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Organización
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منظمة الأمم المتحدة
للتربية والعلم والثقافة

联合国教育、
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**Internal Oversight Service
Evaluation Section**

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Guidelines for Follow-up to Evaluation Report Recommendations

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The UNESCO Evaluation Handbook underscores the significance of evaluation as a strategic management tool. When used effectively, evaluations promote a culture of organizational learning and enhance accountability for results. In order for evaluations to fully play this role, management needs to give careful consideration to evaluation findings, recommendations and lessons learned.

These guidelines describe the responsibilities and steps in the follow-up to evaluation report recommendations. They are designed for UNESCO management (i.e. ADGs and Directors of Central Services, Institutes, Centres and Field Offices) to support a common process across UNESCO in the responses to evaluations. The guidelines provide a framework for evaluation follow-up in UNESCO that is in accordance with UNEG Norms and Standards, in particular Norms 2.6 and 12.3 and Standard 3.17.

Management Response

- ❑ Upon completion of an evaluation report, the responsible management unit submits a Management Response (see Annex) to each recommendation. The Management Response indicates whether the responsible management unit accepts, partially accepts, or rejects the recommendations given in the evaluation report. Good reasons must be given as to why a particular recommendation is not accepted.

Preparation and submission of Action Plan

- ❑ One month after the finalization of the evaluation report, the responsible management unit completes an Action Plan for all accepted recommendations. The Action Plan constitutes the baseline against which future progress will be measured.
- ❑ The Action Plan (see Annex) contains the following key elements:
 - **Agreed Recommendations** – intended to guide management in the selection of the desired results and the actions required to bring about the desired results. The agreed recommendations are entered into the Action Plan by IOS.
 - **Expected Results** – the desired changes resulting from the completion of the planned actions, designed to implement the said recommendations. The expected results are defined by the responsible management unit. In line with the principles of results-based management, the expected results must meet the SMART criteria (specific, measurable, achievable, relevant and time-bound).
 - **Actions Planned** – planned actions intended to achieve the expected results. There may be more than one planned action for an expected result. They are identified by the management unit.
 - **Budget** – funds required to implement the planned action. Note that many recommendations will not have budgetary implications.
 - **Date** – indicates the date by which the action is expected to be completed.

- ❑ The logic of the Action Plan is that actions taken in response to the recommendations using the allocated budget should contribute to the expected results.

Review of Action Plan

- ❑ IOS reviews the Action Plan to ensure it meets quality standards.
- ❑ IOS enters the Action Plan into a database on the [IOS Intranet](#) (currently under construction). The database will only be accessible to UNESCO staff members.

Follow-up Status Reports

- ❑ The purpose of follow-up reporting is to promote organizational learning and accountability for results. The actions taken in response to evaluation recommendations should contribute to strategic policy development and improvement in programme management including programme design, delivery, monitoring, and knowledge management.
- ❑ The management unit responsible for the Action Plan must submit periodic Status Reports (see Annex) to IOS. The reports follow the tabular format shown below and contain:
 - an assessment of the extent to which desired results specified in the Action Plan have been achieved
 - actions already taken
 - a classification of the status of each recommendation: (1) implementation not yet begun; (2) implementation underway; or (3) implemented (if all desired results corresponding to that recommendation have been achieved).
 - date the action was implemented or the date by which the action is expected to be completed
 - the budget spent on the action
- ❑ IOS reports periodically to the Executive Board and the College of ADGs of the overall progress made in the implementation of Action Plans.

Review

- ❑ IOS conducts a review each biennium to assess progress in the follow-up to recommendations. The review examines how evaluation follow-up has improved programme design, delivery and strategic policy development. The key findings and lessons learnt will be presented to UNESCO senior management and the Executive Board.

Annex

Management Response Template

Recommendations	Management Response : <i>Accept / Partially Accept / Reject</i>	If not accepted, give reasons for rejection
1		
2		
3		
4		
5		

Action Plan Template

Recommendation 1:				
Expected Results	Actions Planned	Responsible Management Unit(s)	Date	Budget Allocated (if necessary)
1.1	1.1.1			
	1.1.2			
	1.1.3			
1.2	1.2.1			
	1.2.2			
	1.2.3			

Status Report Template

Recommendation 1:				
Results Achieved	Actions Taken	Implementation Status	Date	Budget Spent
1.1	1.1.1			
	1.1.2			
	1.1.3			
1.2	1.2.1			
	1.2.2			
	1.2.3			