Rec. Number	RecStatus	Recommendation	Criticality	Client's Comments History	OIOS's Comments History	Est. Target Date	Client's Comments (Please Type Here)
IED							
ECESA							
Report of the Office of Internal Oversight Services on the Thematic Evaluation of "Lessons learned: Protocols and Practices"							
IED-08-003							
03/06/2008							
ECESA_004	O	Lessons-learning guidelines at the programme level Secretariat programmes within the scope of this evaluation should develop lessons-learning guidelines that establish a framework for identifying, documenting and disseminating best practices and lessons learned, as well as using these lessons when planning and implementing programme operations and activities. Lessons learning need not be a separate system, but can be integrated into existing relevant systems. Thus, programmes can establish guidelines through knowledge-management or lessons-learning policies, as well as through other relevant systems or procedures, such as, for example, an evaluation policy (see part IV, finding A). UNCTAD stated its reservation to introduce a "separate" lessons learning policy at this stage, and also considered that implementation of such a policy will be resource dependent. The Department of Management stated that the implementation of this recommendation would be addressed in the context of the Secretary-General's proposed RBM framework ... pending General Assembly consideration. Resource allocations for lessons learning at the programme level should be seen as part of the dedication of resources for monitoring and evaluation. Taking into account specific characteristics of programmes such as size, budget, and mandate, the guidelines should consider the following issues: (a) Based on the basic definition developed at the system-wide and Secretariat levels, further elaborate programme-specific definitions of "lessons learned" and "best practices" and their applicability within the context of the work of the programme; (b) Tools used by the programme to identify, collect, document and share best practices and lessons learned, including improving existing tools; (c) Procedures or mechanisms to feed best practices and lessons learned back into programme operations and activities; (d) Responsibilities for the overall coordination of the lessons learned system within the programme; (e) Training on the use of lessons-learning tools that will be provided to programme staff; (f) Resources allocated to lessons learning; (g) Incentives provided to staff to promote the collection, dissemination and use of lessons learned;	803	Client Response (1): 27/02/2009: No comments received.	OIOS' Comments (1): 27/02/2009: In progress. OIOS awaits further progress on the implementation of this recommendation.		>

D: Declined, I:Implemented, O: Not Started, P: In Progress, -: No Response

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		(h) Specific measures to ensure accountability of management and staff in following procedures outlined in the lessons-learning policy, and in taking lessons learned into account when planning or implementing activities. Secretariat programmes that have already developed a lessons-learning policy should ensure that all the above-mentioned issues are addressed in their policy.					

D: Declined, I:Implemented, O: Not Started, P: In Progress, -: No Response