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2023 President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)

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Action: The Evaluation Committee is invited to review the 2023 President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA).

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2023 President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)

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Contents

Executive summary

1. The President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) tracks Management's follow-up on recommendations made by the Independent Office of Evaluation of IFAD (IOE). The 2023 PRISMA covers 12 evaluations (containing 59 recommendations), 9 of which are new (containing 45 recommendations), and 3 of which are for historical follow-up (containing 14 recommendations). As for past reports, IOE and Management have jointly agreed on the evaluations to cover in this year's edition.

2. **Management agrees with all 59 IOE recommendations considered in this edition of the PRISMA**, 57 of which (97 per cent) are fully agreed upon, and two of which (3 per cent) are partially agreed upon. Management's high degree of acceptance of IOE's recommendations is based on the constructive collaboration and information exchange established between the two parties, as outlined in the 2021 Revised IFAD Evaluation Policy and the 2022 Evaluation Manual. Management has addressed all these recommendations through the design of new country strategic opportunities programmes (COSOPs) and projects, as well as the fine-tuning of ongoing projects and non-lending activities.

3. **Follow-up action is on track for all recommendations. Fifty-three per cent of the recommendations are fully followed-up, while the remaining 47 per cent are ongoing or not yet due.** Outstanding recommendations deal with actions that are ongoing by nature, such as knowledge management, policy dialogue, capacity-building for beneficiaries and beneficiary institutions or partnership-building and strengthening. They also relate to action needed in the medium term to ensure greater sustainability and scaling up of results. Some of the outstanding recommendations by their very nature require extra time to be fully implemented – for example, the design of new projects, the transition to an integrated programme approach or the tackling of technical issues to improve outcomes in nutrition, enterprise development and value chain and climate change adaptation.

4. **Independent evaluations have evoked learning on aspects key to the IFAD12 business model,** such as the adoption of a programmatic country approach, the fine-tuning of targeting strategies to ensure that no one is left behind, and the strengthening of links with the private sector through the value chain approach. IFAD also has worked on better frameworks and tools for improved monitoring and evaluation and knowledge management, which will enhance learning and improve evidence-based decision-making. In addition, the Fund has improved its guidelines on policy engagement, sustainability and scaling up. In the context of reduced resources for non-lending activities, IFAD will leverage decentralization and synergies with ongoing projects to improve outcomes in these areas. Learning from the PRISMA will be further enhanced with the rollout of the online version of Volume II, expected in early 2024.

2023 President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)

Introduction

1. The President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) is Management's tool for reporting yearly on follow-up to recommendations from selected evaluations conducted by the Independent Office of Evaluation of IFAD (IOE). This is the 20th edition of the PRISMA – the first during the Twelfth Replenishment of IFAD's Resources (IFAD12).

2. The PRISMA is structured around its two main objectives:

   (i) **Promote accountability** through rigorous follow-up with the relevant teams and consolidated reporting to the Evaluation Committee and Executive Board on Management on actions in response to independent evaluation recommendations; and

   (ii) **Internalize learning** by identifying recurrent issues at the portfolio and corporate levels that require targeted attention from Management to enhance development effectiveness.

3. In line with the above objectives, PRISMA Volume I summarizes the status of the follow-up action taken by Management (section I) and highlights thematic areas where Management leveraged learning from evaluations, as well as areas where learning is still in progress (section II). Volume II provides the full list of individual recommendations, together with the specific action taken to address them.

I. Promoting accountability

A. Evaluation coverage and classification of recommendations

4. As seen in table 1, the 2023 PRISMA covers 12 evaluations (with a total of 59 recommendations) jointly selected by Management and IOE. Nine of them are new evaluations finalized in 2021 and 2022 – namely, five country strategy and programme evaluations (CSPEs), three project performance evaluations (PPEs) and one impact evaluation (IE). This year's edition also follows up on outstanding recommendations with ongoing follow-up action from three historical CSPEs for Madagascar and Sudan (from 2020) and Ecuador (from 2021).

Table 1
2023 PRISMA: First-round and historical follow-up*

New evaluations 2022		*Evaluation recommendation actions*			
Evaluation level: corporate	Evaluation type	CSPE	PPE	IE	**Total**
	-	-	-	-	**-**
Evaluation level: portfolio	Evaluation type	CSPE	PPE	IE	**Total**
Asia and the Pacific	1 CSPE + 1 PPE	5	4	-	**9**
East and Southern Africa	3 CSPE + 1 IE	19	-	5	**24**
Latin America and the Caribbean	1 CSPE	4	-	-	**4**
Near East, North Africa and Europe	1 CSPE + 2 PPE	8	3	-	**11**
West and Central Africa	1 CSPE + 1 PPE	6	5	-	**11**
Total	**12**	**42**	**12**	**5**	**59**

* For a detailed breakdown see table 1 of annex II.

5. In response to a specific comment made by IOE on the 2022 PRISMA,[1] Volume II of this year's PRISMA includes updated follow-up action for the Bangladesh PPE on the Coastal Climate-Resilient Infrastructure Project. However, the latter is not included in the statistics and analysis under the rules agreed with Member States for reporting on historical evaluations.[2]

A.1 In focus: recommendations from new evaluations

6. **Nature of evaluations.** PPE and IE recommendations are mostly operational, indicating specific courses of action in the short or medium term. CSPE recommendations include a mix of operational and strategic recommendations, with the latter suggesting an approach to be adopted in the medium and long terms, consistent with the broad scope and focus of their analysis (see table 2).

7. **Follow-up level of recommendations.** The majority of new recommendations (91 per cent) are for follow-up at the country level, focusing on new country strategic opportunities programmes (COSOPs), project design, non-lending activities and implementation support. A minority of recommendations (4 per cent) are for follow-up at IFAD's central level, stemming from two CSPEs, and suggest strengthening the Fund's representation in Niger, as well as intensifying support for the country programme management team in Morocco. An additional 4 per cent are for follow-up at the project level and foresee applying the learning distilled from phase I of Senegal's PADAER[3] to its phase II for better support to smallholders and greater sustainability.

Table 2
2023 PRISMA: Number of recommendations, by level assigned and nature of recommendation (first-round follow-up)

	Nature of recommendations			
Level	*Operational*	*Strategic*	*Total*	*%*
Corporate	**-**	**-**	**-**	**-**
	-	**-**	**-**	**-**
Portfolio	**23**	**22**	**45**	**100%**
IFAD		**2**	**2**	**4%**
CSPE		2	2	4%
Country	**21**	**20**	**41**	**91%**
CSPE	10	16	26	58%
IE	4	1	5	11%
PPE	7	3	10	22%
Project	**2**	**-**	**2**	**4%**
PPE	2	-	2	4%
Total	**23**	**22**	**45**	**100%**
%	**51%**	**49%**		

B. Implementation status

8. **Management has agreed to all 59 recommendations included in this year's PRISMA.** More specifically, it has fully agreed to 57 recommendations (97 per cent) and partially agreed to the remaining 2 (3 per cent). Recommendations not fully agreed upon pertain to the Uzbekistan and Indonesia PPEs; IFAD has followed up on the portion of the recommendation that was agreed upon, as further detailed in sections B.1 and B.2. Management's high degree of acceptance of IOE's recommendations is based on the constructive collaboration established between the two parties, resulting in a useful product mix that balances accountability with learning and ensuring the accuracy of findings and the relevance of recommendations.

[1] https://www.ifad.org/en/web/ioe/w/coastal-climate-resilient-infrastructure-project.
[2] Management reports follow-up on outstanding recommendations from historical CLEs and CSPEs but not from historical PPEs or IEs.
[3] Support to Agricultural Development and Rural Entrepreneurship Programme.

B.1 Overview of implementation status

9. **Management has completed follow-up action on 53 per cent of the recommendations.** An additional 44 per cent are either ongoing or partially followed-up, meaning that follow-up action was initiated but is not yet complete. Three per cent are not yet due (see table 3). More specifically:

(i) **For CSPEs, Management has completed follow-up on more than half the recommendations** by addressing them in the design of new operations (and in some cases, COSOPs) and the implementation of ongoing projects, as well as non-lending activities. **The remaining recommendations are either ongoing or partially followed-up.** Roughly half the outstanding recommendations deal with actions that are ongoing by nature, such as knowledge management, policy dialogue, capacity-building for beneficiaries and beneficiary institutions or partnership-building and strengthening. The remaining half are related to: action needed in the medium term to ensure greater sustainability and scaling up of results (Pakistan) or transition to an integrated programme approach (Burundi and Niger); and tackling technical issues to improve outcomes in nutrition, enterprise development, and value chain and climate change adaptation (Burundi, Morocco, Niger, Uganda).

(ii) **For PPEs, Management has completed follow-up action for five out of 12 recommendations** by incorporating the relevant key elements in new COSOPs, or fine-tuning interventions carried out under ongoing projects. **Seven recommendations remain outstanding** and involve addressing technical and mainstreaming aspects, capacity-building and action to ensure the sustainability of results. One recommendation from the Senegal PPE is not yet due and will be implemented once a new project is submitted to the Executive Board in 2024.

(iii) **For the Ethiopia IE, Management has fully followed up on three recommendations pertaining to monitoring and evaluation (M&E) and beneficiary participation.** Action is outstanding on the remaining two recommendations, which refer to project design. One recommendation is not yet due and will be implemented when new cross-cutting components are added to the ongoing operations portfolio.

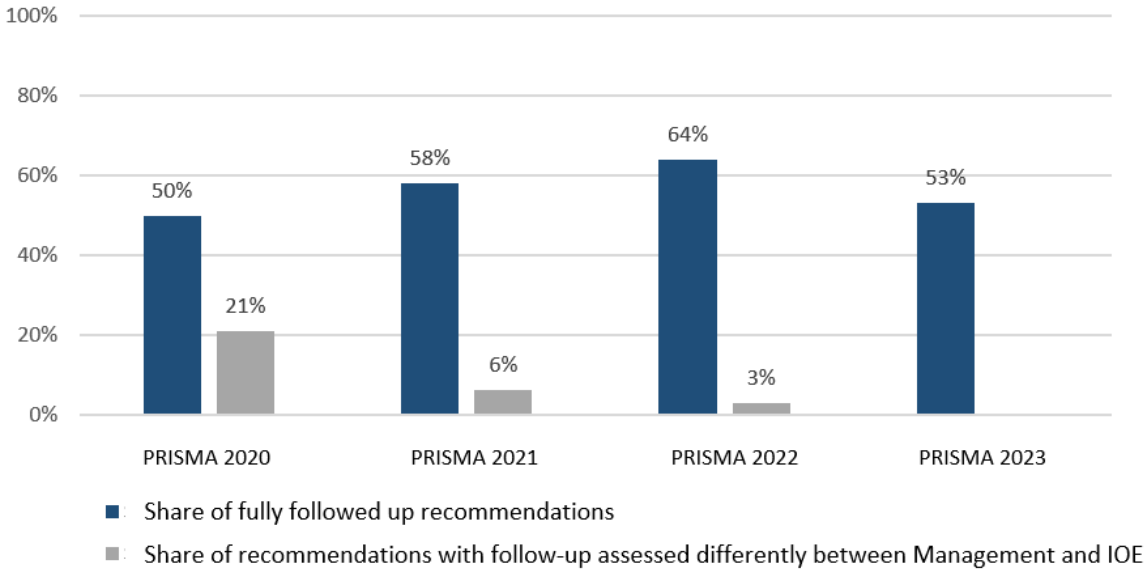
Table 3
2023 PRISMA: Implementation status of evaluation recommendations, by evaluation type (first-round and historical follow-up)*

	Full follow-up	*Follow-up ongoing*	*Follow-up partially initiated*	*Not yet due*	*Total*
Corporate	**-**	**-**	**-**	**-**	**-**
-	-	-	-	-	-
Portfolio	**31**	**24**	**2**	**2**	**59**
CSPE	***23***	***18***	***1***	***-***	***42***
Burundi	2	4	-	-	6
*Ecuador***	3	1	-	-	4
*Madagascar***	7	1	-	-	8
Morocco	2	3	1	-	6
Niger	4	2	-	-	6
Pakistan	2	3	-	-	5
*Sudan***	1	1	-	-	2
Uganda	3	2	-	-	5
PPE	***5***	***6***	***-***	***1***	***12***
Indonesia	-	4	-	-	4
Senegal	2	2	-	1	5
Uzbekistan	3	-	-	-	3
IE	***3***	***-***	***1***	***1***	***5***
Ethiopia	3	-	1	1	5
Total	**31**	**24**	**2**	**2**	**59**
%	**53%**	**41%**	**3%**	**3%**	**100%**

* For a detailed breakdown, see Volume II.
** Historical follow-up.

10. The share of recommendations fully followed-up (53 per cent) is in line with the average observed throughout the IFAD11 period (57 per cent). IFAD11 also witnessed a drastic reduction in the share of recommendations where follow-up status was assessed differently by Management and IOE, falling from 14 per cent in the 2020 PRISMA to just 3 per cent in 2022 (see figure 1). Since 2020, Management has strengthened the review of follow-up status, leading to better alignment in the assessment.

Figure 1
Implementation status of recommendation, by year of PRISMA



Source: 2020, 2021 and 2022 PRISMA and IOE comments to the PRISMA.

B.2 Countries where follow-up is complete or on course for completion

11. **The Uganda CSPE called for expanding IFAD's value chain approach, mainstreaming climate change in operations and developing a non-lending strategy to systematize knowledge management (KM), partnerships and policy engagement**. Management has completed follow-up on three out of the five CSPE recommendations. Uganda's 2021–2027 COSOP mainstreams climate change into all ongoing projects; relevant line ministries (such as the Ministry of Water and Environment and the Ministry of Works and Transport) are members of all project steering committees. New IFAD Country Office staff with M&E capabilities have worked with project staff to improve reporting and share aggregate data with the government. Ongoing action includes the expansion of IFAD's value chain approach and the development of a dedicated strategy for non-lending activities; however, the latter is constrained by the limited budget allocated to non-lending activities.

12. **Based on the PPE recommendations, as well as the recently issued CSPE,[4] the new Uzbekistan COSOP for 2023–2027 envisages capacity-building activities** to be embedded in components of investment programmes and funded through grants such as RESOLVE[5] and BUILDPROC. South-South and Triangular Cooperation (SSTC) will support efforts to broaden information dissemination through the provision of digital solutions for extension delivery and greater outreach. The Uzbekistan PPE also recommended that investments in horticulture be climate-smart, linking small-scale producers to markets and services. The recommendation was partially agreed to, as HSP[6] did not foresee climate mainstreaming; however, IFAD has applied the lessons learned from HSP to ADMP[7] and is investing in enhanced climate resilience and market access – for example, by upgrading interfarm irrigation schemes, introducing solar-powered meteorological stations and strengthening the capacity of water consumer associations. Follow-up is complete for all three PPE recommendations.

13. **Burundi is adopting a programmatic approach to streamline its project portfolio.** Follow-up on the CSPE recommendations is generally on track, with four recommendations ongoing and two completely followed-up. Based on the CSPE recommendations, PAIFAR-B[8] reflects a holistic pro-poor value chain approach, while PRODER[9] consolidates interprofessional associations to support this approach. **The Burundi CSPE also recommended scaling up efforts on food security, climate change resilience and land tenure.** In response, PIPARV-B will use additional funding from the Green Climate Fund to improve soil and water management; its focus on agricultural intensification will contribute to food security. The project also supports the creation of municipal land services to improve land access for women, youth and minority groups.

14. **In Ecuador, outstanding recommendations from the 2021 CSPE required IFAD to strengthen its differentiated territorial approach to project implementation, sustain enterprises and strengthen capacity for policy dialogue.** Follow-up is complete for three out of the four recommendations. The two projects, DESATAR[10] and EMPRENDER,[11] rely on collaboration with autonomous decentralized governments to leverage their authority and institutional capacity and promote integrated development policies at the territorial level. In addition, EMPRENDER specifically promotes the competitiveness, resilience and sustainability of rural producers and micro, small and medium-sized enterprises and their link to value chains under a circular economy approach through the creation of

[4] Released in June 2022. Outside the scope of this year's PRISMA, it will be covered in the 2024 PRISMA.
[5] Results based management for rural transformation.
[6] Horticultural Support Project.
[7] Agriculture Diversification and Modernization Project.
[8] Project to Support Agricultural and Rural Financial Inclusion in Burundi.
[9] Rural Entrepreneurship Development Programme.
[10] Sustainable and Appropriate Development Project in Rural Territories.
[11] Strengthening the Productive Capacities of Rural Entrepreneurs in the Territory.

agribusiness services within local economic development centres. Action on policy dialogue is ongoing; for example, IFAD is actively engaged in the national discussions on the preparation for the United Nations Food Systems Stocktaking Moment.

15. **The Madagascar CSPE recommended facilitating small producers' access to inputs and markets and building their capacity while leveraging mechanisms to reach the poorest and most vulnerable groups, including women and youth.** Follow-up is complete for seven out of the eight recommendations that had remained outstanding. The recently approved PROGRES[12] project is scaling up the Gender Action and Learning System (GALS) with the consideration of nutrition, environment and climate change to apply it to technical and entrepreneurial trainings. PROGRES also improves youth access to agricultural inputs, infrastructure and market facilitation services. In addition, the government intensified efforts in KM and M&E by updating M&E strategies across the portfolio and hiring a new KM officer; however, action in KM is still ongoing.

16. **In Sudan, the establishment of partnerships with the Food and Agriculture Organization of the United Nations (FAO), World Food Programme (WFP), local NGOs and microfinance institutions has been successful**. **However, cofinancing opportunities have not materialized** due to the country's debt arrears. Therefore, out of the two outstanding recommendations, one has been completed and one remains ongoing.

B.3 Countries where follow-up is in progress

17. **The Ethiopia PPE recommended adopting a master plan for integrated, participatory watershed management, prioritizing vulnerable groups.** In response, PACT[13] has adopted a master plan that enables participatory planning for investments and a landscape approach prioritizing women, youth, landless persons and persons with disabilities. Three out of the five recommendations are fully followed-up. The Ethiopia PPE also suggested that the length of environmental and natural resources management (ENRM)-focused projects be aligned with the timeframe of the watershed management plan. The recommendation is only partially implemented, as PACT's duration is fixed at seven years, which is shorter than the lifespan of the watershed management plan but sufficient to see the trajectory towards the expected outcomes. An additional recommendation focusing on the approach to add cross-cutting components will be implemented in due time.

18. In line with the CSPE recommendations, **the 2022–2027 COSOP for Morocco sets a clear strategic path along the priorities of the new Generation Green strategy** and maintains a clear focus on human capital development at the strategic and operational levels. Partnering with private sector actors is ongoing in PRODER Taza[14] and is being incorporated in the design of PADERMO;[15] the two projects also focus on farmers' organizations and their effective engagement in policy dialogue. However, staff shortages, combined with the lack of non-lending resources, have not allowed for stronger engagement in policy dialogue. Work on the operational KM plan and its link with M&E platforms and channels is also in progress. As a result, two of the Morocco CSPE recommendations have been fully followed-up and the remaining four are ongoing.

19. **The Pakistan CSPE emphasized inclusive market systems development, with due attention to climate resilience and ENRM, combined with a more flexible and differentiated approach in targeting**. In response, the 2022–2027 COSOP employs a holistic approach to agribusiness and value chain development and poverty graduation. The KP-RETP,[16] approved in 2021, includes agriculture,

[12] Programme for Strengthening Sustainable Entrepreneurship and Economic Integration of Rural Youth.
[13] Participatory Agriculture and Climate Transformation Programme.
[14] Taza Mountain Integrated Rural Development Project for the pre-Rif Region.
[15] Integrated Rural Development Project of the Mountain Areas in the Oriental.
[16] Khyber Pakhtunkhwa Rural Economic Transformation Project.

livestock, fisheries and forestry, as well as off-farm interventions, to inclusively address rural economic transformation. It also employs differentiated targeting criteria and a multilayer prioritization approach based on socioeconomic indicators and farming system typologies. Two out of the five CSPE recommendations are therefore fully followed-up. Efforts to improve sustainability, scaling up and partnerships in the Pakistan portfolio are ongoing, leaving three out of the five recommendations outstanding.

20. **The Indonesia PPE called for greater market orientation in project design, a long-term perspective in building institutional capacities and better M&E systems for community driven development projects.** In response, TEKAD[17] has introduced an investment fund to leverage more resources from the village fund to support village productive activities, as well as village planning to feed findings into longer-term investment plans. The TEKAD project management unit (PMU) is updating M&E guidelines and conducting M&E training to review project logframes and use management information systems for data collection. The PPE also recommended increasing facilitation services for greater sustainability; in response, TEKAD is delivering training in entrepreneurship, participatory planning, nutrition and village finance. Action on all four PPE recommendations is ongoing.

21. **The Niger CSPE has prompted IFAD to conduct a comprehensive study on the economic development pole model to distil lessons learned and apply them to new projects.** In addition, the country team has worked to rebalance the approach between major investments for economic development poles and income-generating activities targeting the poorest population. IFAD also strengthened its representation in consultative platforms and conducted thematic studies to fuel knowledge sharing with other stakeholders. As a result, three out of the six CSPE recommendations are fully followed-up. Ongoing activities include completing the transition to an integrated approach, strengthening the conflict management component and targeting youth through the additional financing approved for ProDAF-Diffa[18] and ProDAF MTZ.[19]

22. **In Senegal, the Support to Agricultural Development and Rural Entrepreneurship Programme – Phase II (PADAER-II) has invested in improving M&E** and completed the technical work to support the project restructuring. Follow-up is therefore complete for two out of the five PPE recommendations. Actions related to the additional two recommendations are ongoing and include: supporting all infrastructure management committees, pastoral units and producers' organizations for greater sustainability and tailoring financial services for better access to finance. Finally, the PPE included one recommendation on the need to conduct in-depth studies of context, value chains, women and youth; this is not yet due, but the country team will follow up through the design of new projects.

II. Internalizing learning

23. Management has classified the 45 new recommendations considered in this year's PRISMA according to their thematic focus, as illustrated in table 4. This section presents the learning that has emerged from these main thematic areas, which primarily relate to: technical/mainstreaming themes (33 per cent), sustainability, scaling up, capacity-building (18 per cent), targeting (16 per cent), non-lending (13 per cent), COSOP and project design (11 per cent) and M&E (9 per cent).

[17] Integrated Village Economic Transformation Project.
[18] Family Farming Development Programme in the Diffa Region.
[19] Family Farming Development Programme in Maradi, Tahoua and Zinder Regions.

Table 4
2023 PRISMA: First-round follow-up on portfolio-level recommendations, by thematic area[20]

Thematic area	*All recommendations*		*Follow-up complete*		*Follow-up ongoing, partially initiated, not yet due*	
	#	*%*	*#*	*%*	*#*	*%*
Technical and mainstreaming themes	15	33%	6	13%	9	20%
Sustainability, scaling up, capacity-building	8	18%	2	4%	6	13%
COSOP and project design	5	11%	1	2%	4	9%
Targeting and beneficiary participation	7	16%	6	13%	1	2%
Non-lending activities	6	13%	2	4%	4	9%
Monitoring and evaluation	4	9%	3	7%	1	2%
Total	**45**	**100%**	**20**	**44%**	**25**	**56%**

A. Areas where follow-up is on track

24. **Independent evaluations have been instrumental to adopting a programmatic country approach.** As foreseen in the IFAD12 business model, the Fund is reshaping country programmes using a long-term, holistic approach that prioritizes policy outcomes rather than individual projects, and enables long-term resilience. For example, based on the Burundi CSPE, IFAD is adopting a portfolio-wide value chain approach in the country, with a coherent theory of change. PRODER is the continuation of PRODEFI[21] and PRODEFI-II,[22] with a specific focus on entrepreneurship. The country team is also working on expanding PRODER and PAIFAR-B through additional financing. Similarly, the Niger country programme is centred on the pillar theme of family farming, with 13 key structural activities being implemented in a coherent and complementary manner by all projects in all regions covered by the country programme. The geographic targeting ensures that investments are complementary across projects and regions and deepen and scale up successful initiatives. In Indonesia, IFAD interventions are also developing into programmatic interventions; for example, TEKAD was developed as a follow-up to VDP.[23] All three recommendations centred on programmatic country approaches are ongoing and on track, as country teams roll out the approach in ongoing projects and incorporate it in new COSOPs.

25. **IFAD devotes great attention to targeting strategies during project and COSOP design, and independent evaluations continue to be pivotal in maintaining high-quality targeting approaches.** For example, based on the CSPE recommendations, the Pakistan country programme applies differentiated targeting criteria and a multilayer prioritization approach based on socioeconomic indicators and farming system typologies. In Uganda, the Project for Restoration of Livelihoods in the Northern Region (PRELNOR) and the National Oil Palm Project (NOPP) apply both the household mentoring and GALS methodology, and NOPP includes specific interventions for youth through vocational training. Based on the PPE recommendations, as well as the recently issued CSPE, the new Uzbekistan COSOP identifies new segments of the rural population that are below the *dekhans*[24] category and introduces new rural financial mechanisms to broaden financial inclusion, as well as GALS training. Targeting is key to IFAD's specific mandate and is being strengthened through the revised IFAD Poverty Targeting Policy 2023;[25] the 2023 RIDE confirmed that all projects scored moderately satisfactory or better in this area. Out of the seven recommendations focused on

[20] Data disaggregated by thematic area are presented in annex III, tables 1 and 2.
[21] Value Chain Development Programme.
[22] Value Chain Development Programme Phase II.
[23] Village Development Programme (formerly, National Programme for Community Empowerment in Rural Areas Project).
[24] Dekhans are legally registered smallholder farmers whose farms are governed by the law on Dekhan farms (1998).
[25] EB 2023/138/R.3.

targeting, six are complete and one (Burundi) is ongoing, as IFAD works on refining geographical targeting as part of its programmatic approach in the country.

26. **IFAD COSOPs and projects are improving the pro-poor value chain approach to support rural enterprises.** The new Uzbekistan COSOP foresees linking small-scale producers with competitive markets and services and reducing farmers' risk exposure. Burundi's PAIFAR-B applies a holistic pro-poor value chain approach, with all actors integrated in the market development system – an approach that will also include work on standards certification. Roughly half the recommendations focusing on the value chain approach are fully followed-up, and the rest are ongoing and on track, as IFAD leverages dedicated market studies for the design of new projects.

27. **Linked with the above, partnering with private sector actors has become more prominent.** In 2022, eight out of the nine approved COSOPs included a description of opportunities for private sector interventions.[26] One example is Morocco's COSOP, which, in response to a specific CSPE recommendation, emphasizes the importance of partnering with private sector actors to expand smallholders' access to finance and support young rural entrepreneurs. At the project level, one example is Madagascar, where AD2M-II[27] and DEFIS[28] have facilitated producers' access to inputs and markets through contract farming promotion and enhanced partnerships with private operators. The ongoing non-sovereign loan to SOAFIARY, a private company, funded through IFAD's Private Sector Financing Programme, is ensuring market access for 4,000 smallholder farmers in the maize, rice, cassava, soy and legume value chains. In addition to the recommendations considered in this year's PRISMA analysis, the findings from the 2022 project cluster evaluation (PCE) on rural enterprise development also demonstrate the relevance of IFAD's private sector work through its non-sovereign operations. Lessons from this PCE will continue to inform IFAD's work with the private sector going forward.

B. Areas where follow-up is in progress

28. **Independent evaluation recommendations have provided valuable insight for increasing the sustainability of benefits** in various dimensions (financial, regulatory, institutional and social). Recommendations for this year emphasize exit strategies, capacity-building and policy engagement, three elements that self-evaluation has identified as key drivers of sustainability. Most of these recommendations are ongoing, as IFAD leverages the technical findings from CSPEs and PPEs and integrates them with the findings from internal portfolio stocktakes. In Burundi, for example, IFAD has learned to develop exit strategies for projects through extensive consultation with key stakeholders and direct partners. In Pakistan, SPPAP[29] has been scaled up in Punjab and Sindh province; IFAD operations are strengthening institutional capacity at the grassroots level, as well as partnerships with national and international development partners and United Nations agencies. Most of these recommendations are ongoing, as IFAD tracks learning on best practices and applies them to ongoing and new projects.

29. At the corporate level, IFAD has approved a sustainability action plan focused on a series of activities to be implemented between 2023 and 2025 that include: capacity-building for IFAD staff and PMUs; enhanced project ownership by governments, beneficiaries and community-led institutions; consistent evidence-based monitoring; and high-quality exit strategies.

30. Under the sustainability action plan, IFAD is developing an artificial intelligence-enhanced repository on sustainability to boost learning on the key drivers of

[26] See RIDE 2023.
[27] Project to Support Development in the Menabe and Melaky Regions - Phase II.
[28] Inclusive Agricultural Value Chains Development Programme.
[29] Southern Punjab Poverty Alleviation Project.

sustainability and best practices that worked in different contexts. The repository consists of how-to-do notes, analysis and other useful resources developed by IFAD and external sources, processed with text-centric artificial intelligence that generates focused summaries. Once completed, the repository will enable country teams to develop a tailored approach to increasing sustainability and developing sound exit strategies for greater ownership in a wide range of contexts.

31. **IFAD projects have been investing in improving M&E systems and building reporting capacity**. The action taken not only responds to the recommendations included in this year's PRISMA analysis but also to the broader findings of the 2022 Annual Report on the Independent Evaluation of IFAD (ARIE). The latter underscored that functional M&E systems must be in place to improve knowledge creation and capture within country programmes for experience-based, hands-on mutual learning. In Senegal, PADAER-II has identified key indicators linked to the project's logical framework indicators and validated them together with targets, planning by zone and year, methods, tools, frequency and individual responsible for collection; the new "RUCHE" system also allows for a more accurate count of beneficiaries. In Ethiopia, both PACT and PASIDP II[30] designs include a delineation of microwatershed/landscape boundaries to facilitate evaluations, and the use of geographic information system (GIS) to monitor rangeland improvement. Most M&E-related recommendations are fully followed-up, as IFAD has recommended improvements to frameworks and systems; however, learning on M&E is still in progress and the performance of M&E systems was flagged as a critical area in the 2023 RIDE.

32. **As part of its IFAD12 commitments, the Fund approved a project-level M&E action plan in 2022** with actions supported by online training modules and ICT tools and completion expected by 2025. The action plan covers key areas mentioned in independent evaluations, such as: definition of M&E at design and resource allocation; provision of operational M&E training; and improvement of data collection and processing systems. The action plan comes on top of the copious M&E guidance and training material developed by IFAD in the period 2019–2022 as a follow-up to both the Development Effectiveness Framework and independent evaluations. The material consists of clear and specific up-to-date guidance on key topics to be addressed at design, implementation and completion and is geared to both IFAD staff and PMU personnel. It includes IFAD's Operations Academy (OPAC) M&E training courses and the guidelines and toolkit for conducting core outcome indicator surveys. A note on M&E resources,[31] published in 2023, synthesizes all this material. In addition, the grant-funded RESOLVE[32] project has been training PMU heads on results-based management systems, including data collection and analysis capabilities, in over 50 countries with ongoing IFAD projects. As suggested in the 2022 ARIE, these measures will be pivotal in driving better KM, essential for evidence-based decision-making and an area still in development (see next paragraphs).

33. The vast majority of CSPEs include at least one recommendation on non-lending activities. **IFAD has been able to leverage its competitive advantage in rural development to foster partnerships** with other United Nations agencies, multilateral development banks, private sector actors, non-governmental institutions, banks and microfinance institutions. As a result, most recommendations dealing with partnership are fully followed-up; the 2023 RIDE indicates that partnership-building is rated positively in the stakeholder feedback survey.

34. **Follow-up on knowledge management and country-level policy engagement (CLPE) is ongoing, and IFAD has taken many steps to address**

[30] Participatory Small-scale Irrigation Development Programme – Phase II.
[31] https://www.ifad.org/en/-/overview-of-ifad-guidance-to-strengthen-project-level-monitoring-and-evaluation.
[32] Results based management for rural transformation.

the issues acknowledged in previous reports, in spite of the limited resources for non-lending activities. Recommendations on developing a non-lending strategy or a KM plan for the country are still in progress, but IFAD is on track to addressing them by leveraging available resources. At the country level, the Fund worked through projects to strengthen efforts on key policy questions and linkages with SSTC. Decentralization has become an increasingly important tool in fostering policy dialogue with client countries. At the corporate level, IFAD developed additional guidance and training courses on CLPE.

35. Based on IFAD's evolving business model, the Fund has developed a "knowledge strategy refresh" to enhance the value added of the KM function, with a focus on curated datasets and quality-assured synthesized evidence that may be used to design and implement interventions and provide advice at the national and international levels. The 2023–2025 KM action plan will operationalize the strategy refresh, considering limited resources; it will also provide room to incorporate insights and recommendations from the recent independent evaluation on IFAD's experience with decentralization, as well as the ongoing independent evaluation on KM.

III. Conclusions and way forward

36. **Coordination between Management and IOE has been critical to improving learning from evaluation.** Cooperation and exchange between the two parties has refined the product mix of independent evaluations, yielding highly relevant recommendations and ensuring their high uptake. Management is fully committed to further strengthening coordination with IOE for ongoing and upcoming evaluations. One key aspect is integration of the primary data from both self- and independent evaluations. Primary data, reports and results from projects and thematic areas of interest collected by Management are shared with IOE when self-evaluations are conducted. Management intends to continue on this path and further strengthen the data exchange process under the guidelines prescribed in the Revised IFAD Evaluation Policy and Evaluation Manual. Linked with the above, it will be important for Management to carefully review the approach papers for upcoming evaluations and provide input for IOE's consideration. This will ensure that the evaluation methodology is geared to areas where learning needs to be strengthened.

37. **Learning from the PRISMA is being further strengthened through development of the online version of Volume II.** In 2022, Management worked on the design phase; in 2023, funding has been approved and the development process is under way. The tracking tool rollout is foreseen for the beginning of 2024. Once available, the online tracker will be instrumental to further improving collaboration on evaluation products and swift uptake of recommendations.

Methodology

A. Extraction of recommendations

1. The President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) tracks Management's follow-up of recommendations made in the following independent evaluation products:

   - For corporate-level evaluations (CLEs), evaluation synthesis reports (ESRs), impact evaluations (IEs) and project performance evaluations (PPEs), commitments are made in IFAD Management's responses to those evaluation reports;
   - For country strategy and programme evaluations (CSPEs), the agreements at completion point signed by IFAD and government representatives are used to track follow-up actions that signatories have agreed to implement; and
   - The current PRISMA also follows up on the Independent Office of Evaluation of IFAD's (IOE) comments on the Report on IFAD's Development Effectiveness (RIDE) for 2022.[33]

B. Classification of recommendations

2. In order to facilitate the analysis, and consistent with the practice in previous years, this report classifies the recommendations according to the following criteria:

3. **Evaluation level.** This refers to the entity that is targeted by the recommendation and is primarily responsible for implementation. The levels are:

   - **Corporate level**;
   - **Country level** (including IFAD and government authorities);
   - **Project level.**

4. **Nature.** This categorizes the recommendation as per the Revised IFAD Evaluation Policy:

   - **Operational,** if the recommendation proposes a specific action;
   - **Strategic,** if it suggests an approach or course of action; and
   - **Policy,** if it is related to IFAD's guiding principles.

5. **Theme.** Recommendations are categorized under broad thematic blocks comprising 32 subthemes. The subthemes are listed in annex III.

C. Process

6. Once the country teams (and cross-departmental resource people in the case of CLEs, IEs and ESRs) communicate the latest status, the degree of compliance is assessed using the following criteria:

   - **Full follow-up.** Recommendations fully incorporated into the new phase/design of activities, operations or programmes and the relevant policies or guidelines;
   - **Ongoing.** Actions initiated in the recommended direction;
   - **Partial.** Recommendations partially followed-up, with actions consistent with the rationale of the recommendation;
   - **Not yet due.** Recommendations that will be incorporated in projects, country programmes or country strategic opportunities programmes (COSOPs) or policies yet to be designed and completed;

[33] See EC 2022/118/W.P.4/Add.1.

- **Not applicable.** Recommendations that have not been complied with because of changing circumstances in country development processes, IFAD corporate governance contexts or other reasons;
- **Pending.** Recommendations that could not be followed up; and
- **Not agreed upon.** Recommendations that were not agreed upon by Management or the respective country team or government.

Evaluation coverage of the 2023 PRISMA

Table 1
Evaluations for first-round follow-up included in the 2023 PRISMA

	CLE	CSPE	IE	PPE	Total
Asia and the Pacific (APR)	**-**	**5**	**-**	**4**	**9**
Indonesia – Village Development Programme – project performance evaluation	-	-	-	4	4
Pakistan country strategy and programme evaluation	-	5	-	-	5
East and Southern Africa (ESA)	**-**	**11**	**5**	**-**	**16**
Burundi country strategy and programme evaluation	-	6	-	-	6
Ethiopia – Community-based Integrated Natural Resources Management Project	-	-	5	-	5
Uganda country strategy and programme evaluation	-	5	-	-	5
Near East, North Africa and Europe (NEN)	**-**	**6**	**-**	**3**	**9**
Morocco country strategy and programme evaluation	-	6	-	-	6
Uzbekistan – Horticultural Support Project – project performance evaluation	-	-	-	3	6
West and Central Africa (WCA)	**-**	**6**	**-**	**5**	**11**
Niger country strategy and programme evaluation	-	6	-	-	11
Senegal – Support to Agricultural Development and Rural Entrepreneurship Programme – project performance evaluation	-	-	-	5	5
Total	**-**	**28**	**5**	**12**	**45**

Table 2
Evaluations for historical follow-up included in the 2023 PRISMA

	CLE	CSPE	IE	PPE	Total
East and Southern Africa					
Madagascar country strategy and programme evaluation	-	8	-	-	8
Latin America and the Caribbean					
Ecuador country strategy and programme evaluation	-	4	-	-	4
Near East, North Africa and Europe					
Sudan country strategy and programme evaluation	-	2	-	-	2
Total	**-**	**14**	**-**	**-**	**14**

Evaluation recommendations, by subtheme

Table 1
Portfolio-level evaluation recommendations in the 2023 PRISMA, classified by subtheme (first-round follow-up)

Block	*Subtheme*	*CSPE*	*IE*	*PPE*	*Total*	*%*
COSOP and project design	COSOP	1	-	-.	1	-
	Project design	-	2	2	4	-
Subtotal		**1**	**2**	**2**	**5**	**11%**
Monitoring and evaluation (M&E)	Results monitoring, evaluation	1	1	2	4	-
Subtotal		**1**	**1**	**2**	4	**9%**
Non-lending activities	Policy engagement	1	-	-	1	-
	Knowledge management	1	-	-	1	-
	Non-lending activities	2	-	-	2	-
	Partnerships	2	-	-	2	-
Subtotal		**6**	**-**	**-**	**6**	**13%**
Sustainability, scaling up, capacity-building	Replication and scaling up	1	-	-	1	-
	Sustainability	2	-	2	4	-
	Training and capacity-building	1	-	2	3	-
Subtotal		**4**	**-**	**4**	**8**	**18%**
Targeting and beneficiary participation	Beneficiary and stakeholder participation and consultation	-	1	-	1	-
	Targeting	4	1	1	6	-
Subtotal		**4**	**2**	**1**	**7**	**16%**
Technical and mainstreaming themes	Climate change	4	-	-	4	-
	Enterprise development	1	-	-	1	-
	Land tenure	1	-	-	1	-
	Markets and value chains	5	-	2	7	-
	Nutrition	1	-	-	1	-
	Rural finance	-	-	1	1	-
Subtotal		**12**	**-**	**3**	**15**	**33%**
Total		**28**	**5**	**12**	**45**	**100%**

Table 2
Portfolio-level evaluation recommendations in the 2023 PRISMA, classified by regional distribution (first-round follow-up)

Block	*Subtheme*	*APR*	*ESA*	*NEN*	*WCA*	*Total*	*%*
COSOP and project design	COSOP	-	-	-	1	1	-
	Project design	-	2	-	2	4	-
Subtotal		**-**	**2**	**-**	**3**	**5**	**11%**
M&E	Results monitoring, evaluation	1	2	-	1	4	-
Subtotal		**1**	**2**	**-**	**1**	**4**	**9%**
Non-lending activities	Policy engagement	-	-	1	-	1	-
	Knowledge management	-	-	1	-	1	-
	Non-lending activities	-	1	-	1	2	-
	Partnerships	1	-	-	1	2	-
Subtotal		**1**	**1**	**2**	**2**	**6**	**13%**
Sustainability, scaling up, capacity-building	Replication and scaling up	1	-	-	-	1	-
	Sustainability	2	1	-	1	4	-
	Training and capacity-building	1	-	2	-	2	-
Subtotal		**4**	**1**	**2**	**1**	**8**	**18%**
Targeting and beneficiary participation	Beneficiary and stakeholder participation and consultation	-	1	-	-	1	
	Targeting	1	3	2	-	6	
Subtotal		**1**	**4**	**2**	**-**	**7**	**16%**
Technical and mainstreaming themes	Climate change	-	2	1	1	4	-
	Enterprise development	-	-	-	1	1	-
	Land tenure	-	1	-	-	1	-
	Markets and value chains	2	2	2	1	7	-
	Nutrition	-	1	-	-	1	-
	Rural finance	-	-	-	1	1	-
Subtotal		**2**	**6**	**3**	**4**	**15**	**33%**
Total		**9**	**16**	**9**	**11**	**45**	**100%**

List of project-level evaluations, by date of entry into force, closing date and evaluation date

Project	*Country*	*Date of effectiveness*	*Loan closure date*	*Project completion report date*	*Evaluation date*
Support to Agricultural Development and Rural Entrepreneurship Programme	Senegal	Oct-11	Dec-19	Dec-19	Sep-21
Village Development Programme	Indonesia	Mar-09	Jun-19	Jun-19	Feb-22
Horticultural Support Project	Uzbekistan	Dec-13	Jun-20	Sep-19	Nov-21
Average		**Dec-12**	**Dec-19**	**Jun-19**	**Nov-21**

Follow-up to IOE comments on the 2022 RIDE

1. IOE endorsed the overview of performance presented in the 2022 RIDE, summarizing progress made against the Results Management Framework for IFAD11 (RMF11) indicators. IOE also expressed appreciation for the collaboration on methodological alignment between the IOE's Annual Report on the Independent Evaluation of IFAD (ARIE) and the RIDE. The following paragraphs present Management's feedback on IOE's comments.

2. **Data collection and monitoring progress in COVID-19 times.** IOE noted the RIDE's finding that beneficiaries' income increased. Given the challenges to in-person supervision missions in 2020 and 2021, IOE suggested that Management indicate the dataset used, along with the considerations taken into account to ground-truth the data. The finding that beneficiaries' income increased is based on the IFAD11 Impact Assessment Report, which indicates that the 96 projects closed during IFAD11 collectively increased the income of 77.4 million beneficiaries by at least 10 per cent. Throughout IFAD11, Management provided the Evaluation Committee with regular updates on the preparation status of the IFAD11 impact assessment (IA), including challenges encountered in collecting data during the COVID-19 pandemic and the solutions applied.[34] The final IFAD11 IA report[35] elaborates on the data collection process applied and the methodology employed for the estimate. For example, the IA report describes the survey instruments designed to comply with country-level restrictions due to COVID-19 and divides such instruments into three different categories: (i) gold standard survey instrument; (ii) IA light survey, consisting of a shorter version of the gold standard survey, including less detailed questions; and (iii) endline survey instruments, which involve data directly collected by project management units and tend to have even less detail than IA light surveys.

3. **Sources of performance ratings.** As a follow-up to unresolved issues from the 2021 RIDE, IOE reiterated that using ratings from independent evaluations would help the RIDE conform to standard international practices and lend more credibility to its reporting. In response, Management clarifies that the RIDE is structured around indicators and targets established in consultation with Member States in the corresponding RMF, with very limited space and scope for examining additional indicators. To assess project performance at completion, the RMF11, which served as the basis for the 2020, 2021 and 2022 RIDEs, used 11 indicators: 2 from IOE's independent evaluations and 9 from IFAD's self-evaluation (project completion reports [PCRs]). RMF12, which is the basis for the 2023, 2024 and 2025 RIDEs, uses 11 indicators, 1 from IOE's independent evaluations and 10 from IFAD's PCRs. Therefore, IOE ratings are partially included in the RMF. As RMF12 indicators have been agreed upon with Member States, they cannot be modified at this point.

4. RIDE reports on all RMF indicators (including IOE ratings listed in the RMF). In particular, RIDE analysis ratings from PCRs of operations closed in the three years prior to the report and project supervision reports (PSRs) from the first quarter of the year. This allows the RIDE to keep a focus on lessons learned from recently closed operations and apply them to new projects and country strategies. It also allows the RIDE to identify implementation bottlenecks from the ongoing portfolio to inform Management's corrective action. In other words, the RIDE's focus on short-term performance is key to IFAD's adaptive management approach. The ARIE complements the RIDE by offering a longer-term analysis based on independent evaluation findings. Both documents focus on accountability and learning but offer different, mutually reinforcing perspectives. RIDE and ARIE

[34] See: EC 2020/109; EC 2021/112; EC 2022/116.
[35] EB 2022/136/R.8.

findings, where comparable, are aligned, as can be seen from Management's response to the 2021 and 2022 ARRIs.

5. IOE will present the findings of its independent review of the RMF12 during the 123rd session of the Evaluation Committee. Management and IOE will discuss the lessons learned from IFAD12 with Member States, including the opportunity to maintain indicators from independent evaluations. The independent review and feedback received from Member States will feed into the update of the RMF for the IFAD13 period.

6. **Identifying and managing risks to future programme delivery and performance.** IOE also reiterated that Management should assess the immediate- and intermediate-term risks to operational performance and the delivery of IFAD12 commitments posed by ongoing decentralization processes and the mobility framework. Beginning in 2022 and pursuant to the RMF12, Management began measuring decentralization effectiveness. This new indicator is based on ICO Survey questions about whether IFAD staff and offices in the field are well-equipped, able and adequately empowered to deliver the expected results to enhance IFAD's impact on the ground. In the IFAD12 mid-term review,[36] the Fund provided a comprehensive report on preliminary progress against IFAD12 commitments, as well as RMF12 indicators and targets met in 2022. The IFAD12 mid-term review also provided a candid assessment of the likelihood of meeting commitments by 2024, leveraging the IFAD12 business model and the operational pillars of proximity (implemented through decentralization) and adaptive management. The RIDE 2023 also reports on decentralization progress and effectiveness through the corresponding RMF12 indicators and provides an overview of results delivered in the context of Decentralization 2.0.

[36] IFAD13/1/R.2/Rev.1.