EVALUATION FOLLOW-UP PLAN AND MANAGEMENT RESPONSE GUIDELINES

EVALUATION FOLLOW-UP PLAN AND MANAGEMENT RESPONSE

As a final step of an evaluation process, the Programme/Project Manager (PM) develops an Evaluation Follow-up Plan (EFP) with a Management Response (MR).

Completing the EFP and the MR is mandatory and a pre-requisite for finalization of the evaluation process and clearance of the Final Evaluation Report by the Independent Evaluation Section.


Completion of the evaluation process entails the following steps:

1) IES sends the Final Evaluation Report and the Draft Evaluation Brief through Unite Evaluations to the PM.

2) The PM is asked to review the Draft Evaluation Brief for any factual errors, as well as complete all details in the separate EFP/MR Template Document (See instructions on pages 2-3).

3) For an In-depth Evaluation (IDE), the EFP and MR Template Document entails an additional part for the PM to complete a mandatory MR narrative text. For an Independent Project Evaluation (IPE), the narrative MR text is not required.
EVALUATION FOLLOW-UP PLAN AND MANAGEMENT RESPONSE TEMPLATE DOCUMENT

4) The PM copies all recommendations incl. implementing recipient(s) at UNODC from the Final Evaluation Report and pastes such into the EFP/MR Template Document.

For each recommendation, the PM is asked to add the following:

The MR part:
- whether the recommendations are accepted, partially accepted or rejected;
- a brief justification for any recommendation that is only partially accepted or rejected.

The EFP part:
- a short description of the follow-up-action(s);
- responsible person (incl. position) (is typically the Project/Programme Manager);
- alternate responsible person (incl. position) (could be the Evaluation Focal Point);
- end date for implementation of the follow-up action(s). Because timeliness is essential to strengthen an evaluation’s utilization potential, the duration of the implementation should not be later than two years after the evaluation has been completed.

At the top of the EFP/MR Template Document, the PM also adds the Responsible Senior Manager (incl. position).

- For an IDE, the PM also completes an additional part with the narrative MR text (in the EFP/MR template for an IDE).

5) The PM submits the completed EFP/MR Template Document through Unite Evaluations for IES review and clearance, as well as the Draft Evaluation Brief only if there are any comments as regards factual errors.
6) **After clearance by IES, IES copies the MR part** (i.e. whether the recommendations are accepted/partially accepted/rejected, as well as a justification for any recommendation that is partially accepted or rejected) **and pastes such, on behalf of the PM, into the column on the MR in the Summary Matrix of Findings, Evidence, Recommendations and Management Response in the Final Evaluation Report.**

### SUMMARY MATRIX OF FINDINGS, EVIDENCE, RECOMMENDATIONS AND MANAGEMENT RESPONSE

<table>
<thead>
<tr>
<th>Findings</th>
<th>Evidence</th>
<th>Recommendations</th>
<th>Management Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Text</td>
<td>Text</td>
<td>1. Text</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td>2.</td>
<td></td>
</tr>
</tbody>
</table>

7) **IES further copies all information relating to the EFP and MR** (i.e. all recommendations; whether the recommendations are accepted/partially accepted/rejected; justification if any recommendation is partially accepted or rejected; follow-up actions for each recommendation; responsible and alternate responsible persons; senior manager; as well as end date for implementation of the follow-up actions) **and pastes such into Unite Evaluations on behalf of the PM.**

8) **For an IDE, IES also copies** the additional part with **the narrative MR text** and pastes such into the Final Evaluation Report.

9) **The Final Evaluation Report, including the MR part** in the Summary Matrix (and for an IDE, the narrative MR text), is thereafter **published on IES website Evaluation Reports** (by the respective year, region and topic), along with the Evaluation Brief. **The EFP part is not published but only remains in Unite Evaluations.**
UPDATE OF IMPLEMENTATION OF THE EFP

The **EFP should be continuously monitored by the PM.** The EFP can be amended in Unite Evaluations as part of the regular monitoring process by the responsible Manager. **Amendments** to the original EFP must however **be indicated to and cleared by IES before any formal change is made.**

**On an annual basis,** the PM is further requested to **update the implementation of the EFP in Unite Evaluations** and provide a justification in case the follow-up actions have not been fully implemented.

See also the [Unite Evaluations User Manual for Programme Managers](#).

IES’ website on [Evaluation Follow-up Plan & Use](#) includes the [EFP/MR Template Document](#) and these Guidelines.
ADDITIONAL MR NARRATIVE (FOR AN IN-DEPTH EVALUATION)

For an In-Depth Evaluation (IDE), it is mandatory for the PM to complete a MR narrative text (1–2 pages).

The written narrative may refer to e.g. the organization’s reactions to the evaluation results, including the feasibility of the recommendations made, as well as general feedback on the overall evaluation process and its quality.

For an Independent Project Evaluation (IPE), the additional MR narrative is not required.

1) The written narrative text is completed by the PM in the EFP/MR Template Document for an IDE.

MANAGEMENT RESPONSE NARRATIVE

2) Once completed, the PM submits, through Unite Evaluations, the completed EFP/MR Template Document including the narrative text. The Draft Evaluation Brief is only reverted if there are any comments as regards factual errors. (see instructions on pages 2-3)

3) IES copies the narrative MR text from the separate document and pastes such into the beginning of the Final Evaluation Report on behalf of the PM.

CONTENTS

CONTENTS ......................................................................................................................................................... iii
ABBREVIATIONS AND ACRONYMS ............................................................................................................. iv
EXECUTIVE SUMMARY ......................................................................................................................................... vi
MANAGEMENT RESPONSE NARRATIVE ........................................................................................................ vii
SUMMARY MATRIX OF FINDINGS, EVIDENCE, RECOMMENDATIONS AND MANAGEMENT RESPONSE .......... ix

4) After clearance by IES, the Final Evaluation Report, including the MR in the Summary Matrix of Findings, Evidence, Recommendations and Management Response (and for an IDE the narrative MR text under the part on Management Response Narrative), is thereafter published on IES website Evaluation Reports (by the respective year, region and topic), along with the Evaluation Brief.