



WFP EVALUATION



WFP
World Food Programme

SAVING
LIVES
CHANGING
LIVES

WFP Evaluation Communications and Knowledge Management Strategy (2021-2026)

May 2021

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FOREWORD

More and more people today are making evaluation their business. For the World Food Programme (WFP), a greater number of diverse audiences have a need for and are showing interest in evidence generated from evaluations of WFP's work, including the Executive Board, management and employees, funders, partners, governments, parliamentarians, civil society groups and affected populations.

Driven by the ambition of the 2030 Agenda for Sustainable Development and its emphasis to review and track progress, learn and course correct, WFP and other United Nations organizations are increasingly faced with the need to account for the use of resources, demonstrate results and the added value of their work. This requires impartial and credible evidence on the relevance, effectiveness, efficiency, impact and sustainability of their work in an information age where data flows and technologies allow actions to be captured, relayed and scrutinized across the globe in real time.

WFP evaluations are unique in providing an opportunity to step back and undertake an independent assessment of the organization's policies, programmes, strategies and plans and generate knowledge based on findings brought together from diverse data sources and multi-stakeholder perspectives. Together with providing accountability, WFP evaluations offer learning and support the evidence-informed decision-making needed to steer a truer course towards Zero Hunger. Learning from evaluations enables WFP to collaborate more effectively within the UN system in line with UN Reform and to strengthen support to national partners to achieve Agenda 2030. WFP evaluation evidence is also valuable for national policymakers to base their decisions on as well as funders to measure their investments in the context of knowing what works best to achieve the Sustainable Development Goals (SDGs) and leave no one behind.

Significant progress has been made to implement the WFP Evaluation Policy (2016-21) since 2016. Supporting a key commitment of that Policy in "enhancing utility", this Communications and Knowledge Management Strategy will be a key driver in continuing to deliver WFP evaluation evidence to contribute to the WFP Strategic Plan and inform global decision-making.

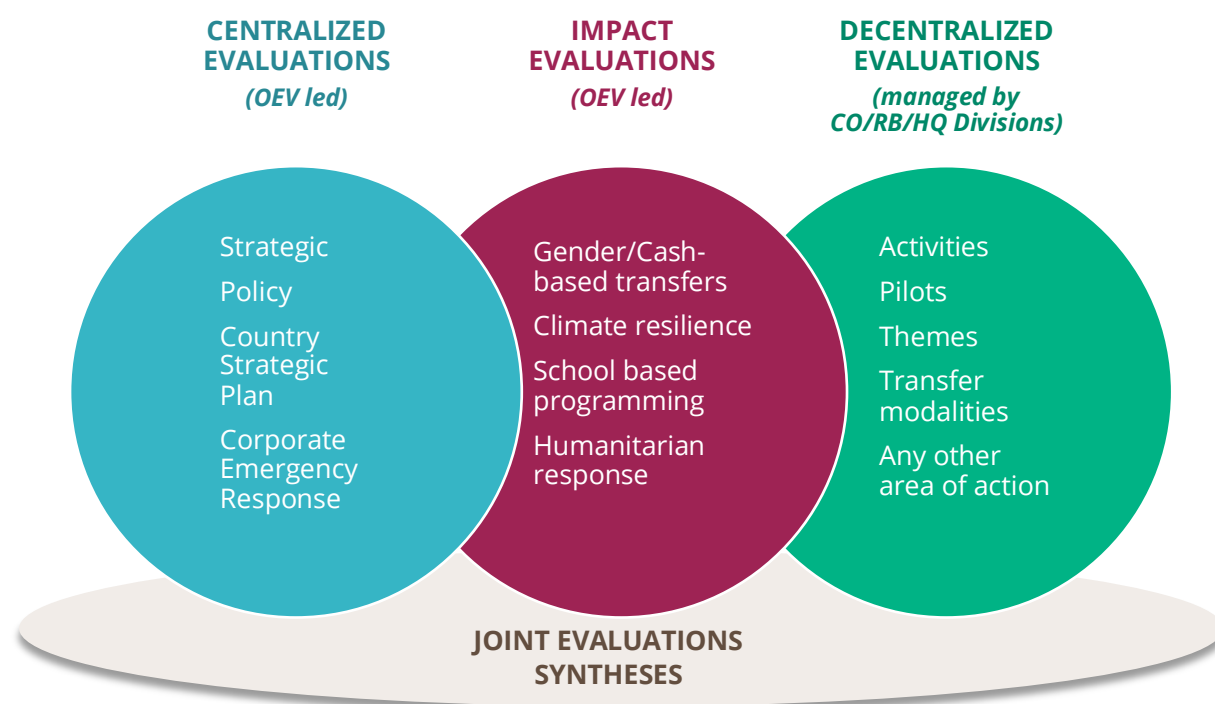
Director of Evaluation
Andrea E. Cook

BACKGROUND AND SCOPE

The WFP Office of Evaluation aims to contribute to ending global hunger by assessing WFP activities, generating a strong evidence base of the organization's successes and lessons that can be incorporated into future policies and programmes.

Evaluations fall into three categories: those commissioned and managed by the Office of Evaluation (centralized evaluations); those commissioned and managed by the Country Offices, Regional Bureaux and Headquarters-based divisions, other than the Office of Evaluation, (decentralized evaluations); and those commissioned and managed by the Office of Evaluation with partners (impact evaluations).

TYPES OF EVALUATION AT WFP



WFP's Executive Board considers all centralized evaluations and their management responses at Executive Board sessions, and is presented with an annual evaluation report by the Office of Evaluation synthesizing the findings of all centralized evaluations.

All WFP evaluations are conducted by independent professionals in accordance with United Nations Evaluation Group norms and standards; and are compliant with WFP's evaluation quality assurance system for centrally commissioned and decentralized evaluations (CEQAS and DEQAS).

All WFP evaluation reports are made [publicly available](#).

The United Nations World Food Programme (WFP) is the largest humanitarian and development organization in the world fighting hunger, reaching around 100 million people each year in more than 80 countries.

SCOPE

The WFP Evaluation Communications and Knowledge Management Strategy will cover the period from 2021-2026. This strategy will address communications and knowledge management in an integrated way that is focused on the overarching goal of promoting evaluation use. Emphasis is placed on knowledge sharing and knowledge access for which communication activities and approaches are crucial to engage effectively with different internal and external audiences in the pursuit of learning.

The first year, 2021, will constitute a generation phase at the end of which the strategy will undergo a review to ensure full alignment with the WFP Evaluation Policy set for release in 2022. The approaches outlined in this strategy relate to the promotion of evaluation use throughout WFP and encompass the WFP Evaluation Function (henceforth referred to as WFP Evaluation). Areas that relate exclusively to the Office of Evaluation are marked in the text. While much of the detail of this strategy will be relevant to the WFP evaluation cadre, its broad approaches and shifts are intended to have value to larger audiences encompassing communications and knowledge management experts and the wider evaluation-evidence-humanitarian-development communities.

DEFINITIONS

Communication and Knowledge Management are terms that have broad definitions.

COMMUNICATION is defined as a means of sharing or exchanging facts, information, knowledge or ideas from one person to another.

WFP's vision for **KNOWLEDGE MANAGEMENT** is "to create, access, retain and share knowledge internally and externally to achieve zero hunger"¹.

What is an **EVALUATION**?

An evaluation is an assessment, conducted as systematically and impartially as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area or institutional performance.

WFP Evaluation Policy (2016-21)

¹ WFP (2016), WFP Knowledge Management Strategy, World Food Programme

PART 1



1.1 INTRODUCTION

“WFP’s contribution to ending hunger and helping to achieve the 2030 Agenda for Sustainable Development is strengthened by evaluative thinking, behaviour and systems embedded in its culture of accountability and learning.”

WFP Evaluation Policy (2016-21)

The WFP Evaluation Communications and Knowledge Management Strategy has an integral role to play in promoting evaluation use across diverse audiences, raising greater awareness of the evaluation function and embedding an evaluation culture among WFP employees. It constitutes a key driver in operationalizing WFP’s Evaluation [Policy](#)².

The strategy is presented in four main parts: The first provides an introduction, and situation analysis, placing evaluation in a global context. The second sets out a theory of change, and the activities and enablers needed to realise strategy objectives. The third focuses on the shifts and approaches to deliver the strategy, and identifies key audiences, main products and channels. And the fourth presents KPIs for measuring progress and details resources, roles and responsibilities for implementation, together with risk mitigation measures.

This strategy responds to growing demand for and supply of evaluation evidence, broadening the focus to external communications while building on solid foundations of delivering to WFP’s Executive Board and other internal audiences. Building on advances in evaluation quantity and quality in recent years, it places emphasis on improving content variety, strengthening accessibility and utility of evaluation evidence, and proactively supporting learning, partnerships, capacity strengthening and engagement. It also responds to transformation in working and communication behaviour which is seeing acceleration of the existing trend towards more virtual, visual and digital technology.

The strategy is responsive to the broadening [types of evaluations](#) that are integral to the implementation of the WFP Evaluation Policy. Along with policy, strategy and emergency response evaluations, it addresses a new wave of country strategic plan evaluations (CSPE), designed to inform both next-generation WFP country strategic plans and the United Nations Sustainable Development Cooperation Frameworks (UNSDCF), now the key instrument for planning and implementation of UN development activities at country level in support of the 2030 Agenda. It relates to a new approach to increase the use of impact evaluations, which aim to provide countries, funders and policymakers with high-quality evidence to better understand what interventions work best in fragile and humanitarian contexts. And it responds to the growing demand for syntheses and evaluations of global strategic value, including joint, inter-agency and system-wide evaluations, which are an integral part of UN Reform. The strategy also recognizes the growing range of decentralized evaluations, envisaging greater collaboration with WFP Regional Evaluation Units and a network of knowledge management colleagues across WFP to disseminate findings, share lessons and brand products uniformly.

Audience engagement is central to the shifts and approaches presented in this strategy. Key audiences will be engaged through well timed and well tailored products on targeted channels using new technologies. These channels include webinars and virtual workshops that are today in popular use and facilitate the staging of inclusive and participatory learning events. As well as presenting findings in new ways to the WFP Executive Board, employees and management, the strategy goes further in promoting accountability and

² WFP Evaluation Policy will be revised at the end of 2021

learning, shaping communications to share knowledge more widely including with affected populations and beneficiaries, funders and partners, parliamentarians and decision-makers, and increasingly with the evaluation-development-humanitarian communities in advocating the importance of evidence use and in contributing to a global evaluation culture.

A key focus is to systematically produce a new generation of evaluation products, termed *associated content*, including infographics, videos and data-led features, to complement *main content*, covering evaluation reports and WFP Executive Board presentation material that is largely produced in step with the evaluation process. Associated content will populate redesigned WFP webpages, new social media channels, and external publications and partner sites with the aim of making evaluation evidence available and accessible to more people (strategy outcomes 1 and 2).

The strategy aims to build on work undertaken by WFP Evaluation in the field of knowledge management by focusing more intensively on knowledge sharing and its connection with WFP communication activities to transform tacit to explicit knowledge and ultimately learning that can help WFP reach its objectives. Lessons learned papers, briefs, webinars, blogs, evaluation evidence mapping and thematic coding will be more audience-focused, populating and supporting the existing internal WFP knowledge management architecture of WFPgo, WFP Communities, GoDocs, Manuals and learning portal. At the same time, evaluation evidence will be promoted more strategically across topics, employing techniques such as tagging, tapping and piggybacking (strategy outcome 3).

Another strand of this strategy is the focus on raising awareness and creating greater engagement among employees and stakeholders in the evaluation function, in line with WFP Evaluation's Capacity Development Strategy (2020-2024). More broadly, it envisages strengthened collaboration in generating content, presenting evaluation evidence and advocating the significance of the evaluation function both within WFP and with partners whose own channels and platforms allow messages to be amplified (strategy outcome 4).

To systematically generate new products and sustain high-quality content, the strategy presents a number of *enabler mechanisms*. These comprise of communications and knowledge management plans for each evaluation; establishing quality standards for content; a collection of templates and guidelines to support the WFP evaluation cadre to better, and more independently, use and adapt products; and support to accessing knowledge management and information-sharing systems.

This strategy is aligned to WFP Evaluation Policy (2016-21) and WFP Evaluation Strategy (2016-21), Workstream C: Communication and Knowledge Management (Annex A). It follows the direction of the WFP Strategic Plan, promoting evidence use to support SDG achievement, and takes account of the latest thinking and technologies in communications and knowledge management, conforming with WFP Communications, Advocacy and Marketing (CAM) Strategy and WFP Knowledge Management Strategy. All communications and knowledge sharing approaches outlined in this strategy are intended to conform with WFP's Gender Policy objectives.

The strategy is informed by a series of interviews with communication and knowledge management experts across the evaluation community and follows a consultation process involving a reference group of relevant experts within WFP.

“WFP is committed to enhancing utility by planning and conducting evaluations with clear intent to use their results; undertaking them in a timely way to inform decision-making processes; and, ensuring the accessibility of evaluation results, making reports publicly available.”

WFP Evaluation Policy (2016-21)

1.2 SITUATION ANALYSIS

WFP Evaluation is a significant generator of knowledge for WFP, producing a wealth of evidence each year through evaluation reports that are made publicly available. Virtually unique within WFP, evaluation is thematically and geographically limitless; it is a function that provides knowledge on all others. The range of [evaluations](#) conducted by WFP (detailed in the definition section) have broadened significantly in recent years, in line with the WFP Evaluation Policy (2016-21) to present strategically timed and high-quality evidence to inform decision-making, supporting the WFP Strategic Plan. In 2019, 78 percent of evaluation reports were given a post-hoc quality assessment rating as 'meeting requirements or higher', underlining their credibility with users. Evaluations are among the most valuable tools WFP possesses to identify what is working – or not – and how to improve performance.

Historically, however, evaluation findings have often been communicated to narrow audiences or on limited channels. While all WFP evaluations are published on WFP external and internal web channels, and stakeholder engagement in evaluations is notably strong, many lessons are left unlearned, amounting to missed opportunities for WFP to transfer knowledge across the organisation and to improve its performance.

Barriers to access and uptake include concerns that the integrity and balance of evaluation reports would be compromised by shorter adaptations or simpler language – despite the significant time demands that a full and comprehensive evaluation report represents. The potential of visual illustration to break down and highlight key information has not yet been fully embraced, while shorter, more timely or geographically focused evaluation products, such as syntheses, evaluation summaries and evidence maps, have, until recently, been relatively limited in their availability. This has been coupled with a reluctance, in some areas, to communicate what is perceived as negative news, and lack of access to or limitations in use of communication channels and knowledge management systems to disseminate evaluation evidence.

To better serve beneficiaries in rapidly changing contexts, WFP employees must be able to quickly access the highest quality evidence, lessons, best practices and other expertise available. But today this is not always possible because WFP incentives and channels for sharing knowledge are not always apparent and central repositories of knowledge are not intuitive and often challenging for busy people to navigate.

The 2030 Agenda for Sustainable Development has given the international development community renewed purpose. Notably through UN Reform and the Decade of Action, it commits the UN system to work more closely together to achieve ambitious goals. Partnerships, transparency and lesson sharing are valued highly in this dynamic new environment, while also emphasising inclusivity, participatory and people-centred approaches and accountability to affected populations. The strengthening of independent system-wide evaluation is fundamental to the 2030 Agenda, gathering evidence to help assess the efficacy of UN coordination and collaboration, and measure progress against SDGs, while improving evaluation coverage and supporting joint work and coalitions.

Today, independent evaluation is needed more than ever. Greater efforts to achieve accountability and transparency will be required by WFP if it is to achieve comprehensive support and funding across its work in emergencies, resilience and development, as envisioned by the Strategic Plan. In a competitive development-humanitarian community, the price of failing to actively communicate evaluation findings across audiences is likely to become very expensive indeed. A failure to promote widespread access and uptake of evaluation evidence not only has the potential to damage WFP's strong reputation for transparency and integrity but also to undermine attempts to achieve Zero Hunger. If we truly want to *Leave no one behind*, we must all learn from our mistakes and champion our best practices across the organization and beyond. Lessons learned really do save lives.

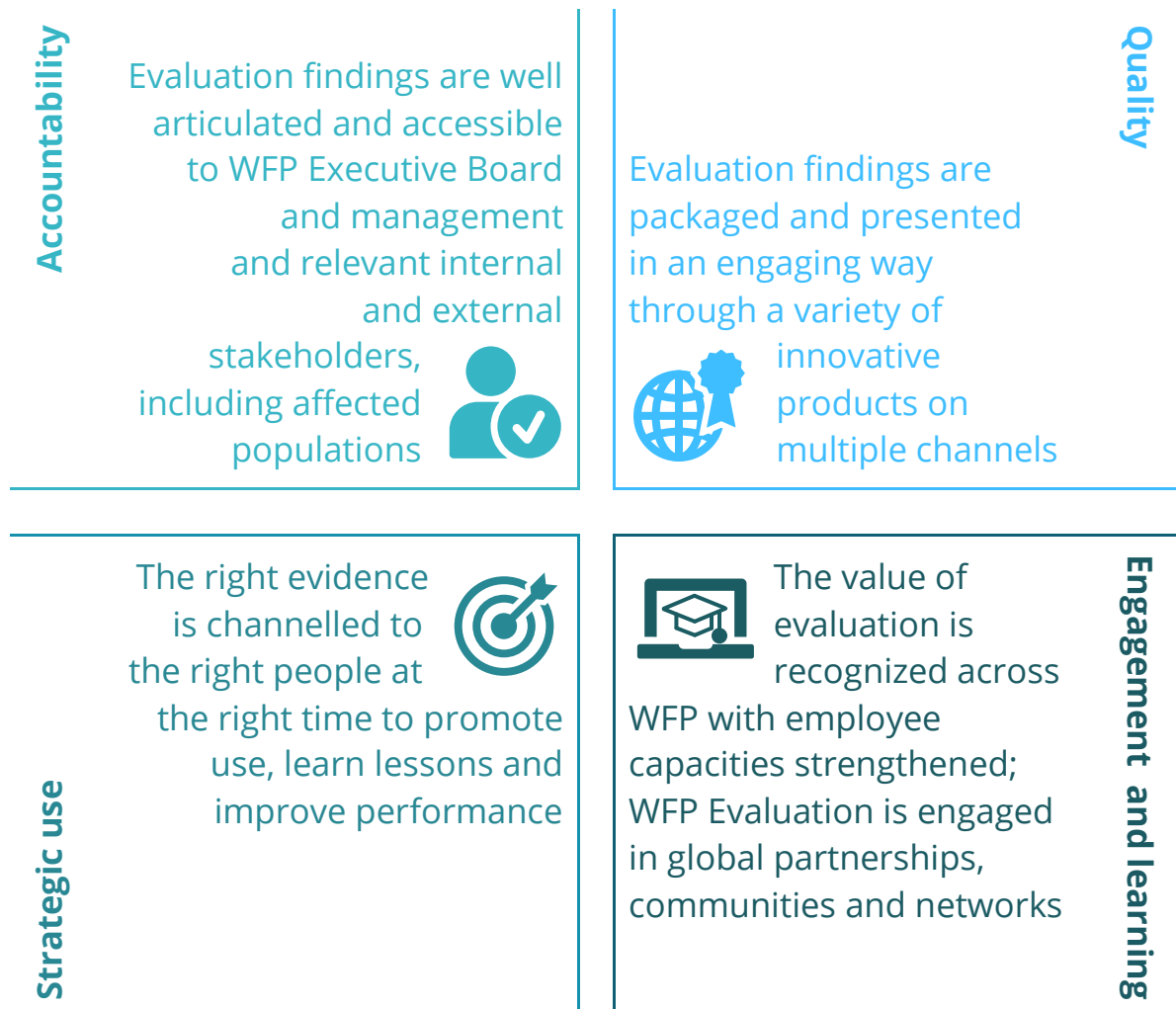
See also: [Section 4.3 on Risk Mitigation](#).

PART 2



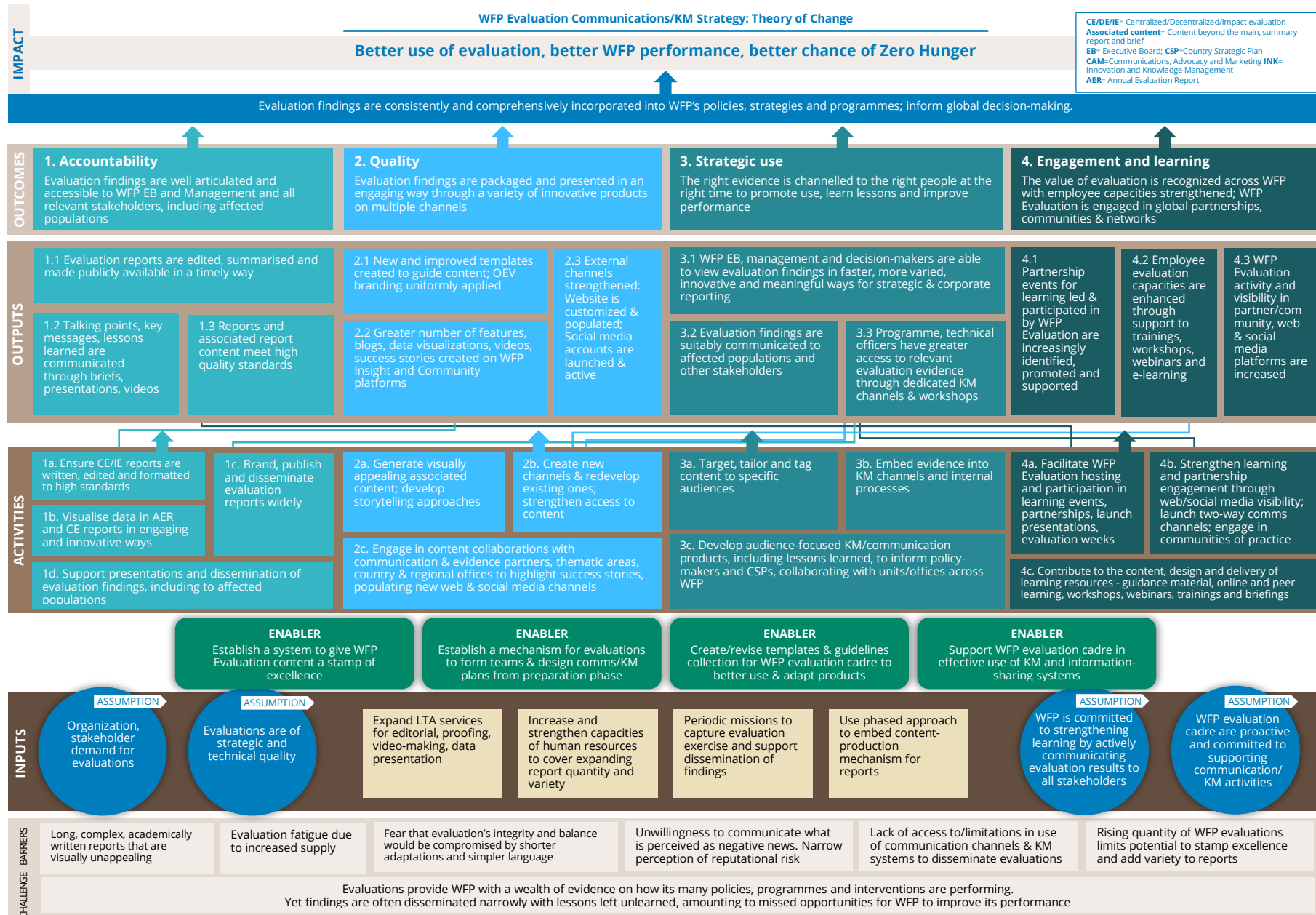
2.1 WHAT ARE OUR VISION AND OUTCOMES?

The vision of the strategy is for WFP to better value, access and use evaluation to improve its performance in achieving Zero Hunger. **Better use of evaluation, better WFP performance, better chance of achieving Zero Hunger.** This vision will be realized through the achievement of the following four interconnected outcomes:



2.2 THEORY OF CHANGE

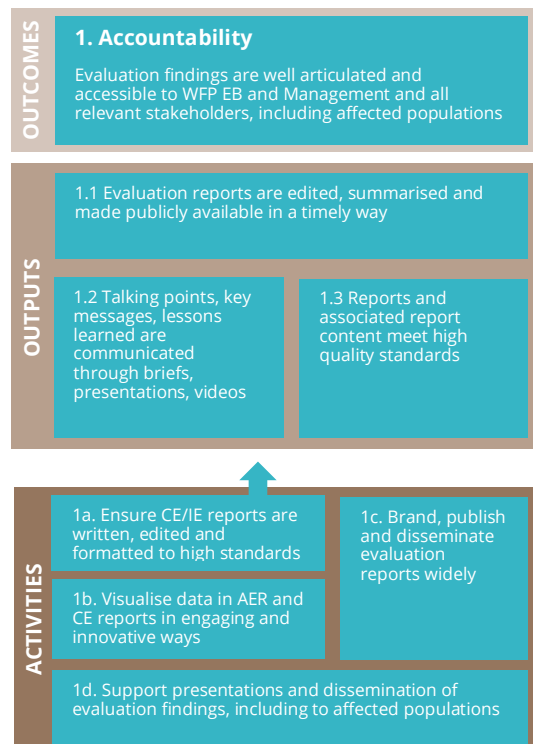
We developed a theory of change to translate our vision and outcomes into defined outputs and activities, identifying critical enablers to support delivery of the strategy. It is aligned to the purpose and impact detailed in the theory of change of the WFP Evaluation Policy (2016-21).



2.3 HOW WILL WE REACH OUR OUTCOMES?

Outcome 1: Accountability

Evaluation findings are well articulated and accessible to WFP Executive Board and management and relevant internal and external stakeholders, including affected populations.

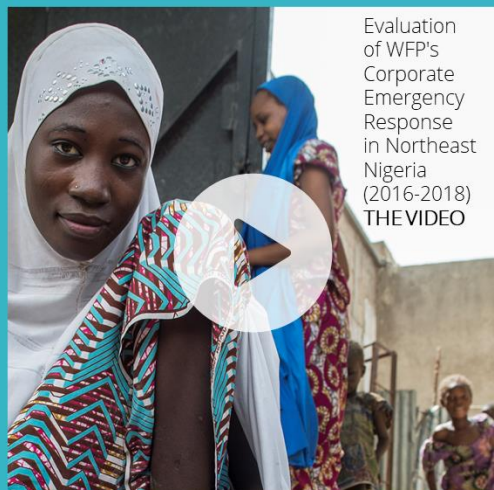


WFP’s Evaluation Policy (2016-2021), in line with international standards on evaluation, requires that all evaluation reports are made publicly available and disseminated widely.

In realizing outcome 1, this strategy outlines activities that aim at strengthening accountability, ensuring that evaluation findings are better communicated to WFP Executive Board and management, and disseminated more extensively to partners, to beneficiaries of WFP programmes and affected populations. This implies that evaluation evidence is not simply made available but also more accessible through the production of articulate, well presented content and the creation of a greater variety of tailored products on multiple channels, an area expanded upon in outcome 2.

In doing so, the strategy details activities to ensure a growing number of evaluation reports are written, edited and formatted on time to high quality standards; that reports are

presented/communicated and data visualized in engaging and innovative ways; and that evaluation findings are suitably communicated to affected populations and other stakeholders.



Evaluation of WFP’s Corporate Emergency Response in Northeast Nigeria (2016-2018) [THE VIDEO](#)



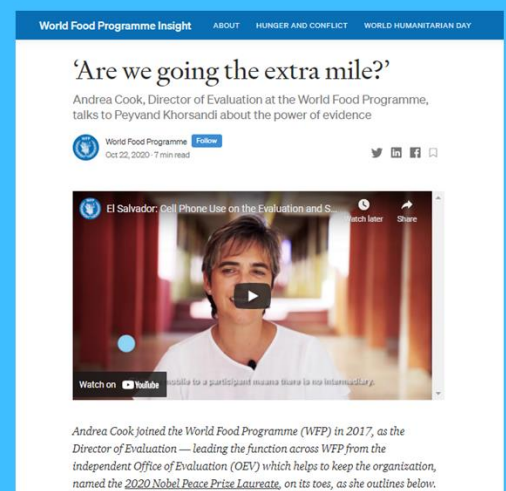
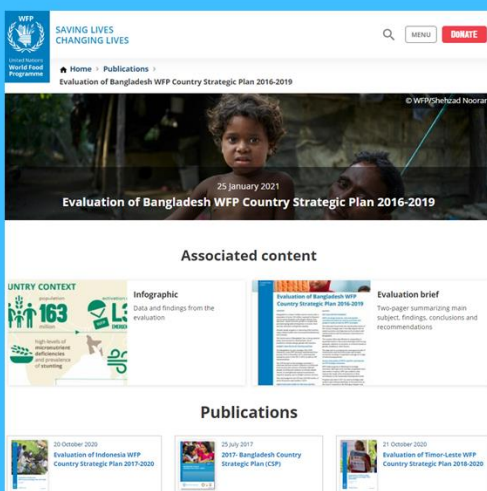
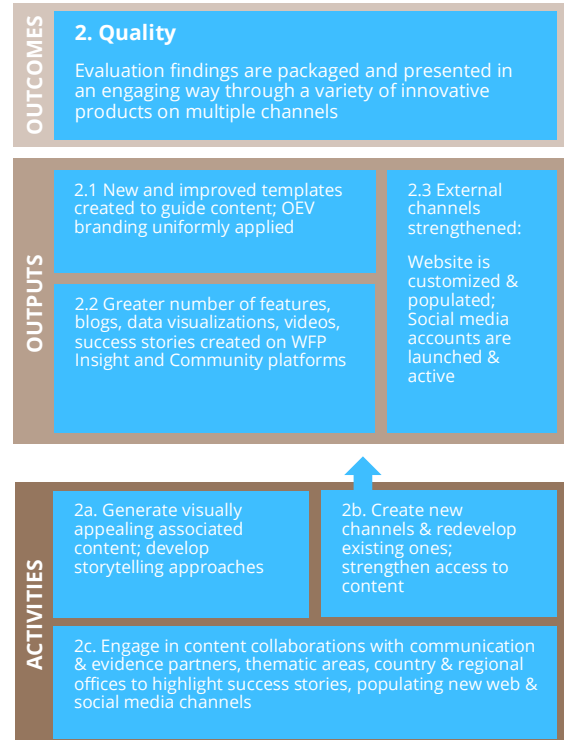
COMMUNITY ENGAGEMENT

Outcome 2: Quality

Evaluation findings are packaged and presented in an engaging way through a variety of innovative products on multiple channels.

New technologies and channels bring opportunities to better present and more extensively locate evaluative evidence. To achieve outcome 2, this strategy seeks to simultaneously generate more easily digestible *associated content* while creating new channels and redesigning existing webpages to ensure wider audiences gain access to reports and other products created by WFP's evaluation function. This associated content, ideally suited to dynamic webpages, social media and other digital channels, includes infographics, videos, data visualizations, blogs, features and interviews, focusing on learning, storytelling and engagement to advocate the relevance of the evaluation function to achieving WFP's mandate and Zero Hunger.

The strategy envisages the creation of new branding guidelines and curated templates to support the production of WFP Evaluation content in greater quality and quantity; and assumes increased collaboration with the WFP Communications, Advocacy and Marketing division and communications units across the organization – including thematic areas, country and regional offices – to better access existing channels and platforms, and exploit new technologies.



Outcome 3: Strategic use

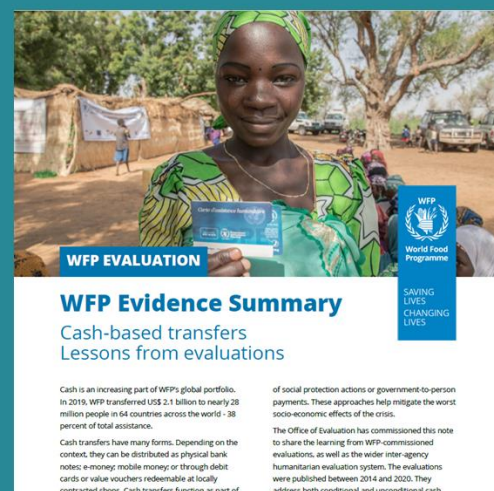
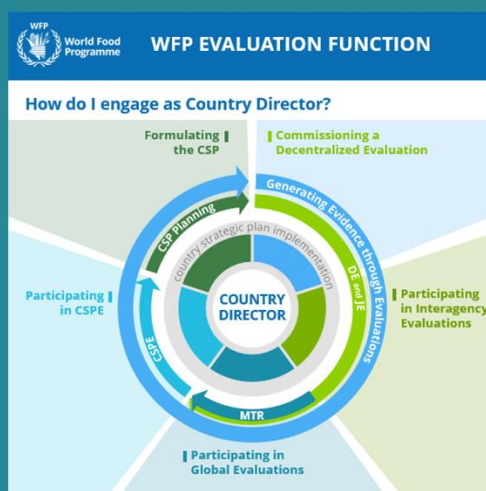
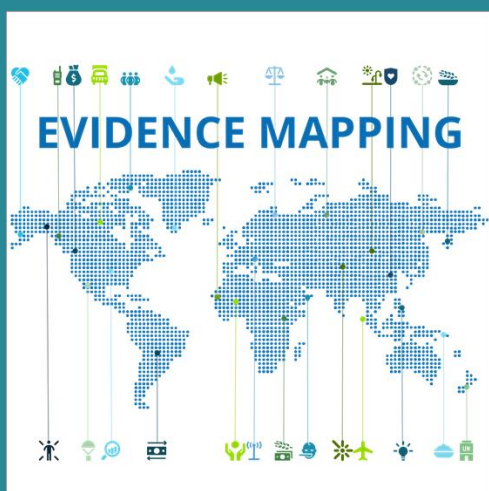
The right evidence is channelled to the right people at the right time to promote use, learn lessons and improve performance.



Utility – the use of evaluative evidence - is at the very heart of this strategy. To realise outcome 3, the strategy presents a series of actions to locate and direct evaluative evidence to relevant knowledge management channels; to plug into internal decision-making processes; and to piggyback thematic events and communications supporting the uptake of evaluation evidence. Activities include creating dedicated briefs and thematic lessons papers; strengthening access to an evaluation library of reports; tagging content through appropriate taxonomy in WFP digital channels, including those used by regional bureaux and country offices; supporting internal/external learning events, physical and virtual, around specific reports and across thematic areas; and supporting the evaluation cadre in the use of SharePoint, internal WFP

knowledge management architecture - WFPgo, WFP Communities, GoDocs, Manuals and learning portal - and other knowledge management systems.

The strategy assumes collaboration with the WFP Innovation and Knowledge Management (INK) division to identify knowledge management channels and focal points across the organization, and engagement with the same country/regional focal points in supporting the implementation of knowledge management activities identified in dedicated communications and knowledge management plans for each evaluation.

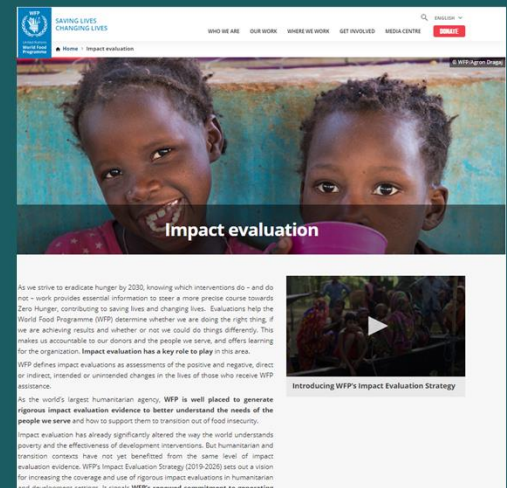
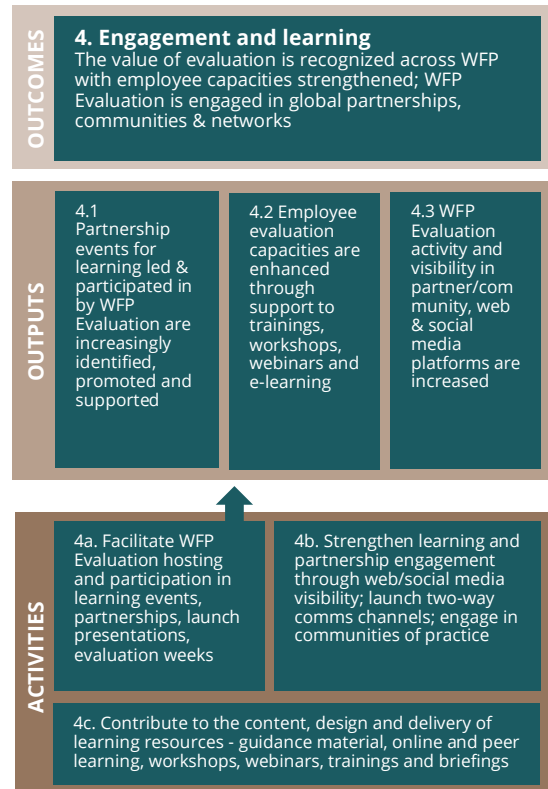


Outcome 4: Engagement and learning

The value of evaluation is recognized across WFP with employee capacities strengthened; WFP Evaluation is engaged in global partnerships, communities and networks.

Bringing evaluative thinking to more people within WFP, sharing lessons and evaluative evidence across the organization and beyond are key to collective learning, evidence-informed decision-making and improved performance. To achieve outcome 4, the strategy presents activities to support strategic learning and the strengthening of capacities in evaluation (in line with WFP Evaluation's Capacity Development Strategy), build evidence partnerships and engagement within the evaluation-humanitarian-development community and to raise greater awareness and advocate the significance of the evaluation function both within WFP and with partners.

Activities include facilitating WFP Evaluation hosting and participation in learning events, partnerships, launch presentations, evaluation weeks; strengthening learning and partnership engagement through web/social media visibility, and engagement in communities of practice; and contributing to the content, design and delivery of learning resources - guidance material, online and peer learning, workshops, webinars, trainings and briefings.



2.4 HOW WILL WE IMPLEMENT THE STRATEGY?

To enable the smooth creation and efficient approval of content, our strategy will establish a number of enabler mechanisms, identified in the theory of change (part 2.2). These mechanisms are not only intended to facilitate production and speed delivery but also to offer a level of transparency, allowing WFP Evaluation to be on, and communicate from, the same page. Moving from design to implementation of the strategy, they present the 'how' to address the 'what' and the 'why' described in earlier sections.

A. A MECHANISM FOR STRENGTHENING COMMUNICATION/KNOWLEDGE MANAGEMENT PLANNING IN EVALUATIONS

The first enabler mechanism involves the strengthening of communication and knowledge management plans for each evaluation. The importance of these plans lies not only in their systematic development, but in their coverage across the different phases of an evaluation, recognition of multiple target audiences and call for engagement across Office of Evaluation units and WFP offices and divisions. It is expected that, in time, communication planning will contribute to greater awareness of the significance of evaluative evidence and pave the way to greater ownership of evaluation findings.
















A communication and knowledge management plan should:

1. Be set up during the preparation phase and run to dissemination and follow-up phases
2. Be overseen by a team to:
 - ▶ support the design of the communications and knowledge management plan for the evaluation
 - ▶ help identify the communication content and knowledge management products of the evaluation to be created together with the best channels/platforms to disseminate them according to target audiences
 - ▶ develop content, ensure visual quality and manage the timing of all the evaluation's communication and knowledge management material ahead of dissemination/publication.
3. Begin with inputs to evaluation teams' Terms of Reference, which will include elements to document the evaluation
4. Identify communication and knowledge management products, channels, key audiences and timelines for delivery
5. Comprise of content divided into main content (mandatory), associated content (optional) and knowledge management products (optional)
6. Include a timeline of activities for recruiting editorial services and presentations to the Executive Board (for centralized evaluations only)

For centralized and impact evaluations, the communication team should comprise the evaluation manager, research analyst and Office of Evaluation Communications and Knowledge Management Unit members. For decentralized evaluations, the communication team would typically comprise the evaluation manager and regional evaluation unit, and include the inputs of communications and knowledge management colleagues in country offices, regional bureaux and the Office of Evaluation Communications and Knowledge Management Unit. Part 4.2 provides an overview of roles and responsibilities for the Office of Evaluation and regional evaluation units³.

As well as main content, associated content and knowledge management products will be identified in communications and knowledge management plans. The table below highlights examples used by evaluations in WFP.

CONTENT AND PRODUCT TYPES

MAIN	ASSOCIATED	KNOWLEDGE MANAGEMENT
 Evaluation report	 Data visualisations	 Publication library
 Management response	 Video	 Webinars
 Brief	 Infographic	 Lessons learned papers
 Newsletter/ Newsflash	 Twitter/ social media	 Blogs
 Presentation	 Poster/cartoons/ drama/radio	 Communities of practice

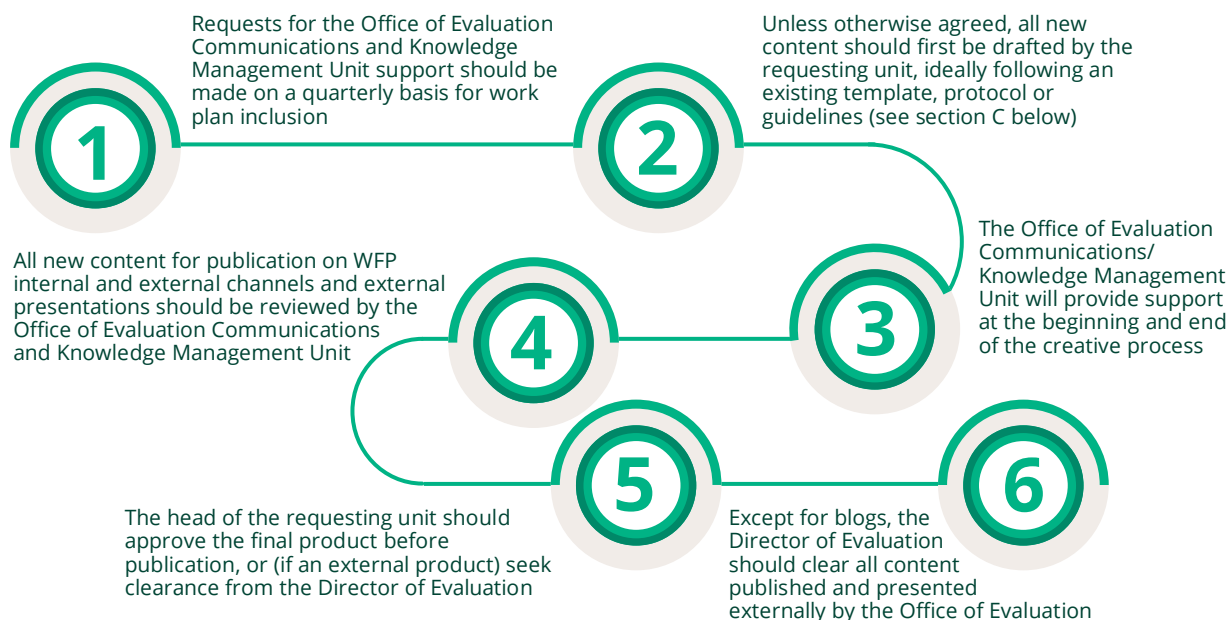
³ More detailed and updated guidance on roles and responsibilities in communicating, disseminating and promoting evaluations, including those of evaluation managers, evaluation teams and relevant stakeholders at country and regional level, can be found in the WFP evaluation quality assurance system (EQAS) under the communication and knowledge management plan

B. A SYSTEM TO GIVE WFP EVALUATION CONTENT A STAMP OF EXCELLENCE

Evaluation is among the most prolific evidence-generating functions within WFP, producing a vast quantity of publications, briefs and related material each year. Sustaining quality levels while meeting rising quantity and demand for increased content variety will be a significant focus of the Office of Evaluation's Communications and Knowledge Management Unit in the coming years. At the same time, the strategy anticipates greater engagement among the evaluation cadre in content-producing activities such as blog writing on communities of practice and presentations for learning events.

To support these activities and meet our ambition, the strategy presents a step-system designed to strengthen individual capacity, promote unified WFP Evaluation messaging, ease the process of review and ultimately add a stamp of excellence to WFP Evaluation content.

To maintain quality and efficiency, all new content requests⁴ from Office of Evaluation employees should follow these steps⁵:



Requests from regional evaluation units to, and collaboration with, the Office of Evaluation Communications and Knowledge Management Unit support should adhere to these points:

1. Generally be made on a quarterly basis for work plan inclusion, excepting posts for @WFP_Evaluation twitter account and time-sensitive social media
2. Ad hoc support may be given for public-facing videos, infographics and other visual content, including the sharing of contractor lists and review to ensure product consistency and quality
3. All evaluation products should follow templates and follow design and brand guidelines; content should follow style guidelines (see section C below)
4. Quarterly meetings should be held with regional evaluation units and members of the Office of Evaluation Communications and Knowledge Management Unit to share knowledge and ideas
5. External events organized by or participated in by regional evaluation units should be shared to inform the WFP evaluation function's annual calendar of events

⁴ When a system is made available, requests may be standardized, in order to be able to track and monitor progress.

⁵ While the step-system above specifically relates to the Office of Evaluation, it is expected that regional evaluation units and other colleagues working in evaluation will follow a similar approach, drawing on existing templates and seeking input and review from communication experts before publication.

C. A COLLECTION OF TEMPLATES AND GUIDELINES FOR WFP EVALUATION CADRE TO USE AND ADAPT PRODUCTS

As described further in section 3.1, this strategy presents a shift to more planned, template-based and uniformly designed products while moving to the systematic inclusion of key messages as part of a clear narrative branding. To support this objective, the strategy aims to make available to the WFP evaluation cadre a collection of templates and guidelines for multiple product and content types.

The templates and guidelines will form the basis of strengthened Communication and Knowledge Management support to the evaluation cadre, including through orientation sessions, clinics and workshops, with the aim of bringing greater efficiency, visual quality, content consistency, and communication-minded approaches to WFP Evaluation work.

In addition, the strategy will strengthen WFP Evaluation’s visual identity, expanding its colour palette and font, in line with WFP’s corporate brand, and introducing new clothes in the shape of common icons with the aim of associating its many products and presentations with a reputation for quality and consistency.

D. ACCESSING KNOWLEDGE MANAGEMENT CHANNELS, SUPPORTING INFORMATION-SHARING SYSTEMS

This strategy seeks to more systematically embed evaluation evidence into WFP learning, performance review and strategic decision-making channels, while supporting the WFP evaluation cadre to gain familiarity with and better exploit information and knowledge management systems.

Activities to achieve this go beyond tagging content and populating WFP knowledge management architecture (WFPgo, WFP Communities, GoDocs, Manuals and learning portal) to systematically incorporating knowledge management activities in each evaluation communications and knowledge management plan (see A in this section) and to identifying focal points across WFP and tapping into knowledge management channels in country offices, regional bureaux and within thematic areas. This also means ensuring that key evaluation evidence is fed into internal review processes related to policy and programme cycles and included in briefs, talking points and key messages prepared for senior management at internal and external meetings and other engagements.

To achieve this, the strategy aims to:



In addition, the WFP evaluation cadre will be supported in gaining familiarity with new and existing information and knowledge management systems to facilitate team collaboration on specific projects, and help employees to take greater ownership of promoting the evaluations they are managing.

SharePoint

A web-based collaborative platform for WFP Evaluation (only) to share, and collaborate on, all types of documents related to the work of the Office. The 2019 upgrade enhances searchability of documents, removes redundancies and multiple draft versions, and improves the classification of files. SharePoint includes a section dedicated to the live-filing of evaluation deliverables produced at all stages of an evaluation

Teams

Microsoft Teams is the WFP corporate platform for audio/video conferencing, instant messaging, team collaboration and content sharing. The evaluation cadre uses Teams to work, plan, share and meet with colleagues in WFP as well as collaborating and sharing documents with external evaluation companies. A team will be set up for each evaluation

Flow

Microsoft Flow is a cloud-based software that allows WFP employees to create and automate workflows and tasks across multiple applications and services. Flow will increasingly be used by WFP Evaluation to improve transparency, smoothness and speed of working processes

MIS

Management Information System (MIS) is a database used by WFP Evaluation to manage evaluation information, relevant to reporting on performance against WFP Evaluation Strategy key performance indicators. MIS hosts information from 2016 onwards on centralized and decentralized evaluations from planning to finalization

PART 3



3.1 A SHIFT IN COMMUNICATIONS & KNOWLEDGE MANAGEMENT

Our strategy features a number of shifts that reflect today’s methods in communicating and sharing knowledge. Some of these shifts have already begun while others will take place during its implementation phases.

MOVING FROM	GOING TO
Occasional messaging	> A collection of key messages as part of a clear narrative branding
Long and academic reports	> Articulate, concise and data-rich publications
Internal focus	> Internal and external focus
Main content produced by evaluators	> Main + associated content shaped by communicators
Standalone products	> Products based on collections, themes and series
Largely static webpages	> Customized, dynamic webpages
Traditional forms of documentation, presentation	> Interactive, audio-visual, technology-driven content
Posting of decentralized evaluation products	> Engagement, guidance and branding support for decentralized evaluation dissemination
Evidence contained within reports	> Highlighting findings and harvesting lessons
Organizing by evaluation	> Organizing by topic or theme
Mechanically tagging publications	> Tailoring content to target audiences on relevant knowledge management channels
Reporting findings predominantly to EB, WFP Management & stakeholders	> Reporting widely, feeding back to affected populations
Ad hoc participation at evaluation events	> Leading, co-hosting and strategically participating at events, physical and virtual, beyond evaluation
Reactive support to learning and capacity development	> Uniform design and systematic planning and delivery of learning and capacity development products

3.2 NEW APPROACHES

This strategy focuses on the following broad principles to complement existing approaches in communicating and sharing knowledge:

KNOW OUR AUDIENCES: TARGET, TAILOR, USE TECHNOLOGIES

Generating knowledge on all WFP activities, evaluation content has the potential to appeal to most audiences.

This strategy addresses questions on how specific audiences consume information, their go-to places and how best to present and package evaluation findings for them. Today's sophisticated technologies allow audiences to enjoy channels of choice. For each evaluation report, WFP Evaluation will map channels and products to key audiences, tailoring content and using modern technologies to present visually appealing and digestible content adapted to different channels and platforms.

CREATE GREATER, MORE COMPELLING CONTENT

Generating products in both greater numbers and diversity is integral to this strategy's ambition of reaching out to and engaging wider audiences.

To ensure evaluation report findings reach more people, WFP Evaluation will develop associated content, including infographics, videos, podcasts, posters, picture stories, blogs, features and interviews. With a focus on simplicity, presentation and storytelling, associated content will complement main report content – report, summary report, management response and brief – populating redesigned WFP Evaluation webpages and new social media channels.

SHARE MORE WITH AFFECTED POPULATIONS AND COMMUNITIES

Agenda 2030 focus on inclusivity and participation in *leaving no one behind* is an opportunity for WFP to build ownership of evaluation findings among affected populations and demonstrate greater accountability.

Communications must play a greater role in bringing stakeholders' voice into the evaluation process, to disseminate report findings more widely and showcase follow-up actions. This strategy seeks to promote innovative context-specific communication methods, such as posters, videos, cartoons, storybooks, radio, theatre, drawings, while shining a light on post-evaluation follow up actions to offer more meaningful learning.

DELIVER KNOWLEDGE TO THE RIGHT ADDRESSES

WFP's ability to reach its objectives depends on learning lessons and basing decisions on evidence.

This strategy shifts to a more active delivery of knowledge to thematic areas and targeted learning channels while communicating incentives for uptake of evaluation findings. WFP Evaluation will develop a dedicated knowledge management section within each communications plan, mapping knowledge management channels and focal points, and shining the light on successful experiences and lessons learned. While continuing to feed knowledge into internal products and processes, WFP Evaluation is moving towards the codification and mapping of evaluation knowledge by topic.

**BUILD
EVIDENCE
PARTNERSHIPS,
STRENGTHEN
CAPACITIES**

New technologies offer greater potential to better engage, bolster evidence partnerships and promote learning in a vibrant evaluation community.

This strategy supports the WFP Evaluation Capacity Development Strategy to embed evaluative thinking across the organization and move towards a more outward and customer-focused approach to learning. It will take advantage of new communication tools and knowledge management channels to promote event participation, showcase evidence partnerships, engage with the evaluation community and highlight national evaluation capacity development initiatives – raising awareness of WFP’s work in evaluation and contribution to the global evaluation agenda.

**COMMUNICATE
TOGETHER**

Successfully implementing this strategy will require much greater collaboration across WFP than ever before.

Communicating and managing knowledge from evaluations must become everyone’s business. This strategy will aim to strengthen collaboration across the organization so that colleagues contribute proactively, and findings are not just made publicly available but used in articles and speeches and sought out by policy makers and programmers.

3.3 WHO ARE OUR MAIN AUDIENCES?

To achieve our ambition, this strategy will communicate to a broad range of audiences, both internal and external, with varying needs and interests in evaluation. Our main audiences are presented here in alphabetical order.

INTERNAL



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 consideration



WFP evaluation cadre who, working full-time on evaluation processes or managing decentralized evaluations, are required to foster evaluation use, engaging directly with the Office of Evaluation’s Communications and Knowledge Management Unit in planning, publishing and promoting.



WFP employees who may frequently need to draw on evaluation evidence and should be aware of and use evaluation, in conjunction with other sources of evidence, to support their work.



WFP employees steering, supporting and using evaluations who foster its culture and practice, utilising evidence generated by evaluations to make decisions about how to construct new or reshape existing policies, programmes, strategies and plans.

EXTERNAL



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.



Civil society organisations, NGOs and academia who employ evaluation evidence and techniques in their work to ensure transparency and support capacity strengthening at local, national and international levels



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.



Funders 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.



General public who ultimately decide investments made in humanitarian-development projects based on independent accounts of their performance and connection with goals of the 2030 Agenda.



Parliamentarians, national planners and decision-makers who may have invested in WFP projects and programmes and, as their country's representatives, would find evaluation evidence useful to inform their actions and instruct national development plans. They may also partner with WFP in joint evaluations or/and receive WFP support to strengthening national evaluation capacities.



UN entities, including Rome-based agencies, who partner with WFP, sharing knowledge and combining efforts to strengthen national evaluation capacities, conduct joint evaluations and achieve the SDGs.

3.4 WHAT ARE OUR MAIN PRODUCTS AND CHANNELS?

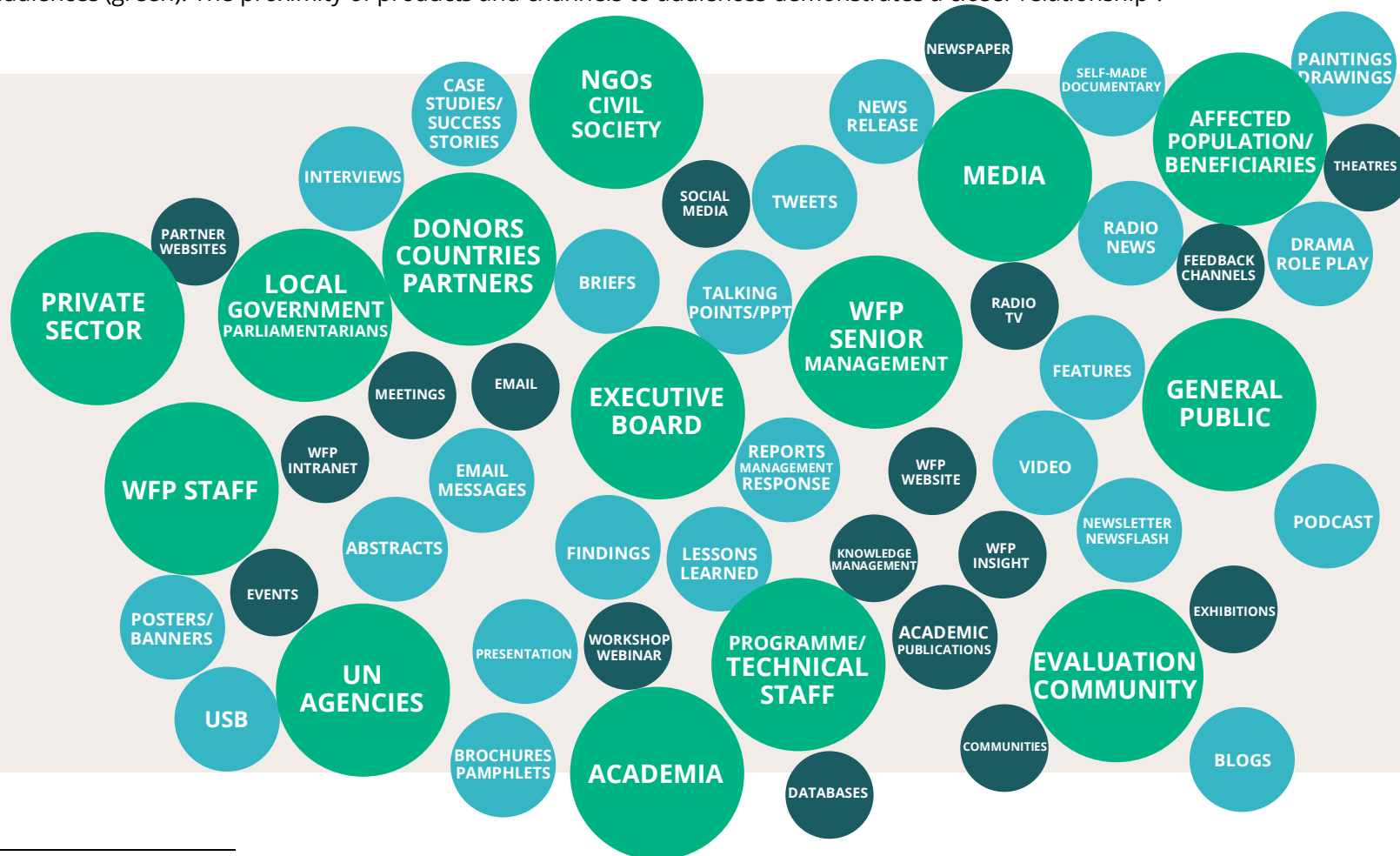
WFP Evaluation generates a wealth of content each year, ranging from evidence-packed reports to guidance documents and technical notes. A non-exhaustive collection of our products is presented here alongside relevant channels. While this strategy moves to tailor content according to technological advancement and changing audience behaviour, single products listed are likely to correspond to multiple channels and more than one purpose.

PURPOSE	PRODUCT	CHANNEL
Accountability to WFP Executive Board, national partners and funders	Evaluation Reports (summary, annual) + Management response Brief Presentation 'Comms pack' material Video Newsletter/Newsflash Infographics	EB Meeting EB website WFPgo/WFP.org Social media
Accountability to WFP affected populations, beneficiaries and communities	Video Newspaper article Radio programme Interviews/feature/announcement Drama/theatre production Drawing/painting/poster Graphic illustration/cartoon	Town Hall meeting Stakeholder workshop Local media (radio/TV/newspaper) Stakeholder networks School presentation Social Media
Learning for WFP employees steering, supporting and using evaluations	Evidence summary Evaluation synthesis Evidence map Systematic review Lessons learned paper Thematic brief Fact sheet/Data visualization Workshop/webinar/brown bag Presentation Brochure Digital report Podcast Newsletter/Newsflash	WFP.org (repository) WFPgo/GoDocs/WFP Manuals Mailing channel WFP review processes Knowledge management focal points Zoom/Teams Learning events

PURPOSE	PRODUCT	CHANNEL
Learning for WFP evaluation cadre	<ul style="list-style-type: none"> Technical and guidance note Web content Course training material Learning video Community post 	<ul style="list-style-type: none"> Learning channel (WeLearn) SharePoint Zoom/Teams WFP web channels WFP Communities
Learning for evaluation and humanitarian-development communities	<ul style="list-style-type: none"> Blog and article Speech/Soundbite Tweet Workshop/webinar/brown bag Publication card Poster/exhibit/presentation Webinar and other virtual events 	<ul style="list-style-type: none"> Newsletter/Newsflash Social Media UNEG database ALNAP Library EvalForward Communities of practice Zoom Email Events
Awareness raising for general public and media	<ul style="list-style-type: none"> Storytelling feature Advocacy video Photo story Infographic Video/graphic animation Podcast OpEd, think piece, letter to editor Press release/News article 	<ul style="list-style-type: none"> WFP.org WFP Insight Media mailing channels Social Media

3.5 MAPPING AUDIENCES, PRODUCTS & CHANNELS

Reflecting a key focus of this strategy in bringing evaluation to a broad range of audiences, this graphic maps products (light blue) and channels (dark blue) to audiences (green). The proximity of products and channels to audiences demonstrates a closer relationship⁶.



⁶ the identification of audiences, products and channels, including their proximity, presented in this map was the result of a collaborative session with evaluation managers from country offices and HQ during a learning session of EvalPro4 in October 2019.

3.6 WHAT TECHNIQUES WILL WE USE TO SHARE KNOWLEDGE?

Evaluations generate a large quantity of evidence of what is working (or not). But for learning that evidence needs to be made accessible. Moving beyond disseminating, our strategy will focus on knowledge sharing techniques to embed evaluation evidence across WFP and beyond, tailoring findings to targeted audiences so the right knowledge is delivered to the right people at the right time.

TYPE	CHANNEL/PRODUCT
<p>DISSEMINATING is the process, usually one-way, of spreading knowledge or information to an unlimited number of people. All WFP evaluations are made publicly available.</p>	<p>Email, WFP.org and WFPgo</p>
<p>TAGGING categorizes content by topic, country, date etc. to improve its searchability on digital channels. As well as bringing evaluation reports to identified users' go-to channels, tagging enables visitors to easily access the WFP Evaluation's repository of knowledge on centralized and decentralized evaluations.</p>	<p>Evaluation libraries on WFP.org and WFPgo</p>
<p>CONVENING focuses on engagement to build relationships and greater ownership of evaluation findings. It goes beyond the physical bringing together of evaluation stakeholders to digital meeting places.</p>	<p>Workshops, webinars, events, seminars and speaker series</p>
<p>PIGGYBACKING can be defined as plugging into existing events, meetings or processes that revolve around a topic or theme. It is a practical and efficient method of bringing tailored evaluation evidence directly to thematic conversations.</p>	<p>Meetings, workshops, webinars, events</p>
<p>TAPPING INTO thematic networks and engaging knowledge management focal points at thematic, country and regional levels helps take evaluation evidence to new channels and wider audiences.</p>	<p>Communities of practice, web portals</p>

TYPE

CHANNEL/PRODUCT

CODIFYING is the systematic capture of knowledge to make it easily accessible and transferable. Investing in new technologies, WFP Evaluation is working towards a system to codify evaluation evidence for inclusion in pre-defined thematic categories.

Data analysis programme

SUMMARISING is condensing a sometimes large and complex document into a short version comprised of its main points. To promote evaluation use, WFP Evaluation is expanding the number and improving the visual presentation of summaries.

Briefs, lessons learned papers, Talking Points, PPT, videos, infographics

SYNTHESISING combines evidence from similar evaluations from the same region or theme to identify systemic issues, make overarching recommendations and create greater learning. Of high strategic value, WFP Evaluation is expanding its production of synthesis evaluations.

Synthesis reports, Annual Evaluation Report

STORYTELLING uses a range of techniques to engage, involve and inspire people, employing everyday language and a narrative form. WFP Evaluation will create more stories to draw new audiences into the evaluation conversation.

Features, videos, photo stories, tweets

3.7 HOW WILL WE SUPPORT LEARNING, ENGAGE IN EVIDENCE PARTNERSHIPS?

The emphasis placed by Agenda 2030 on evidence-based decision-making calls for WFP to bring evaluative thinking to more people across the organization while building evidence partnerships within the humanitarian-development community aimed at collective learning and improved performance.

Our strategy will focus on promoting more strategic learning and engagement in evaluation, supporting a key objective of WFP Evaluation's Capacity Development Strategy (2020-2024) to build an evaluation cadre of professionals within the organization. It also aims to place WFP's evaluation function at the forefront of partnerships that have the ambition of delivering evidence useful for humanitarian-development actors in steering a course towards Zero Hunger and achievement of the SDGs.

- ▶ **Learning channel** – A home for evaluation learning, the revamped WeLearn will be the central platform offering information on courses, materials and training. Clearly signposted and presented, it will provide guidance on learning paths and career progression.
- ▶ **Content** – Shorter, targeted, branded and visually appealing, content created for learning will be more user-focused and varied. Videos will feature in new course material; briefs, posters and mini guides will directly address the what, when, how and why; course descriptions will carry consistent messaging, and all evaluation learning material will be uniformed in line with branding guidelines.
- ▶ **Embedding evaluation** – Tapping into knowledge management channels across WFP, evaluation learning will be embedded into corporate training, onboarding materials, guidance and reviews, piggybacking and plugging into thematic, country and regional events, meetings, webinars and workshops to strengthen capacities and promote evaluation evidence.
- ▶ **Delivery platforms** – As learning programmes and events go beyond traditional workshop settings to embrace webinars and other virtual platforms, support will be given to material presentations, event organisation and programme design and widespread promotion through digital channels, communities and networking with knowledge management focal points and champions.
- ▶ **Evidence partnerships** – With evidence from system-wide, joint and impact evaluations increasingly valued by decision-makers and the international community, WFP engagement in evidence partnerships, learning and capacity development events will be supported through the identification, organisation and co-hosting of events, digital content sharing, joint social media campaigns, messaging and branding.
- ▶ **Engagement and advocacy** – While strengthening existing content partnerships with UNEG, ALNAP, DIME, EvalForward and EvalPartners, this strategy will build deeper and wider relationships within the evaluation community, with media, academia and other stakeholders in evidence promotion and content visibility, raising awareness of the WFP evaluation function and ensuring widespread dissemination of WFP evaluation products on multiple platforms.

PART 4

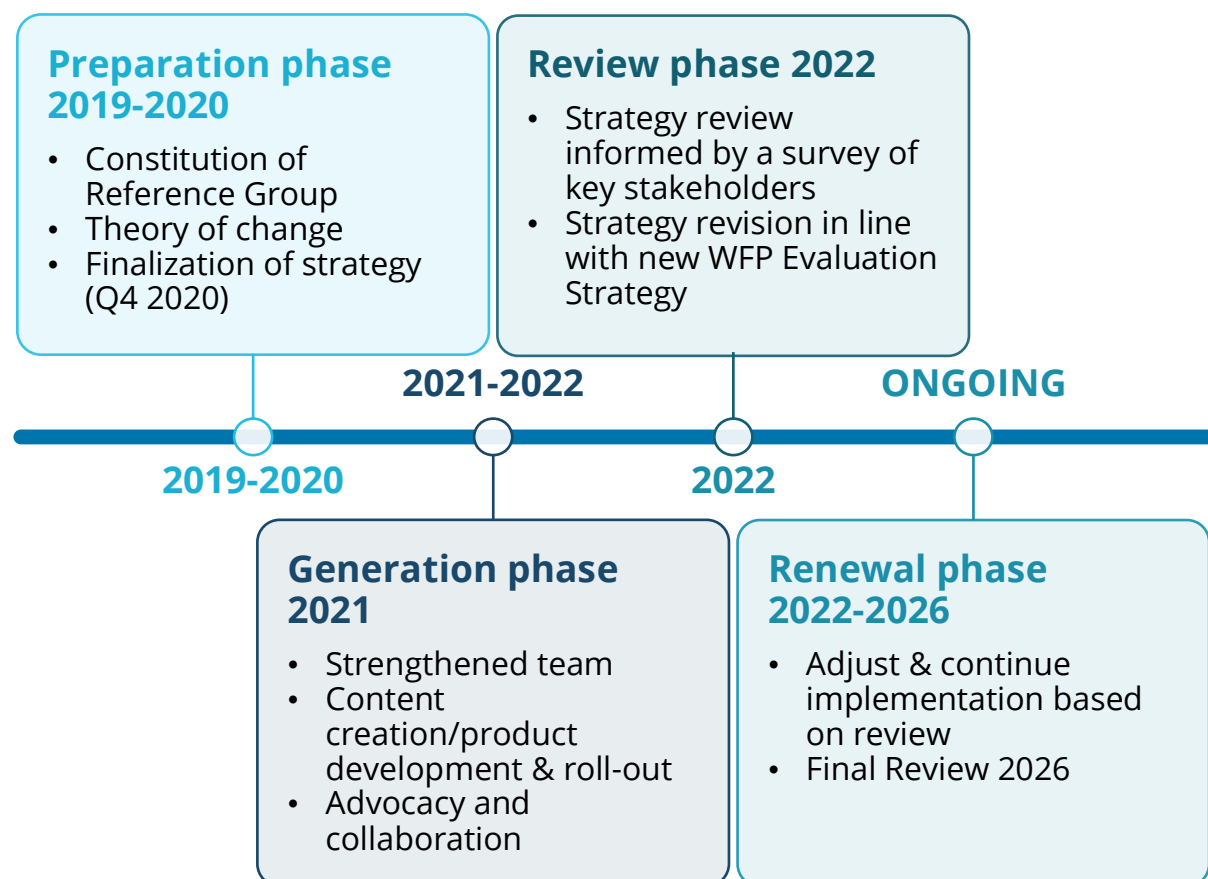


4.1 HOW WILL WE MEASURE PROGRESS?

MILESTONES, IMPLEMENTATION TIMETABLE

The strategy will cover the period from 2021-2026. Following a preparation and design phase, the first year, 2021, will be a phase of content/product generation and unit strengthening, 2022 one of review to ensure alignment with the new WFP Evaluation Policy, and the period 2022-26 a phase of renewal following a review to ensure full alignment with the new WFP Evaluation Policy.

Phases of the strategy



The table below maps a number of milestones to the different phases of this strategy during its first two years of implementation. They specifically relate to new products and activities associated with the shifts described in part 3 of this strategy and are not intended to be exhaustive of all Communications and Knowledge Management Unit activities. Part 4.4 and Annex D identify the budget and resources to achieve these milestones.

Milestones of the strategy

PHASE	TIMEFRAME	MILESTONE
2021		
1. GENERATION	Q1	Evaluation communication/knowledge management plans activated Social media WFP Evaluation Twitter account launched and active
	Q2	WFP Executive Board 'Comms pack' integrated into the Office of Evaluation approval system, and accompanying SOP designed Communications plan produced for WFP involvement in evaluation action campaigns for Zero Hunger, evidence stories WeLearn channel revamped Advocacy video created
	Q3	Data in Summary Evaluation Report better visualized Book of Templates created Branding book created
	Q4	Knowledge management yellow pages: channels/focal points mapped
2022		
NEW WFP EVALUATION POLICY		
2. REVIEW	Q1	Regional Evaluation Units trained on WFP.org/WFPgo content management systems with access to customize publications pages
	Q2	Key stakeholders consulted in survey to understand respective needs and channels of choice
	Q3	Structure of evaluation main content reviewed: report/AER/brief; and EB Communications pack (talking points, PPT) refreshed
	Q4	WFP Evaluation newsletter refreshed
2023-25		
3. RENEWAL	Qs 1-4	The Office of Evaluation Communications/Knowledge Management Unit workstream updated based on new WFP Evaluation Policy/Strategy Increased focus on supporting communication and knowledge sharing from decentralized evaluations

MONITORING FRAMEWORK

Together with an assessment of the milestones reached, implementation of the strategy will be measured through eight key performance indicators (KPIs) detailed in Annex C. Comprising two KPIs for each of the strategy's four outcomes, they are intended to address questions related to each outcome.

On Accountability: Are evaluation reports edited, summarised and made publicly available in a timely way? Are our talking points, key messages, lessons learned being communicated through briefs, presentations, videos? Do reports and associated report content meet high quality standards?

On Quality: Are greater numbers of features, blogs, data visualizations, videos, success stories being created on external channels? Is the website customized and populated? Are social media accounts launched and active? Have new and improved templates been created to guide content? Is WFP Evaluation branding uniformly applied?

On Strategic use: Do WFP employees, programme and technical officers have greater access to relevant evaluation evidence through dedicated knowledge management channels and workshops? Can WFP Executive Board, management and decision-makers view evaluation findings in faster, more varied, innovative and meaningful ways for strategic and corporate decision-making? Are evaluation findings suitably communicated to affected populations and other stakeholders?

On Engagement and learning: Have we increased the number of partnership events for learning led and participated in by WFP Evaluation? Has support to trainings, workshops, webinars and e-learning helped enhance employees evaluation capacity development? Has WFP Evaluation activity and visibility in partner/community, web and social media platforms increased?

4.2 ROLES AND RESPONSIBILITIES

Under the stewardship of the Director of Evaluation, this strategy aims to embed a communications and knowledge management culture within WFP Evaluation. To achieve our objectives, communicating, sharing knowledge and promoting use of evaluation must become everybody's responsibility.

Key responsibilities for WFP Evaluation include:

- Deliver open and transparent communication and knowledge sharing
- Disseminate, communicate and facilitate use of evaluation evidence
- Be proactive in promoting evaluations and take ownership of their wider use
- Develop and maintain quality of content and consistency of message
- Engage in the design and delivery of plans, developing evaluation products tailored and targeted to identified audience
- Develop innovative products, platforms and tools that encourage discussion, promote learning and bring stakeholders voice into the evaluation process
- Disseminate evaluation findings and recommendations through multiple channels, maximizing their use and understanding among key audiences and stakeholders
- Make evaluation materials more engaging, visual and relatable, making the best use of technology
- Identify and make use of knowledge management platforms to ensure evaluation knowledge and products are quickly and easily accessible
- Represent and raise awareness of WFP Evaluation in the evaluation community
- Position WFP as an innovator and leader in humanitarian, synthesis and impact evaluations
- Ensure all evaluations include and budget for a communication and knowledge management plan at preparation phase

This strategy assumes collaboration in communicating evaluation evidence and sharing knowledge across different areas of WFP, notably:

- Between the Office of Evaluation, regional evaluation units and regional bureaux to:
 - Promote the use of evaluation evidence to inform the design of corporate and regional and country-level policies, strategies and programmes
 - Support regional bureaux and country offices in presenting and packaging evaluation products, knowledge sharing and disseminating to multiple audiences on varied channels
 - Facilitate learning across regions on decentralized evaluation practice and stimulate dialogue to identify actions to strengthen the decentralized evaluation function across all regions.
 - Analyse and synthesize available evidence and prepare synthesis and other learning products focusing on priority/strategic themes.
 - Contribute to the preparation of and participate in regional meetings where evaluation issues are discussed, in consultation with regional bureaux.

- With the WFP Communications Advocacy and Marketing Division (including a network of communication colleagues within WFP), which aims to⁷:
 - Build optimal structures to ensure communications activities involving traditional media, social media, multimedia, brand awareness, marketing and advocacy - inspire and influence change in favour of WFP's mission.
 - Develop editorial guidelines, templates and best practices and provide trainings for content and story development for corporate platforms.
 - Continuously identify new tools or external capacity to serve knowledge management efforts and platforms that are easily accessible to colleagues in the field.

- With the Innovation and Knowledge Management Division, which aims to⁸:
 - Increase efficiency and effectiveness: facilitate application of good practices and implementation of lessons learned
 - Improve policy, guidance and tools: serve the needs of users in operational, emergency and development contexts (e.g., access to best practice models for programme design)
 - Create access to a broader knowledge base among WFP staff: strengthen the explicit baseline knowledge available to all staff

4.3 RISK MITIGATION

RISK	MITIGATION STRATEGY
Buy-in: there is a decline in organizational support, stakeholder demand for evaluation	
<ul style="list-style-type: none"> ▶ Institutional buy-in (from management) diminishes to embed evaluation in processes and guidance across WFP ▶ There is an urgent need to reallocate resources away from evaluation 	<ul style="list-style-type: none"> ▶ Advocate for the added value and benefits of centralized and decentralized evaluations for learning and accountability, as well as decision-making and enlightenment ▶ Adopt a flexible approach to highlight the importance of evidence in other ways beyond evaluation reports

⁷ Listed among terms of reference of the WFP Communications Advocacy and Marketing Division in an internal WFP Functional review (2021)

⁸ Listed among key outcomes of WFP Knowledge Management Strategy (2016)

RISK

MITIGATION STRATEGY

Obstruction: there is lack of cooperation to promote evaluation use

- | | |
|---|--|
| <ul style="list-style-type: none">▶ WFP is unwilling to communicate what is perceived as negative news▶ Evaluation cadre fail to engage and commit to supporting communication/knowledge management plans and activities▶ WFP employees are challenged to take up evidence from evaluation; not incentivized to spend time to engage with evaluation evidence | <ul style="list-style-type: none">▶ Advocate through testimonies the importance of evidence for funders. Expound a broader meaning of reputational risk▶ Underline the independent position of the Office of Evaluation▶ Emphasise the importance of learning and sharing knowledge within WFP; highlight rewards for evaluation use▶ Organise clinics and workshops to share skills and knowledge and embed a communication culture within the evaluation cadre▶ Use PACE and other appropriate means to incentivise colleagues to engage▶ Create shorter, visually appealing products; organise virtual events and innovative ways to showcase findings |
|---|--|

Capacity constraints: rising quantity of WFP evaluations affects quality and leads to evaluation fatigue

- | | |
|--|---|
| <ul style="list-style-type: none">▶ The sharp increase in Country Strategic Plan Evaluations coupled with a commitment to add diversity to evaluation content becomes unmanageable▶ Move to greater remote working inhibits traditional face-to-face gatherings | <ul style="list-style-type: none">▶ Expand LTA services for editorial, design & formatting, video-making, data presentation▶ Increase human resources to cover expanding report quantity; training to exploit new technologies▶ Embrace technologies that support virtual learning; increase the use of visual products accessible on multiple devices▶ Package evidence in ways that will ease comprehension for the user; focus on syntheses and summaries of evidence |
|--|---|

Lack of support for knowledge management: there is a failure to promote a culture of knowledge sharing at WFP

- | | |
|---|---|
| <ul style="list-style-type: none">▶ Knowledge is seldom shared across regional and functional areas▶ Knowledge management champions and focal points are not formally identified by WFP▶ Lack of access to/limitations in use of WFP corporate communication channels & knowledge management systems to disseminate evaluations | <ul style="list-style-type: none">▶ Bring evaluation evidence to thematic channels; piggyback workshops and plug into communities of practice▶ Initiate the mapping of knowledge management focal points in HQ and regional bureaux▶ Create success stories describing and detailing the benefits of conducting evaluations are commissioned for a feature series▶ Investigate alternative channels and ways of promoting evaluation evidence that offer greater customisation |
|---|---|

4.4 BUDGET AND RESOURCES

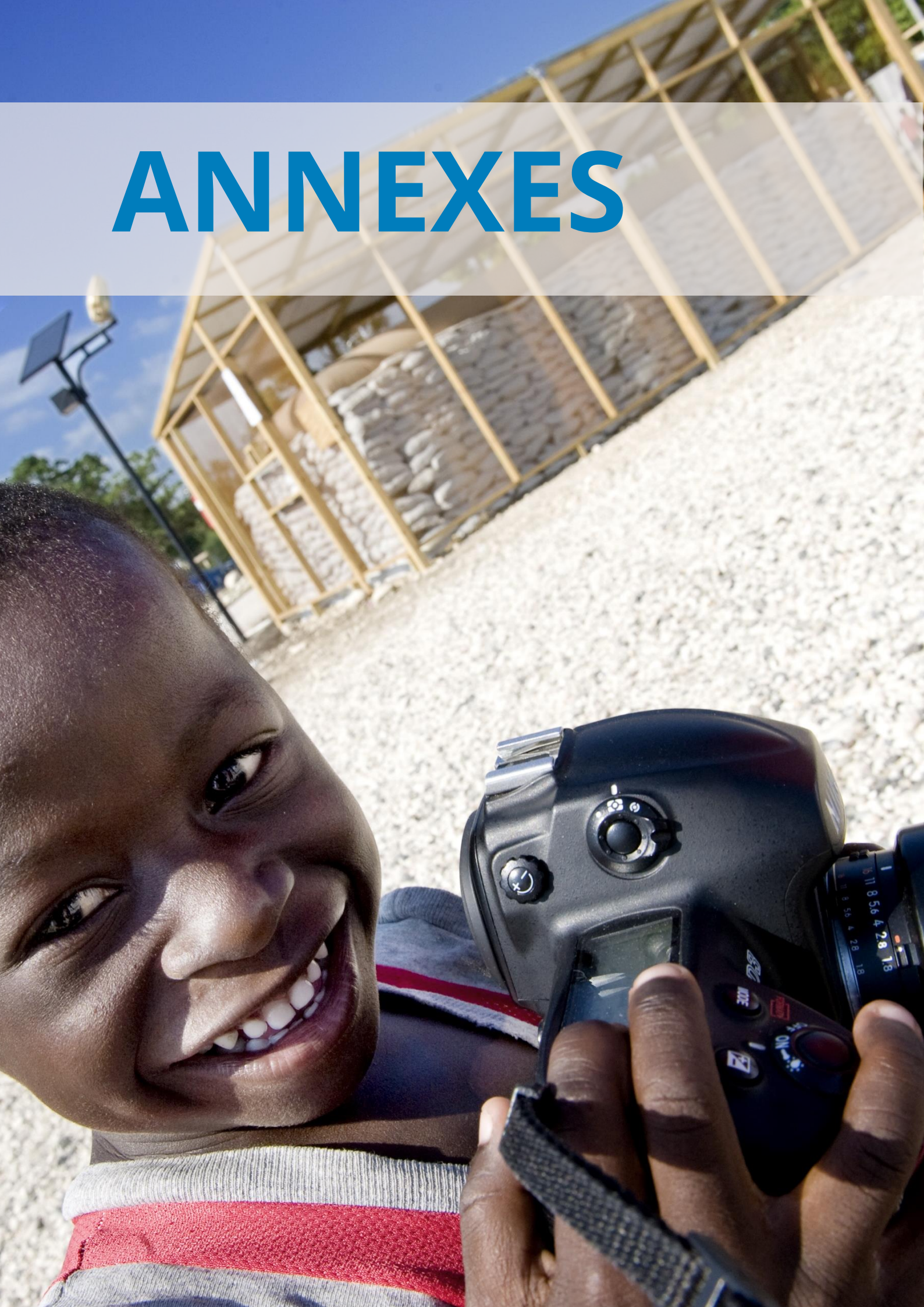
Achieving the outcomes of the strategy will require a strengthened Communications and Knowledge Management Unit within the Office of Evaluation, comprised of employees possessing both specialist and complementary skills and competences. It will also require the sustained collaboration of an evaluation cadre that is technologically able, mindful of communication approaches and committed to a utility focus.⁹

In the period identified for this strategy, there is expected to be growth in the number and range of centralized, decentralized and impact evaluations produced. The ambition to promote greater evaluation use by enhancing the quality and expanding the variety of products available and channels accessible will require additional resources. Similarly, extra capacity will be needed for sustained support to learning, engagement and awareness raising, capacity development and evidence partnerships, including to supporting the implementation of the WFP Evaluation Impact Evaluation Strategy (2019-2025). The level of Office of Evaluation support to the dissemination and communication of decentralized evaluations will be reviewed at the end of 2021 in line with the new WFP Evaluation Policy.

Annex D presents a budget with indicative costs for the operationalisation of the strategy.

⁹ The capacity development of communications and knowledge management skills among the WFP evaluation cadre is covered in detail in the WFP Evaluation Capacity Development Strategy (2020-2024). It includes a) Able to tailor key message for different audiences & present them in engaging & accessible manner b) Understanding of engagement with stakeholders throughout CE/DE process c) Basic understanding of evaluation principles and utility and ethics.

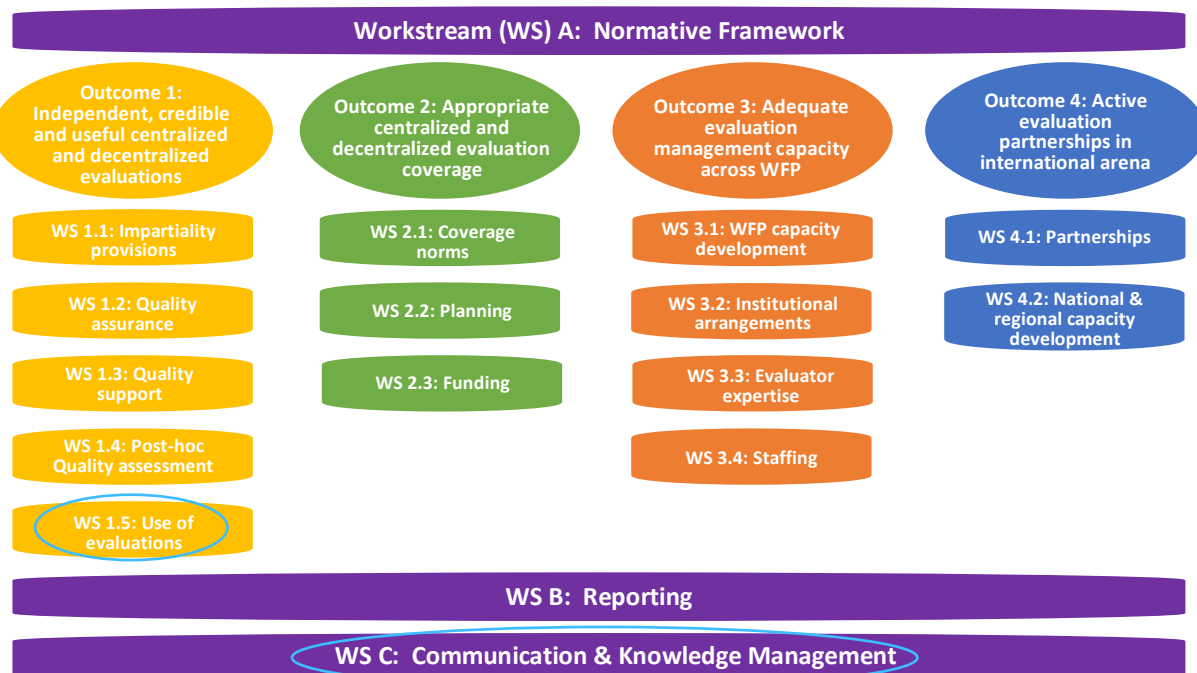
ANNEXES



ANNEX A

WFP EVALUATION STRATEGY WORKSTREAMS

WFP's Corporate Evaluation Strategy (2016-2021) emphasizes the need of communication channels to deliver results throughout the four outcomes described below, with special mention to workstream 1.5, use of evaluations. To achieve that, the strategy develops a cross-cutting workstream of communication and knowledge management. The expected result of this workstream is that all evaluations are accessible, widely known and used for learning and accountability.



ANNEX B

MAPPING OUTCOMES, ACTIVITIES AND ACTIONS¹⁰

Outcomes	Activities	Defined actions
<p>1. Evaluation findings are well articulated and accessible to WFP Executive Board and Management and relevant internal and external stakeholders, including affected populations</p>	<p>1a Ensure CE/IE reports are written, edited and formatted to high standards</p>	<p>1.a1 Present CE/IEs on time while meeting editorial standards</p> <p>1.a2 Expand LTA pool for editorial, video, translation and other services to ensure quality and quantity coverage</p>
	<p>1b Visualise data in AER and evaluation reports in engaging and innovative ways</p>	<p>1.b1 Review and improve the way data is visualised in reports</p>
	<p>1c Brand, publish and disseminate evaluation reports widely</p>	<p>1.c1 Make evaluation reports publicly available on WFP internet and intranet channels</p> <p>1.c2 Support dissemination of evaluation results to Affected Populations, including Town Hall stakeholder meetings, radio/TV broadcasts, newspaper adverts/summary reports, drama/theatre, media liaison, CSO/NGO collaboration</p>
<p>2. Evaluation findings are packaged and presented in an engaging way through a variety of innovative products on multiple channels</p>	<p>1d Support presentations and dissemination of evaluation findings, including to affected populations</p>	<p>1.d1 Review content/presentation of EB Comms products: brief, talking points, PPT</p> <p>1.d2 Create short videos on evaluation findings</p> <p>1.d3 Undertake missions to support stakeholder meetings, disseminate findings and capture follow up actions</p>
	<p>2a Generate visually appealing associated content; develop storytelling approaches</p>	<p>2.a1 Generate original content: features, interviews, videos in series and collections</p> <p>2.a2 Create infographics illustrating evaluation findings</p> <p>2.a3 Create videos post-evaluation on follow up actions</p> <p>2.a4 Integrate tableaux and other data visualizations into content</p> <p>2.a5 Coordinate videos/features on evaluation activities, day in the life, documenting an evaluation journey</p>
	<p>2b Create new channels and redevelop existing ones; strengthen access to content</p>	<p>2.b1 Redesign WFP Evaluation website to offer better customization</p> <p>2.b2 Launch WFP Evaluation Twitter, YouTube and other social media channels</p>

¹⁰ Areas that relate exclusively to centralized evaluations and the Office of Evaluation are marked in the text.

Outcomes	Activities	Defined actions
	<p>2c Engage in content collaborations with communication and evidence partners, thematic areas, country and regional offices to highlight success stories, populating new web & social media channels</p>	<p>2.c1 Develop success stories, follow up evaluation stories, promoting, advocating WFP evaluation</p> <p>2.c2 Tell stories, share pictures and drawings from the evaluation</p>
<p>3. The right evidence is channelled to the right people at the right time to promote use, learn lessons and improve performance</p>	<p>3a Target, tailor and tag content to specific audiences</p>	<p>3.a1 Embed knowledge management section into evaluation communications/knowledge management plans</p> <p>3.a2 Tag content in wfpgo, wfp.org; reference in wider WFP articles/publications</p> <p>3.a3 Tap into regional/country communication/knowledge management channels: website, portals, intranet</p> <p>3.a4 Map and engage knowledge management focal points, channels and systems to promote collaboration/best practice sharing, inform WFP programming</p> <p>3.a5 Identify and plug into thematic events, meetings or processes</p>
	<p>3b Embed evidence into knowledge management channels and internal processes</p>	<p>3.b1 Maintain a repository of all centralized and decentralized evaluations</p> <p>3.b2 Publish and reference evaluation products on WFPgo and document management systems: GoDocs, WFP Manuals into internal processes</p> <p>3.b3 Support brown bag presentations/info sessions</p> <p>3.b4 Support processes to map evaluation use and codify evaluation findings</p> <p>3.b5 Support WFP Evaluation use of SharePoint, knowledge management systems</p>
	<p>3c Develop audience-focused knowledge management/communication products, including lessons learned, to inform policy-makers and Country Strategic Plans, collaborating with units/offices across WFP</p>	<p>3.c1 Provide training and access to evaluation cadres to manage and customize webpage content</p> <p>3.c2 Create lessons learned papers/best practice features</p> <p>3.c3 Create dedicated briefs/1-page thematic lessons papers</p> <p>3.c4 Collaborate and share best practices with evaluation cadres in promoting use through webinars, presentations, plans</p>

Outcomes	Activities	Defined actions
	<p>4a Facilitate WFP Evaluation hosting and participation in learning events, partnerships, launch presentations, evaluation weeks</p>	<p>4.a1 Promote WFP Evaluation branding and use of key messages</p> <p>4.a2 Support event coverage through promotional banners, business cards/posters</p> <p>4.a3 Facilitate evaluation weeks, and prepare exhibits</p> <p>4.a4 Prepare advocacy videos, features and interviews at events and workshops, HQ and regional</p> <p>4.a5 Identify external events for partnerships and advocacy</p>
<p>4. The value of evaluation is recognized across WFP, with employee capacities strengthened; WFP Evaluation is engaged in global partnerships, communities and networks</p>	<p>4b Strengthen learning and partnership engagement through web/social media visibility; launch two-way communication channels; engage in communities of practice</p>	<p>4.b1 Create and support writing of blogs on evaluation function</p> <p>4.b2 Support content production for WFP Communities channel and drive engagement in communities of practice</p> <p>4.b3 Implement Impact evaluation communications plan, launch web pages, generate and promote content and activities</p> <p>4.b4 Publish and promote WFP Evaluation content on partner websites</p> <p>4.b5 Support publication of OpEds/articles for event magazines, and promote WFP Evaluation content on relevant popular channels</p> <p>4.b6 Manage the design, production and delivery of the WFP Evaluation newsletter/newsflash</p>
	<p>4c Contribute to the content, design and delivery of learning resources - guidance material, online and peer learning, workshops, webinars, trainings and briefings</p>	<p>4.c1 Support the production of webinars/podcasts/workshops</p> <p>4.c2 Maintain, develop and promote WFP Evaluation e-learning platform</p>

ANNEX C

Key performance indicators¹¹

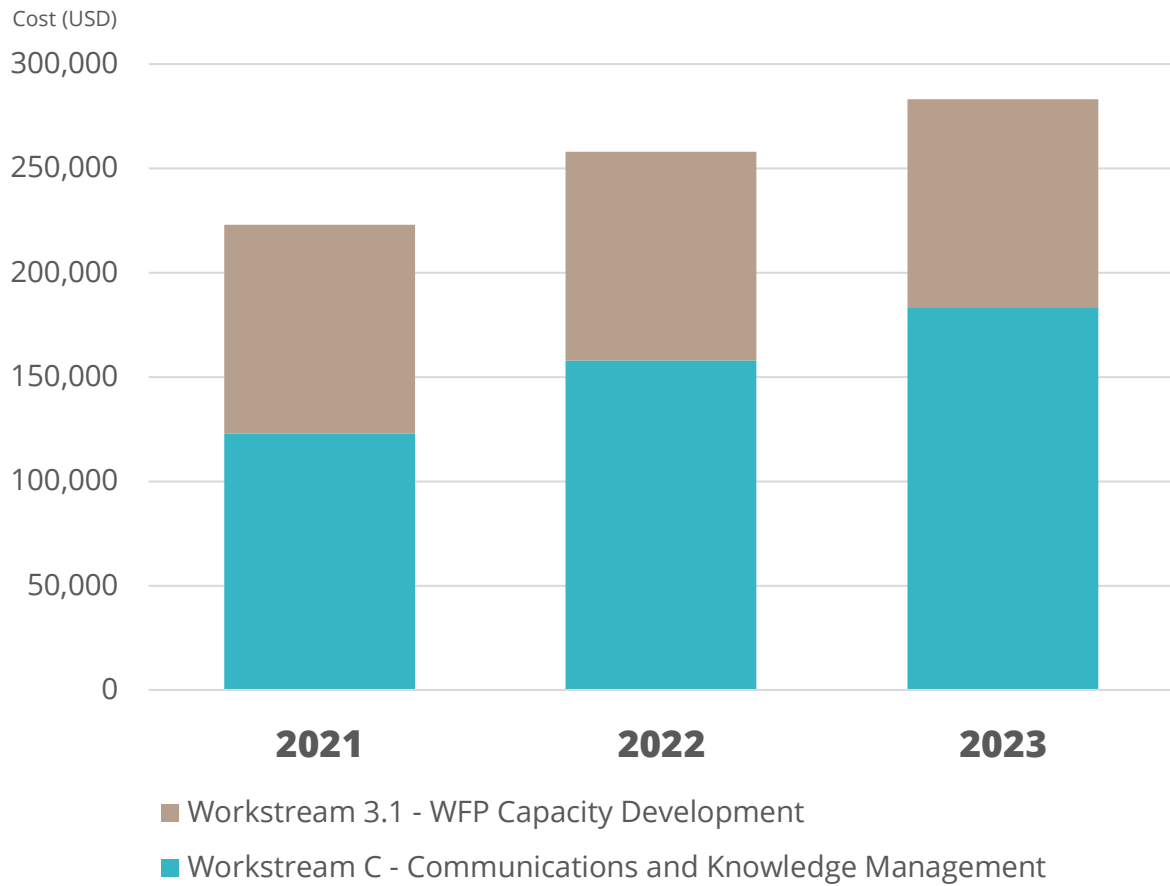
	2021 ¹²	2023	2025
Percentage of centralized evaluations including a communications/knowledge management plan covering phases from preparation to follow up	30%	50%	100%
Percentage of relevant centralized evaluations featuring specific communications targeting affected populations	5%	20%	40%
Percentage increase of WFP Evaluation website page views	50%	100%	200%
Percentage of centralized evaluation reports illustrated by an infographic or/and video	20%	70%	100%
Number of lessons learned papers/evidence products created	10	20	30
Percentage of WFP thematic areas engaged in promoting evaluation evidence through dedicated products	20%	40%	60%
Number of partnership events for learning led or participated in by WFP Evaluation	2	5	10
Number of content items created by the WFP evaluation cadre and published on external channels	10	20	40

¹¹ While some KPIs relate exclusively to centralized evaluations, it is expected that these will integrate decentralized and impact evaluations over the course of the strategy, following a review to ensure adequate content is developed and monitoring assured

¹² KPIs will be measured at the end of each year

ANNEX D

BUDGET - INDICATIVE COSTS FOR THE OPERATIONALISATION OF THE STRATEGY



WFP EVALUATION

World Food Programme

wfp.org/independent-evaluation

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Photo page 22: WFP/Giulio d'Adamo

Photo page 33: WFP/Colombia CO

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