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## **2025 President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)**

### **Comments by the Independent Office of Evaluation of IFAD**

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#### **FOR: REVIEW**

**Action:** The Evaluation Committee is invited to review the comments of the Independent Office of Evaluation of IFAD on the 2025 President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA).

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#### **Technical questions:**

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### **Comments by the Independent Office of Evaluation of IFAD**

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## **2025 President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)**

### **Comments by the Independent Office of Evaluation of IFAD**

1. In accordance with the Revised IFAD Evaluation Policy,<sup>1</sup> the Independent Office of Evaluation of IFAD (IOE) provides comments on the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) for consideration by the Evaluation Committee and the Executive Board.
2. Evaluation recommendations aim to strengthen IFAD's ability to achieve development results in an effective, efficient and sustainable manner. The implementation of evaluation recommendations is an important milestone in IFAD's use of evaluations to satisfy its accountability for achieving development results. IOE welcomes the PRISMA as an important instrument in IFAD's evaluation architecture for promoting accountability. It analyses the implementation status of evaluation recommendations and organizational learning by identifying recurrent findings emerging from these evaluations.
3. **Follow-up to earlier IOE comments on the PRISMA: Online PRISMA.** In response to the 2020 Report on IFAD's Development Effectiveness (RIDE), IOE recommended transforming the PRISMA into a real-time online database accessible to all. Management launched a web-based Management response tracking system at the beginning of 2024. This is a worthy effort to promote the use of evaluations. As this web-based tracking system has been expanded to track Management's response to all evaluations in real time, it renders IFAD's performance in responding to evaluations more transparent, promotes learning and aligns IFAD with the practices of other international financial institutions and most United Nations agencies with a portfolio size similar to IFAD's.
4. To enhance thematic learning and evidence-based decision-making for the Fund, IOE recommends upgrading the online PRISMA tracker. The current search function can filter out recommendations using a tag search but does not allow for synthesis across recommendations, limiting its usefulness. IFAD could explore an interactive chatbot interface, powered by its internal large-language-model entity, to let staff query evaluation lessons in plain language and download tailored digests for country strategic opportunities programme (COSOP) design or supervision missions. Integrating artificial intelligence (AI) would make it possible to extract comprehensive lessons around themes from all or a subset of recommendations, turning the tracker into a dynamic knowledge base to inform the design and implementation of IFAD operations and COSOPs. A robust validation mechanism must accompany these efforts to ensure the quality and accuracy of AI-generated outputs. IOE appreciates Management's inclusion of sub-recommendations for this year's PRISMA, improving transparency. Moreover, IOE again recommends that IFAD decentralize monitoring and evaluation (M&E) to boost real-time tracking and learning, which will require greater field-level capacity.
5. **Coverage of the 2025 PRISMA.**<sup>2</sup> The 2025 PRISMA presents the implementation status of 69 recommendations from 12 evaluations. These include: (i) three project performance evaluations (PPEs) completed during the period 1 July 2023 to 30 June 2024; (ii) seven country strategy and programme evaluations (CSPEs); (iii) one project cluster evaluation (PCE) on non-lending activities in fragile situations; and

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<sup>1</sup> Document EB 2021/132/R.5/Rev.1.

<sup>2</sup> Each year, the PRISMA covers selected recently completed evaluations; for instance, the 2025 PRISMA covers evaluations from 1 July 2023 to 30 June 2024 and selected earlier evaluations to track follow-up.

(iv) one corporate-level evaluation (CLE) on IFAD's decentralization. The set of evaluations reviewed includes nine new evaluations and follow-up on one CLE and two CSPEs.<sup>3</sup>

Table 1  
Evaluation coverage of the 2025 PRISMA

<i>Evaluation</i>		<i>Month and year of completion</i>	<i>Number of recommendations for which follow-up was reported in the 2025 PRISMA</i>
1	CLE on IFAD's decentralization experience	May 2023	5
2	PCE on rural finance in the East and Southern Africa Region	March 2024	5
3	CSPE China	Sept 2023	18
4	CSPE Colombia	June 2023	12
5	CSPE Eswatini*	Feb 2022	2
6	CSPE Guinea-Bissau	June 2023	5
7	CSPE Indonesia*	July 2022	5
8	CSPE Malawi*	Sept 2022	3
9	CSPE Uzbekistan*	July 2022	3
10	PPE Egypt	Feb 2023	3
11	PPE Lao People's Democratic Republic	April 2023	4
12	PPE Togo	Oct 2022	4
<b>Total recommendations</b>			<b>69</b>

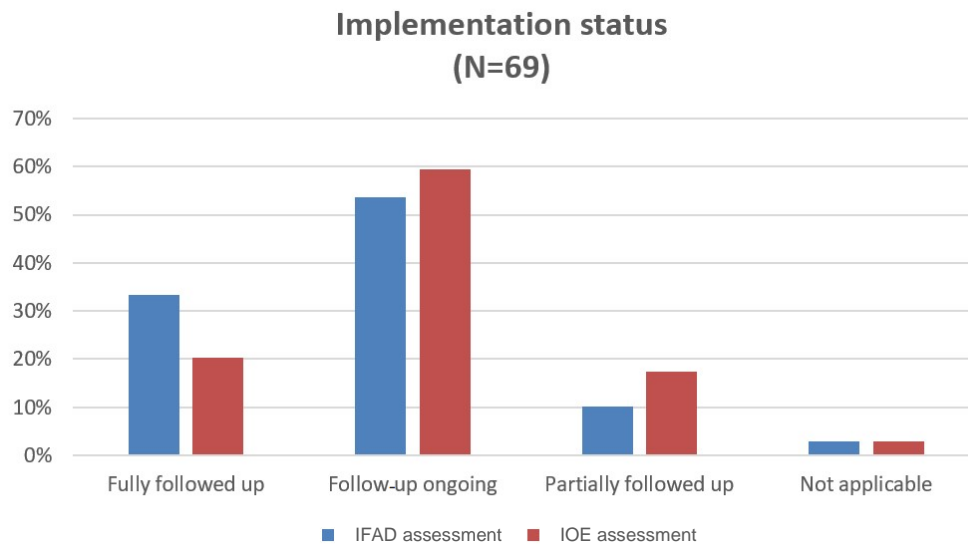
\*Historical follow-up – CSPE (recommendations included in the analysis). This PRISMA does not follow up on all the recommendations in the CSPE.

Source: 2025 PRISMA dashboard.

6. **Full Management uptake.** IFAD Management agreed with all of the 69 evaluation recommendations included in PRISMA (100 per cent). This high uptake of IOE recommendations shows Management's commitment to learning and correcting course based on evaluative evidence. The complete uptake of recommendations, moreover, may reflect IOE's strengthened evaluation processes for engaging with Management.
7. **Follow-up to recommendations: Self-assessment and IOE verification.** As required by the evaluation policy, IOE validates IFAD's self-assessment of the status of the follow-up to the recommendations presented in the PRISMA. This is a critical part of IOE's comments, as it relates to IFAD's action on recommendations. Figure 1 summarizes the validation of the 2025 PRISMA.

<sup>3</sup> The implementation status of project-level evaluation recommendations is reviewed only once, that of the CSPEs twice (there is one follow-up after the initial coverage), while the implementation status of CLEs/thematic evaluations is reviewed until all recommendations are fully implemented (or become inapplicable).

Figure 1  
IOE validation of the implementation status of recommendations (2025 PRISMA)



Source: IOE analysis and the 2025 PRISMA.

8. **In summary**, figure 1 shows the following:

- IFAD deemed 23 of the 69 recommendations fully followed up (33 per cent), while the IOE review found 15 (22 per cent) to be fully followed up.
- As a result, a higher number of recommendations was deemed by IOE as ongoing or partially followed up – 41 as ongoing (59 per cent versus 54 per cent by IFAD), and 11 as partially followed up (16 per cent versus 10 per cent by IFAD).
- In assessing IFAD's actions, IOE found that 7 of the 69 responses (10 per cent) did not fully address the issues flagged in the evaluation recommendations and downgraded their status from fully followed up to partially followed up.

9. Table 2 presents a comparison of key indicators in the recent PRISMAs (2020–2025).

Table 2  
Comparison of recent PRISMAs 2020–2025

		2020 PRISMA	2021 PRISMA	2022 PRISMA	2023 PRISMA	2024 PRISMA	2025 PRISMA
1	Number of evaluations considered	16	12	13	12	17	12
2	Number of recommendations considered	67	48	69	59	70	69
3	Percentage of recommendations accepted	97	100	94	100	96	100
4	IFAD estimate of the share of recommendations fully implemented (percentage)	60	65	67	53	40	33
5	IOE determination of the share of recommendations fully implemented (percentage)	50	58	64	47	26	22
6	Percentage of recommendations not fully addressing the issues raised by the evaluation (IOE determination)	21	14.5	3	7	7	10

Source: Executive Board documents on PRISMA reports and IOE comments on those reports.

10. **In summary**, table 2 shows the following:

- (i) The percentage of recommendations assessed as fully implemented by IOE increased during 2020–2022 (from 50 to 64 per cent) and fell sharply from 2023 to 2025 to 22 per cent. Thus, closer attention and follow-up are needed from Management.
- (ii) The proportion of Management actions not fully aligned with the underlying recommendations in 2025 is 10 per cent. This figure represents a slight increase since the rate of 7 per cent observed in 2023–2024.
- (iii) The gap between the IFAD determination of fully implemented status and IOE's assessment has recently widened (2023, 2024, 2025).

## A. Ongoing follow-up action that may require further review

11. IOE notes the higher share of recommendations not fully addressing the issues raised by evaluations from 7 per cent in 2023 and 2024, to 10 per cent in 2025 (see table 2). In this context, IOE offers the following comments to improve the alignment between Management actions and the changes put forward by evaluation recommendations.

### Responses that do not fully address the issues raised by recommendations

12. In the case of the following three recommendations, IOE flagged IFAD responses that did not address the changes sought by the evaluation. Please find below.
13. The CLE recommended (recommendation 3) that IFAD propose ways to enhance the prioritization, guidance and support for non-lending activities. These measures should acknowledge the limitations of current approaches, explore options for more predictable and dedicated funding and ensure stronger, more structured Department for Country Operations (DCO) involvement. Although non-lending activities are increasingly integrated into country strategies, IFAD has not yet implemented separate funding mechanisms to support them.
14. Recommendation 2 of the CSPE China called on IFAD to focus the 2025 COSOP around the Fund's comparative advantage in environmental sustainability and climate change resilience while enhancing IFAD's positioning in those areas around

knowledge-sharing and South-South and Triangular Cooperation. While follow-up actions show that the 2025 COSOP is devoted to carbon neutrality in IFAD's future projects, no mention is made of arrangements to distil lessons for other countries or of value-chain operators in carbon markets functioning in rural communities.

15. Recommendation 2 of the CSPE Malawi (historical round), stated that the new COSOP should include a clear strategy on how it will enhance the impact of successful practices, support a coherent roll-out across districts and use the lessons learned to enhance the effectiveness and impact of upcoming initiatives and operations. While the Sustainable Agricultural Production Programme Phase II (SAPP II) considers some of the recommendations presented by this CSPE, aspects such as rolling out good practices, enhancing institutional mechanisms, reviewing the performance of new initiatives and monitoring the adoption of practices promoted through loans and grants are not specifically considered in the responses provided to the recommendations of the CSPE Malawi. There is limited evidence on how new or ongoing projects, including SAPP II and the Transforming Agriculture through Diversification and Entrepreneurship Programme (TRADE), have taken such recommendations into account, building on the experiences of earlier and recent loans and grants.

## **B. Conclusion**

16. The 2025 PRISMA remains central to IFAD's evaluation architecture. However, the declining share of IOE-verified "fully implemented" recommendations, which has dropped sharply in recent years, calls for renewed attention. This trend underscores the need for strengthened M&E capacity, clearer accountability mechanisms and more systematic follow-up to ensure that agreed actions translate into tangible results. Looking ahead, PRISMA can evolve into a knowledge engine that facilitates organizational learning by leveraging AI. Natural language processing could cluster recommendations and extract cross-cutting lessons, while predictive tools might flag delays and generate alerts. AI use should follow sound data governance and retain human oversight. Finally, decentralizing M&E and investing in field-level data capture will heighten the credibility of self-assessments and enable the granular inputs to complement AI. An AI-enabled, real-time PRISMA dashboard, coupled with stronger decentralized capacity, can help translate evaluative evidence into greater organizational learning and swifter action.