |
| Dissemination | Video presentation | * WFP country/regional office/local stakeholders * WFP Technical Staff/Programmers /Practitioners * Donors/Countries * Partners/Civil society /Peers/Networks * CAM/Media * General public | * Web and social media, channels (WFP.org, WFPgo, Twitter) * Evaluation Networks (UNEG, ALNAP, EvalForward) * Newsletter * Presentation | EM/CM |  |  |  |
| Dissemination | Blog | * Partners/Civil society /Peers/Networks * CAM/Media * General public | * Web and social media, channels (WFP.org, WFPgo, Twitter) * Evaluation Networks (UNEG, ALNAP, EvalForward) * Newsletter | EM | CM |  |  |
| Dissemination | Digital report (Sway) | * Donors/Countries * Partners/Civil society /Peers/Networks * CAM/Media * General public | * Web and social media, channels (WFP.org, WFPgo, Twitter) * Evaluation Networks (UNEG, ALNAP, EvalForward) | CM | EM |  |  |
| Dissemination | Story pitch for local media | * WFP country/regional office * CAM/media * Affected populations | * Email | CM | CAM/CO |  |  |
| Dissemination | Press release/news story for regional/country office | * WFP country/regional office/local stakeholders * Donors/Countries * General public * CAM/media | * Web and social media channels (WFP.org, WFPgo, Twitter) * Local media channels | CM | CAM/CO |  |  |
| Dissemination | Poster/public announcement/cartoon/radio/drama/video | * Affected populations * WFP country/regional office/local stakeholders * Donors/Countries * General public * CAM/media | * Web and social media channels (WFP.org, WFPgo, Twitter) * Local media channels | EM/CM | CO |  |  |
| Follow up | 1 year later Video/feature | * Affected populations * WFP country/regional office/local stakeholders * Donors/Countries * WFP Technical Staff/Programmers /Practitioners * General public * CAM/media | * Web and social media channels (WFP.org, WFPgo, Twitter) * Local media channels * EvalForward | EM/CM |  |  |  |
| Follow up | Review of MR | * WFP Technical Staff/Programmers /Practitioners * WFP Management | * Internal channels | RMP | EM/CM |  |  |

KEY

Main content (mandatory)

Knowledge management products (optional)

Associated content (optional)