

Responsibilities and procedures for the management responses and follow-up report on evaluations

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Introduction

1. Evaluation is an important management tool, and in order for it to play its role, there needs to be careful consideration of evaluation recommendations as a basis for management decisions. All evaluations will have a formal management response which will be complemented later by a Follow-up report on the implementation of the management response.
2. The Programme Committee (PC) and the Joint Meeting of the Programme and Finance Committees require standardized and assured quality in the Organization's responses to independent evaluations reported to them. This guideline outlines the roles and responsibilities for the preparation of Management Response and Follow-up Reports.
3. The evaluation reports themselves need to facilitate decision by management on recommendations and follow-up. Thus, the Office of Evaluation (OED), in fulfilling its quality assurance function, will endeavour to ensure that evaluation recommendations are expressed clearly and unambiguously.
4. All queries on these procedures should be addressed to the Director, Office of Evaluation.

Format of the Management Response

5. The management response should comment on the utility of the report and illustrate Management's position on the evaluation. It will contain the following sections:
 - a. **Overall response to the evaluation:** In this section, Management presents its overall views on the report and its conclusions.
 - b. **Response by recommendation:** In this section, Management should address each recommendation, discussing them in the order presented in the executive summary of the evaluation report. This should be done in the format of the Management Response matrix below and include: the recommendation number and text (abbreviated if necessary); a statement and a comment on whether the recommendation is accepted fully, partially, or rejected; action to be taken; the responsible party or FAO unit for follow-up action and time-frame for implementation. In the case of a partially accepted or rejected recommendation, reasons should be indicated. In some cases it will be necessary to supplement the list of actions and timing in the management response with an implementation schedule. Where implementation of a recommendation is dependent upon further funding from FAO or a resource partner, this should be made clear.

Management response matrix

Management response to the (Evaluation Title)					Date
Evaluation Recommendation	Management response Accepted , partially accepted or rejected and comment on the Recommendation	Management plan			
		Action to be taken	Responsible unit	Timeframe	Further funding required (Y or N)
Insert title of section, if any					
Recommendation 1 (copy/paste from evaluation report)	Accepted , partially accepted or rejected Insert brief explanatory comment on any conditions	Describe Action(s)	Insert	Insert	Insert
Recommendation 2 (copy/paste from evaluation report)	Accepted , partially accepted or rejected Insert brief explanatory comment on any conditions	Describe Action(s)	Insert	Insert	Insert
Recommendation 3 (copy/paste from evaluation report)	Accepted , partially accepted or rejected Insert brief explanatory comment on any conditions	Describe Action(s)	Insert	Insert	Insert
Insert title of section, if any					
Recommendation 4 (copy/paste from evaluation report)	Accepted , partially accepted or rejected Insert brief explanatory comment on any conditions	Describe Action(s)	Insert	Insert	Insert

Format of the Follow-up Report

6. A follow-up report must be prepared on the implementation of agreed recommendations, normally by the unit responsible for the original management response. Its purpose is to inform about the outcome and impact of the evaluation's recommendations and, if necessary, account for any variation between actions decided in the Management Response and those actually implemented. The Office of Evaluation has put in-place a monitoring system for requesting the preparation of Follow-up Reports and contacts responsible units in due time.

7. The PC at its 103rd session in April 2010 requested that follow up reports to evaluations include "the programme and policy impact stemming from the implementation of the recommendations of evaluation". This additional information will contribute to enhance the feed-back loop between policy and programme implementation and evaluation and improve the quality of evaluations.

8. The Follow-up Report should follow the format below and may be supplemented with additional text as required.

Follow-up report matrix

Follow-up report of the Management response to the (Evaluation title)				Date
Evaluation Recommendation	Action Agreed	Comments on actions taken, including reasons for actions not taken	Impact (changes) of actions taken in terms of programme, policies and/or procedures	
Recommendation 1 (copy/paste from evaluation report)	Describe Action(s)	Insert	Insert	
Recommendation 2 (copy/paste from evaluation report)	Describe Action(s)	Insert	Insert	

Responsibilities and procedures for the Management Response and the Follow-up Report

9. The Office of Evaluation coordinates the preparation of Management Responses and Follow-up Reports. It will formally request that these documents be prepared and will check that they meet required standards of comprehensiveness and clarity. OED will upload both Management Responses and Follow-up Reports on its Web site and in FPMIS.

10. In preparing Management Responses and Follow-up Reports, consultations should take place with and inputs sought as necessary from parties within and outside FAO to whom the evaluation recommendations were addressed.

11. Operational responsibilities are as follows:

- a) **Evaluation reports for the Programme Committee:** The Evaluation Committee will designate the senior officer who will have overall responsibility for coordinating the preparation of the Management Response and Follow-up Report. The Management Response and Follow-up Report should be completed within **four weeks** of the request and be sent to OED (see Annex 1). The Follow-up Report will be submitted to the Programme Committee **two years** after the Evaluation report and its Management Response have been discussed by the Committee itself.
- b) **Project Evaluations:** The project Budget Holder will normally be responsible for coordinating the preparation of the Management Response and the Follow-up Report to the evaluation. The Management Response and Follow-up Report should be completed within **four weeks** of the request and be sent to OED. The Follow-up Report will be prepared **one year** after the Management Response.
- c) **Country Evaluations:** The FAO Representative will normally be responsible for coordinating the preparation of the Management Response and the Follow-up Report to the evaluation. The Management Response and Follow-up Report should be completed within **four weeks** of the request and sent to OED. The Follow-up Report will be prepared **one year** after the Management Response. Governments should be encouraged to provide their own response to the evaluation.
- d) **Evaluations of Emergency and Rehabilitation Programmes and Projects:** The Emergency Operations and Rehabilitation Division will normally be responsible for coordinating the preparation of the Management response and Follow-up Report. The Management Response and Follow-up Report

should be completed within **four weeks** of the request and sent to OED. The Follow-up Report will be prepared **one year** after the Management Response.

Annex 1: Schedule for the evaluation management responses and follow-up reports to be submitted to the Programme Committee

Action	Responsibility for action	Deadline before PC meeting
The Evaluation Committee will designate the senior officer who will have overall responsibility for preparing the management response or follow-up report.	Secretary of Evaluation Committee (Director, OED)	14 weeks
Final report of the evaluation and request for the management response or the follow-up report will be sent to the senior officer appointed by the Evaluation Committee.	Office of Evaluation	12 weeks
Draft management response/follow-up report will be provided by the responsible senior officer to the Evaluation Committee through the Director, Office of Evaluation. Attention will be drawn to any aspects of the response/report which are controversial.	Designated officer	8 weeks
Comments by the Evaluation Committee to the responsible senior officer.	Evaluation Committee	7 weeks
Forwarding of the management response/follow-up report through the PC Secretariat to ODG for clearance before posting	Designated officer/OED	6 weeks