eio
independent evaluation

Status of Evaluation Recommendations, MAPs, and Lessons Learned

OBJECTIVES

STRENGTHEN follow-up mechanisms

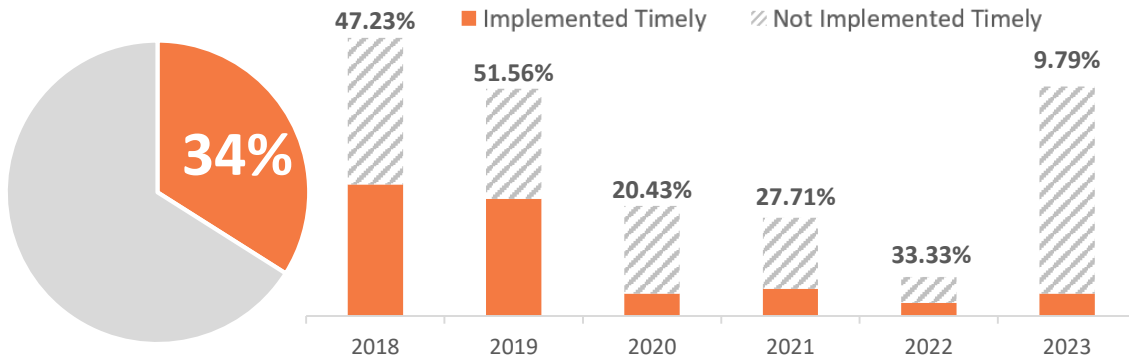**INCREASE** accountability

IMPROVE completion rates

ADDRESS overdue MAPs

SCOPE

The review analyzes 830 recommendations and 28 MAPs, identifying trends, challenges, and areas for improvement from UNIDO evaluations conducted between 2018 and 2023
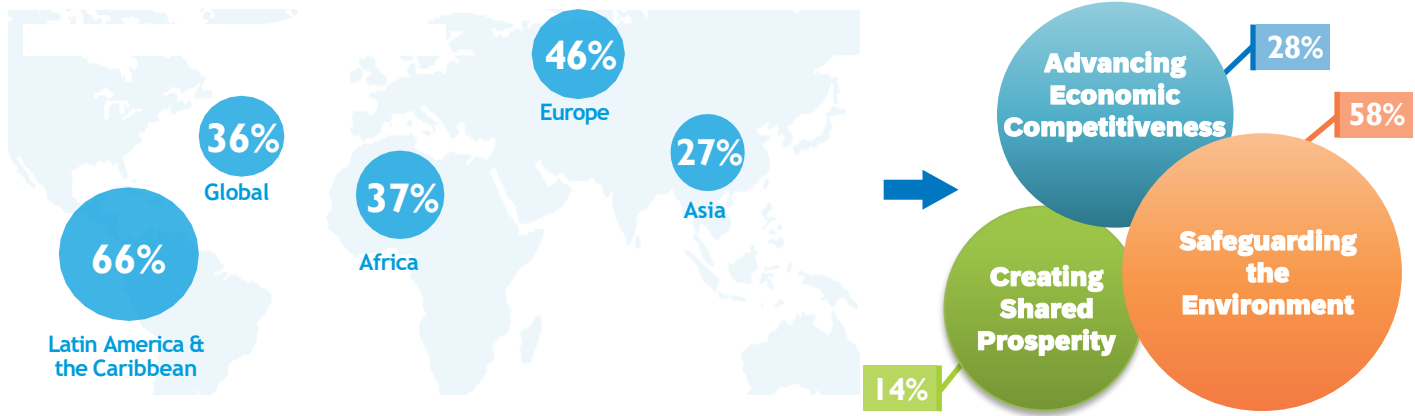
IMPLEMENTATION RATE (2018-2023)

Progress on the Timely Implementation of Recommendations

34%

■ Implemented Timely   ▨ Not Implemented Timely

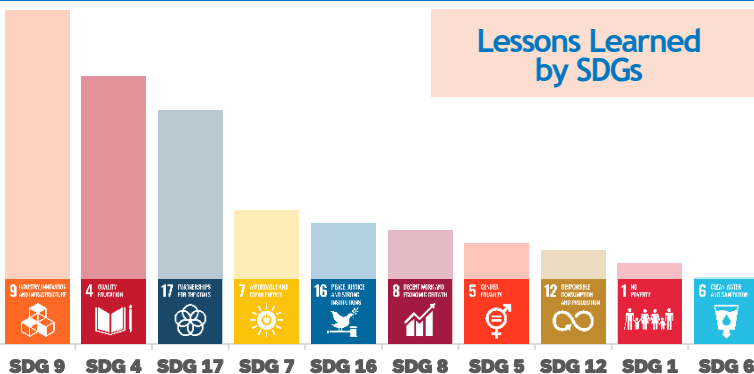| Year	Implemented Timely
2018	47.23%
2019	51.56%
2020	20.43%
2021	27.71%
2022	33.33%
2023	9.79%

ONLY

282 out of **830**

RECOMMENDATIONS

IMPLEMENTED TIMELY

IMPLEMENTATION DISTRIBUTION

Geographic and Thematic Distribution of Recommendations

- 36% Global
- 46% Europe
- 27% Asia
- 37% Africa
- 66% Latin America & the Caribbean

- Advancing Economic Competitiveness — 28%
- Safeguarding the Environment — 58%
- Creating Shared Prosperity — 14%

SDG ALIGNMENT AND MAPS DISTRIBUTION

Lessons Learned by SDGs

SDG 9 | SDG 4 | SDG 17 | SDG 7 | SDG 16 | SDG 8 | SDG 5 | SDG 12 | SDG 1 | SDG 6

MAPs Issued by Department Owners Since 2018

28 MAPs

- ■ IET/PPP
- ■ GEW
- ■ MD GLO
- ■ ODG/SPU
- ■ GLO/RFO
- ■ MD TCS
- ■ SPP/KMG
- ■ MD IET
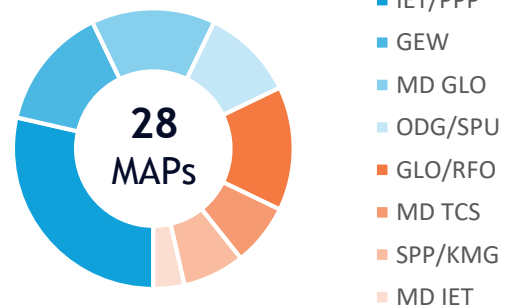
Count of Management Action Plans by Status

■ Implemented   ■ Ongoing   ■ Overdue

0	21.4%	32.1%	46.4%	100%

#	Evaluation	Target Date	Status	Owner
Formulation, appraisal, and approval function (2020)				
1	Develop a TC Guidance Framework	Q1 2021	θ	MD TCS
2	Revised FAA Policy	Q1 2021	θ	MD TCS
3	Training Programme and Plan	N/A	☑	MD IET
4	RRFP ToRs Update	Q4 2020	θ ?	ODG/SPU
Investment and Technology Promotion Offices' Network (2021)				
5	ITPO Network Policy Framework	Q1 2023	θ ?	MD GLO
6	ITPO Strategic Plan	Q1 2023	θ ?	MD GLO
7	ITPO Work Plan	Q1 2023	θ ?	MD GLO
8	Monitoring and Reporting	Q1 2023	θ ?	MD GLO
UNIDO Policy (2015) and Strategy (2016-2019) on Gender Equality and Empowerment of Women (2021)				
9	Acceleration Plan	N/A	☑	GEW
10	GMSB work plan	N/A	☑	GEW
11	Guidance and Tools	N/A	☑	GEW
12	Training Programme	N/A	☑	GEW
Independent thematic evaluation. UNIDO medium-term programme framework (MTPF) 2018-2021 (2022)				
13	Operationalisation and alignment with MTPF	Q1 2025	~ ?	ODG/SPU
14	Guidance, tools, and operational issues	Q2 2023	θ ?	ODG/SPU
15	Clarify the organizational structure vs. MTPF	Q1 2025	~ ?	ODG/SPU
The Programme for Country Partnership (PCP) in Peru (2023)				
16	Decision on PCP in Peru	N/A	☑	GLO/RFO
Independent Evaluation of the UNIDO PCP Framework (2023)				
17	Harmonize country programmatic approaches and coordination function	Q3 2023	θ ?	GLO/RFO
18	Review and formulate an approach for better leveraging Private Sector Partnerships	Q4 2023	θ ?	GLO/RFO
Knowledge Management in UNIDO (2024)				
19	Develop a strategic framework for KM	Q2 2024	~	MD COR
20	Develop a KM Policy	Q4 2024	~	MD COR
Private Sector Partnerships (2024)				
21	Engagement Framework	Q4 2025	~	IET/PPP
22	Risk Narrative	Q4 2024	~	IET/PPP
23	Business Partnership Policy	Q3 2025	~	IET/PPP
24	Partnership Culture: Guidelines, Tools, Training	Q4 2025	~	IET/PPP
25	Partnership Focal Point Network	Q4 2025	~	IET/PPP
26	Improved internal & external Communication Strategy	Q4 2024	~	IET/PPP
27	Partnership Engagement Approach	Q4 2024	~	IET/PPP
28	Partner relationship management IT system - CRM tool	Q4 2024	~	IET/PPP

☑	Implemented
~	Ongoing
θ	Overdue
?	New owner and/or target date TBC