

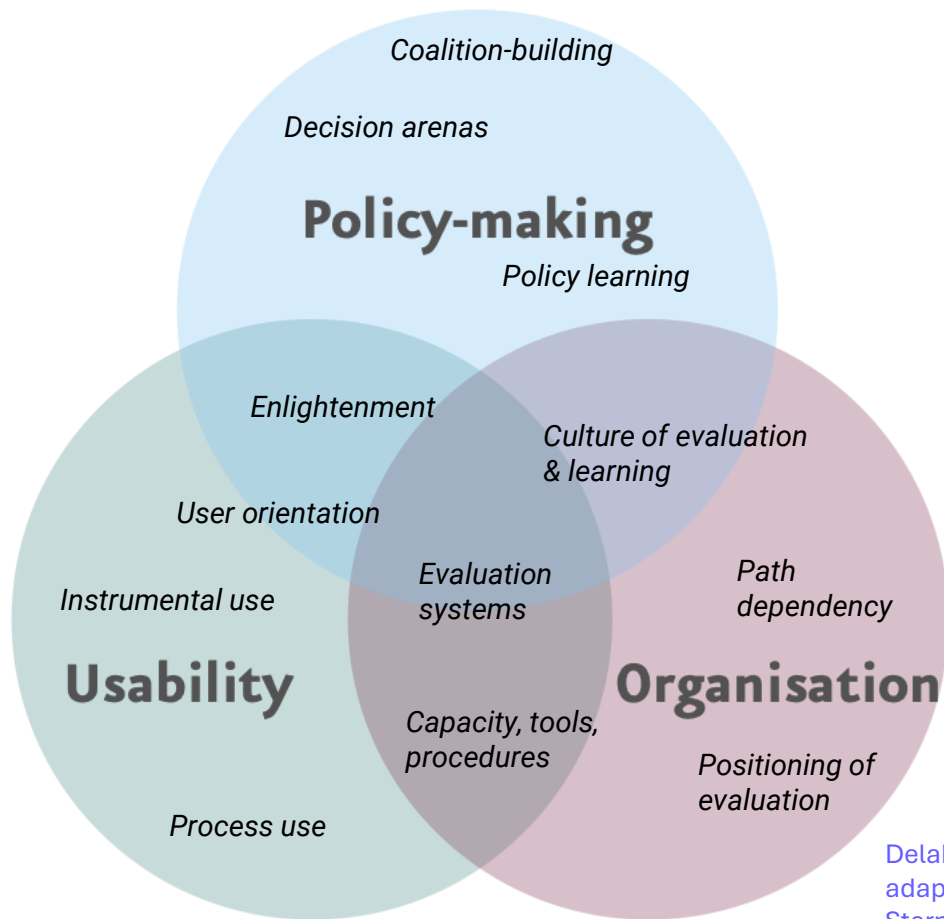
30 APRIL 2026

From Recommendations to organisational change – what does it take?

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Three perspectives on evaluation use

... or why it's not so easy to make evaluation used



Delahais,
adapted from
Stern 2026

We are beyond the 'easy solutions' to make evaluations more used

What are the tensions that we observe today?

What can be done to address them?



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1. Trust: the hidden ingredient for genuine change – *but trust alone is not enough without ownership*
2. ‘You can get a horse to the water, but you can’t make it drink’ – *even relevant recommendations will fail if services do not buy-in*
3. Use of recommendations starts with the evaluation process, not with the management response – *when use begins early, action plan is just the next step in transformation*

4. Change cannot be deeper or broader than depth and breadth of recommendations – *narrow recommendations are easy to apply, but may not bring much change*
5. The Follow-Up of Recommendations: not only a verification process, a window of opportunity for transformation – *FUR can legitimise and provide timeline and organisation framework for change (but window will close at some point)*
6. Systemic issues in the organisation or in the field: are we only addressing the tip of the iceberg? – *evaluations highlight broader issues but there is only so much that the evaluation and its follow-up can do*

A few tricky questions to discuss...

1. **Recommendations:** more practical to foster (limited) change, more thought-provoking to support deeper (but uncertain) change?
2. The role of evaluators in the Action plan: **Controllers, Advisors, Partners...** or Else?
3. **Must-have, could-have, nice-to-have:** What can evaluators do to prioritise action?
4. How long is **too long** in the follow-up of the action plan?
5. **Systemic challenges:** ignoring them, flagging them, or addressing them?