



Evaluation Guidance Note Series

UNIFEM Evaluation Unit

December 2009

Guidance Note on Developing an Evaluation Dissemination Strategy

The What, Why, Who, When and How of developing a Evaluation Dissemination Strategy?

The main purpose of this guideline is to assist UNIFEM Offices/Sections/Units commissioning independent evaluations to develop effective dissemination strategies that make evaluation results accessible to a wide range of to the different relevant stakeholders.

Effective dissemination of evaluation results will not only contribute to greater accountability for UNIFEM, but also enables our partners to learn more about UNIFEM's work and its contributions to broader knowledge generation on programming for gender equality and women's empowerment.

Key to UNIFEM's commitment to gender and human rights responsive evaluation processes is making evaluation products accessible and barrier-free for women and other groups subject to discrimination as key users of the evaluation.

1. What is an Evaluation Dissemination Strategy?

An evaluation dissemination strategy is a systematic plan for ensuring the dissemination of evaluation results to key internal and external stakeholders through diverse, effective, creative and barrier-free methods once an evaluation study has been finalized.

The aim of the strategy is to ensure the communication and dissemination of evaluation results to internal and external stakeholders to maximize their use.

2. Why do you need an Evaluation Dissemination Strategy?

Systematically planning for the dissemination of the evaluation results is the best way to ensure that evaluation reports and the results of an evaluation go beyond a mere internal exercise, a report that is not read. It helps to ensure an evaluation's utility, a key principle that should guide all UNIFEM evaluations.

Given the investment made in terms of staff time and financial resources, developing a strategy for disseminating the results is a relatively easy and cost-effective way of increasing evaluation utility. Developed over the course of the evaluation process, it requires minimal staff time, but could reap large results. A well thought out and executed strategy ensures that important information regarding the experiences and lessons emerging from UNIFEM's work are shared internally and externally.

3. Who is responsible for developing and implementing an Evaluation Dissemination Strategy?

The Office/Unit/Section commissioning a **decentralized evaluation** has the main responsibility for developing the Evaluation Dissemination Strategy (usually done by the Evaluation Task Manager); however, evaluation reference groups/advisory groups/steering committees, other relevant offices/units/sections and UNIFEM Management Team also play a role in providing inputs for the strategy and disseminating the results through their respective channels.

For corporate evaluations, the Evaluation Unit is responsible for developing a global dissemination strategy; however, relevant offices/units/sections at HQ and in the field are responsible for developing decentralized dissemination strategies to corporate evaluations.

4. When should you develop the Evaluation Dissemination Strategy?

The development of the Evaluation Dissemination Strategy begins at the initiation of the evaluation and continues through all stages of the process: initiation/preparation, conduct/management and follow-up and use.

The Evaluation Dissemination Strategy should be finalized and implemented during the final stage of the evaluation: follow-up and use.

5. How do you develop an Evaluation Dissemination Strategy?

As noted above, you should begin to develop your strategy during the preparation stage of the evaluation and integrate additional information as the evaluation progresses. By doing so, you will arrive at the final evaluation stage with most of the information you need to quickly finalize and implement the strategy. The table below summarizes the key actions to be taken during each stage of the process and four Annexes have been developed to assist you in developing Evaluation Dissemination Strategies.

- **Annex 1** provides the Evaluation Dissemination Strategy and Calendar Matrix
- **Annex 2** provides specific information on common audiences for evaluation results and their general needs/expectations
- **Annex 3** provides a listing of possible knowledge products that can be developed to disseminate evaluation results
- **Annex 4** provides a listing of internal and external forums through which evaluation reports and knowledge products can be disseminated

Key Steps in Building and Implementing an Evaluation Dissemination Strategy	
Evaluation Phase	Evaluation Dissemination Plan
<i>Initiation and Preparation</i>	
1. Budgeting	When determining your evaluation budget, factor in the cost of copy-editing, translation, development of knowledge products, dissemination workshops, etc. that you think might be necessary. Keep in mind the need to ensure that information should be made accessible as possible to women and other groups subject to discrimination.
2. Stakeholder Analysis	Once you have identified the key stakeholders for the evaluation, input these into the “key audiences” column of the Evaluation Dissemination Strategy matrix.
3. Terms of Reference	As you have already defined the different stakeholders through the Stakeholder Analysis, consider their expectations and needs with

	<p>regards to receiving the evaluation results. Incorporate some elements of the anticipated dissemination strategy in the TOR, especially any aspects for which the evaluator/evaluation team would be involved, such as:</p> <ul style="list-style-type: none"> • language/s the report should be submitted • format of the report (written, video, etc.) • other products to be developed (PPT, pamphlet, etc.) • involvement in stakeholder/dissemination workshops on the results • role of Reference/Advisory Group in dissemination (<i>see Guidance Note #6</i>) <p>NOTE: The TOR should be disseminated to a select list of key stakeholders once it is finalized.</p>
<i>Management and Conduct</i>	
1. Data collection	<p>As the evaluator/evaluation team begins to contact informants to collect data through interviews, FGDs, etc., the Evaluation Task Manager could ask them to provide a list with the contact information of all persons contacted in each country: name, title, organization, address, phone, e-mail, etc. A spreadsheet format should be requested as it is the most appropriate for developing address labels and letters.</p> <p>NOTE: The need to maintain confidentiality should be considered in any request for a list of contacts/informants.</p>
2. Report Writing	<p>While the evaluation report is being drafted and finalized, the Evaluation Task Manager should begin to develop the global dissemination strategy by:</p> <ul style="list-style-type: none"> • Reviewing the contact lists developed during the data collection stage and sort the list according to country and type of stakeholder • Reviewing the “key audiences” identified in the Evaluation Dissemination Strategy matrix and updating/revising as needed to ensure it includes all stakeholders who would be interested to receive the evaluation results • Identifying and making a list of the relevant internal and external websites, listservs, forums, press/media release, etc. through which results can and should be disseminated • Contacting relevant offices/units/sections for feedback on necessary translation, the types of knowledge products that would be most useful, clarifying roles and responsibilities regarding regional/country dissemination strategies, etc. • Identifying and recruiting vendors as needed (copy-editor, translators, designers, printers, consultants, etc.). <i>Tip: Refer</i>

	<p><i>to the UNIFEM Vendors Database located in the Communications section of the Intranet to help you identify appropriate vendors.</i></p> <ul style="list-style-type: none"> Organizing dissemination events (workshops, press conferences, etc.) <p>The Evaluation Dissemination Strategy and Calendar Matrix is the key tool to assist you At the field level it is crucial to ensure SRO leadership in country-level dissemination and make sure different audiences are aware of UNIFEM's available evaluation-related publications and that they are accessible to them.</p> <p>Note: The draft report should be disseminated to key internal stakeholders and advisory/reference group members.</p>
<i>Follow-up and Use</i>	
1. Development of Management Response	<p>The management response to the evaluation will be developed within six weeks of the finalization of the report. During this time, Evaluation Task Managers should finalize:</p> <ul style="list-style-type: none"> the development of any identified knowledge products copy-editing, translation, designing and printing of the report and knowledge products translation of the management response, as needed organization of dissemination events/forums media contact <p>NOTE: The management response should also be disseminated to key stakeholders.</p>
2. Finalization and implementation of dissemination strategy	<p>The global, regional and country dissemination strategies should be coordinated and finalized and agreed and full implementation of the strategy should be undertaken:</p> <ul style="list-style-type: none"> Finalize development of printed report and knowledge products in relevant languages Hold dissemination workshops/events Distribute report and knowledge products as identified. <i>Tip: Utilize the Distribution Template and Mailing Lists located in the Communication section of the Intranet.</i> <p>Note: All evaluation reports and knowledge products are to be uploaded on UNIFEM intranet, UNIFEM global website and the relevant UNIFEM regional websites. The report and management response should be uploaded in the UNDP Evaluation Resource Center.</p>

6. Feedback on Quality and Use of Evaluation Products

Finally, it is necessary to monitor and document overall use of the evaluation report /knowledge products developed and collect feedback on their quality, effectiveness and relevance and that of the communications mechanisms used to disseminating the evaluation results.

This can be done in numerous ways, including:

- administering a survey to recipients
- providing a space for feedback on websites
- including an e-mail address to receive feedback within the report/knowledge product

Some questions to guide feedback include:

- Has information in the report/product been used to improve programming or policy making to improve gender equality and women's empowerment?
- Were the report/products easily accessible to those interested to read them? Were women and other groups subject to discrimination able to access the report/products?
- Were the knowledge products developed considered useful? Why or why not? How could they be improved?

The important thing to note is that an effort should be made to collect information from the users that would assist us to improve dissemination of future evaluation results. A report should be prepared summarizing the feedback and lessons learned from the dissemination for sharing with other UNIFEM offices/units/sections.

References used in developing this Guidance Note include the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results.

Annex 1 - Evaluation Dissemination Strategy and Calendar

As you develop and complete this matrix, it is very important to define a corresponding time table that takes into account:

- Key upcoming forums/events or decision-making that should be informed of the evaluation results
- Time available for office/unit/section to develop/manage development of knowledge products given other deadlines/responsibilities

Key Audiences ¹	Purpose ²	Relevant Knowledge Products Needed to Foster Use/Responsible Party	Translation Needed to Make Accessible and Barrier-Free/ Responsible Party	Dissemination Event/Responsible Party	Timing/Venue

¹ Key identified audiences are:

1. Internal UNIFEM audiences
2. External UN agencies and bodies
3. Sub-Regional Partners
4. Regional partners

² The key dissemination purposes include:

1. Transparency and accountability
2. Informing and improving UNIFEM's work
3. Sharing UNIFEM's good practices and 'how to' to advance women's human rights
4. Sharing lessons with partners on the ground and building their capacity
5. Generating knowledge on how gender equality, women's empowerment and women's human rights can be advanced

Annex 2 – Evaluation Stakeholders Expectations & Needs

Different stakeholders involved in the evaluation process have different expectations and needs regarding the evaluation. It is necessary to identify these in order to deliver an overall effective dissemination strategy for the evaluation. The table below lists some of the common UNIFEM stakeholders and their general expectations/needs in terms of receiving evaluation results. This list is not exhaustive and is meant to be a general guide: there could be additional types of stakeholders and different expectations/needs for particular evaluations.

Stakeholder Type	General Expectations and Needs
UNIFEM Programme Managers	They assume that the evaluation will provide key learning and inputs to improve the evaluated programme and for the design of new interventions. They expect very detailed information in a timely manner and are qualified to interpret complex messages.
Beneficiaries	They usually expect that an evaluation contribute to clarifying management aspects and to improving effectiveness of the intervention. It is important to make a special effort to establish a targeted dissemination strategy to communicate evaluation results to them. The format should be user-friendly and may require translation to local languages.
Governments/Decision-Makers	They are usually interested in information on results achieved by the intervention. They expect concise, local language and policy oriented materials. At this level is important to consider high level forums and in-person meetings.
Donors/Consultative Committee/Board	Expectations are related to accountability, with a special focus on the efficient use of the resources and the results generated.
UN Sister Agencies	They are interested to learn about UNIFEM's work in order to identify the most effective approaches to advance gender equality and lessons on what does and what does not work.
Evaluation Community	Expectation that agencies conducting evaluation of development work disseminate evaluation results through evaluation networks. This is particularly important in that it increases UNIFEM's contributions to enhancing evaluation practice from a gender equality and human rights perspective.
Gender Advocates	Expectation that evaluations results can contribute to the knowledge base on programming and policy-making on gender equality. They are interested to learn from evaluations and may use the results to advocate for specific programs and policies.
Civil Society Organizations/Networks	Civil society organizations (CSOs) working on a range of issues related to UNIFEM's work are also key audiences for evaluation results. They may be solely focused on gender or they may focus on other development issues that could better integrate gender equality.
Academic/Research Institutions	These institutions are interested to receive research and studies that can enhance their ongoing research and thinking on gender issues.
Broader Society	In general, society expects that evaluations contribute to transparency in the management of public resources and want information regarding the achieved results and the main activities carried out during an intervention.

Annex 3 – Evaluation Knowledge Products

Considering the needs and expectations of the different key audiences and limited resources, it is necessary to choose the most appropriate and efficient knowledge products to communicate evaluation results. Offices/Units/Sections have to decide on the most effective and efficient products to develop for each evaluation taking into account staff time and budget available. You are encouraged to be creative in developing formats for communicating evaluation results.

Knowledge Product	Benefits
Evaluation Report (printed, electronic and CD-Rom versions)	The evaluation report is usually the main evaluation product. Different strategies must be considered to distribute the different formats. Hard copies of the printed version need to be sent to donors and counterparts. A wider distribution list is normally developed for the electronic and CD-Rom versions. The CD-Rom version is very useful for workshops and other meetings where recipients receive a bulk of printed materials; it can easily be brought back with them without adding much weight. Careful consideration should be made to determine the number of copies needed of printed and CD-Rom versions in each language.
Pamphlets/Briefs	Pamphlets/Briefs are usually five to ten page products that adequately summarize and communicate key information drawn from the evaluation report. They go beyond the executive summary and should be easy to read and graphically pleasant. More people read this than the full report.
Evaluation Blurbs/Announcements	Electronic versions of evaluation reports and products are often posted on websites or distributed by e-mail. They should be accompanied by a one paragraph description that generates interest and facilitates the visibility and announcement of the publication. There are also different techniques to announce an evaluation publication. For instance “who should read this evaluation announcements” generate interests from non-evaluation audience groups by relating publication content to thematic work areas.
Lay Summaries	This is a five-page non-technical summary of the Executive Summary. It increases general interest in the results, but does not overwhelm the reader with a long document. It is useful for reaching groups for whom the report may not be accessible due to technical language, etc.
Internet and Information Technology	Internet, Intranet, email, virtual forums. On line dissemination strategy also includes email announcement with link to full publication on UNIFEM website, website announcement with link to full publication. Creating a shorter targeted email announcement of new publication generates interest without overwhelming the recipient with information.
PowerPoint Presentation	Developing a PowerPoint presentation that can supplement oral presentation of evaluation results at seminars, meetings and workshops. In many cases oral presentations are the best option to communicate evaluation results; especially to communicate to those key stakeholders that we assume will not have time to read the full evaluation report.
Graphic Novels/Storytelling	Evaluation results can also be communicated through innovative formats such as graphic novels, cartoons or through drama or live storytelling. These may be a more effective way of disseminating results for some stakeholders.
Audio-Visual Mediums/ Web-based Mediums	Evaluation reports and knowledge products do not always need to be communicated in written form. It is encouraged to make use of audiovisual technology to produce videos, short movies, songs, computer animation, etc. to communicate the findings. These may be particularly useful to reach stakeholders with low literacy levels.

Annex 4 – Common Dissemination Forums for Evaluation Results

The below list provides some common internal and external forums through which UNIFEM staff can disseminate evaluation results through distributing evaluation reports, related knowledge products and/or through verbal communication with donors. This list is not exhaustive and you are encouraged to seize other opportunities for disseminating results, particularly to ensure that women and other marginalized groups have access to the information.

Internal Forums	
1.	Intranet
2.	M&E Regional Listservs/UNIFEM All
3.	Currents
4.	Section/Unit/Office Newsletters
5.	Workshops/Trainings
External Forums	
1.	UNIFEM Public Website
2.	UNIFEM Regional Public Websites
3.	UNDP Evaluation Resource Center (ERC)
4.	UNEG Website
5.	UN Evaluation Listservs (UNEVALNET, etc.)
6.	Relevant Contacts in sister UN Agencies (Evaluation Units/Offices, thematic/regional units, etc.)
7.	Evaluation Associations (IDEAS, IOCE, regional/country evaluation associations)
8.	Evaluation listservs/knowledge networks (M&E News, NONIE, XEVAL, etc.)
9.	Relevant regional and country listservs/websites/knowledge networks
10.	Listservs/forums/knowledge networks frequented by women's advocates/organizations/networks
11.	Relevant thematic websites/knowledge networks
12.	Media Events/Interviews/Press Articles/Campaigns (15+ Beijing, etc.)
13.	Global/Regional Conferences (CSW, etc.)
14.	Workshops/Trainings
15.	National Planning Meetings
16.	Information Packages/materials sent to donors, etc.
17.	Annual Report
18.	Meetings with beneficiaries/communities/groups
19.	Stakeholder Workshop specifically to disseminate and discuss results