

Guidance
Document



UNEG
United Nations Evaluation Group

UNEG Guidance on Preparing Management Responses to UNDAF Evaluations

Document presented by the UNEG Task Force on Joint Evaluation, sub-group on UNDAF Evaluation, in collaboration with UN-DOCO.

I. Background and Rationale

Systematic follow up to evaluation recommendations is improving and growing as a common practice in the United Nations system, though the experience varies. UNEG Standards for Evaluation in the UN System (2005) state that “evaluation requires an explicit response by the governing authorities and management addressed by its recommendations.” UNDAF Guidelines for country teams (2010) states that “besides feeding into the next cycle and providing lessons learned from past cooperation, the evaluation calls for a written and agreed management response by the UNCT and the government.”

The UNDAF evaluation management response is a document which comprises the recommendations of the evaluation report and the responses to these recommendations by the UNCT and the national government. The management response is a crucial step to improve the timely and effective use of evaluations. Through the management response process, evaluation stakeholders review the evaluation recommendations and agree on what follow up steps and actions will be taken to implement the recommendations and also specify implementation accountabilities and time-frame. It is also an opportunity for stakeholders to reject any recommendations that cannot be considered. Where recommendations are rejected, the management response should provide detailed justification of the reasons for rejection.

Recognition of the importance of the management response and the systematic planning for it is an integral part of the evaluation process. Evaluation terms of reference state the importance to formulate recommendations that are based on evaluation findings and are informed by proper triangulation before they are finalized. It is important to ensure that UNDAF evaluation recommendations relate closely to conclusions. Recommendations should be clear, concise and listed in a priority order as well as presented with the mention of their targeted audiences (office/unit that should be responsible for its follow up).

II. Management Response Process

The Evaluation Steering Committee is the main body that is responsible for ensuring a management response to UNDAF evaluation. The first formal step in preparing the management response is for the steering committee to form a **management response sub-committee** which consists of UNCT members and key government counterparts who will be responsible for formulating the management response. The steering committee may decide to include some of its members from the UNCT and government in the management response committee.

The management response committee will engage with concerned offices and units within the UNCT and government machinery to formulate a management response which is shared with the steering committee. This may require a number of consultations and final review meeting where the management response – including the agreed follow up steps and actions - is presented to and endorsed by the steering committee.

The management response should be completed within 2 months of the receipt of the final evaluation report. The final version of the management response is kept on file with the UNCT and government and posted on the UNCT website together with the UNDAF evaluation report. In addition, the UNCT is responsible for sharing the management response with DOCO who will post it at UNEG website.

III. Follow up of implementation of management response actions

This step is beyond the completion of the normal evaluation process and it is normally done as part of annual planning and review processes by the UNCT, Government counterpart institution and other UNDAF stakeholders.

It should involve periodic tracking of the various follow up steps and actions agreed within the management response. There are a variety of ways that this tracking can be conducted. A simple approach that is suggested is to undertake quarterly review of the status and use the following tracking categories:

- ✓ Initiated: key action has started to be implemented.
- ✓ Not initiated: key action has not started to be implemented.
- ✓ Completed: key action has been finalized and accomplished as planned.
- ✓ No longer applicable: if due to some external factors the key action is no longer relevant. It must be justified using the comment box.

The management response and its updates should be posted at DOCO and UNCT website. This helps ensure that evaluations are used for accountability, managing for results and knowledge management purposes. There will be a need to review lessons learned in implementing management response and formulation of more specific procedural guidance from DOCO / UNEG that takes account of roles and responsibilities of the different agencies and stakeholders involved in the process.

Annex I

UNDAF EVALUATION MANAGEMENT RESPONSE TEMPLATE

Evaluation Title/Year:				
Body responsible for completing management response:				
Evaluation recommendation 1:				
Recommendation to:			Priority level (1 to 3):	
Management response- Agree/partially agree/disagree (If recommendation is rejected or partially accepted, pls. provide an explanation):				
Key action(s)	Time frame (or deadline)	Responsible unit(s)	Tracking (or monitoring)	
			Comments (or action taken)	Status
1.1				<ul style="list-style-type: none"> - Initiated - Not initiated - Completed - No longer applicable
1.2				
1.3				

Evaluation recommendation 2:				
Recommendation to:		Priority level (1 to 3):		
Management response- Agree/partially agree/disagree (If recommendation is rejected or partially accepted, pls. provide an explanation):				
Key action(s)	Time frame (or deadline)	Responsible unit(s)	Tracking	
			Comments	Status
2.1				<ul style="list-style-type: none"> - Initiated - Not initiated - Completed - No longer applicable
2.2				
2.3				