
2026 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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Technical questions:

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2026 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,¹ 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. Implementing evaluation recommendations is an important milestone in IFAD's use of evaluations to fulfil its accountability for achieving development results. IOE welcomes the PRISMA as an important instrument within IFAD's evaluation architecture for promoting accountability. It analyses the status of implementation of evaluation recommendations and organizational learning by identifying recurring findings emerging from these evaluations.
3. **Follow-up to earlier IOE comments on the online PRISMA.** IOE welcomes the continued operation of the web-based Management response tracking system, established in 2024 in response to its recommendation to transform PRISMA into a real-time online database. This is a worthy effort to promote the use of evaluations. Its expansion to track Management's responses to all evaluations in real time enhances the transparency of IFAD's follow-up to evaluation recommendations, promotes organizational learning and aligns IFAD with practices adopted by other international financial institutions and comparable United Nations organizations. IOE reiterates its 2025 recommendation to further develop the online PRISMA tracker to support thematic learning and evidence-based decision-making, including through enhanced search, synthesis and knowledge-extraction functionalities.
4. **Coverage of the 2026 PRISMA.**² The 2026 PRISMA presents the implementation status of 113 recommendations from 17 evaluations, up from 69 recommendations from 12 evaluations in 2025, a 64 per cent and 41 per cent increase, respectively. Of these, 69 are reported for the first time and 44 are under historical follow-up, reflecting both increased evaluation coverage and more recommendations requiring extended follow-up. These include: (i) four project performance evaluations (PPEs) completed during the period 1 July 2024 to 30 June 2025; (ii) seven country strategy and programme evaluations (CSPEs); (iii) two thematic evaluations (TEs); (iv) two corporate-level evaluations (CLEs); and (v) two subregional evaluation evaluations (SREs).

¹ [EB 2021/132/R.5/Rev.1](#).

² Each year, the PRISMA covers selected evaluations completed recently: for instance, the 2026 PRISMA covers evaluations from 1 July 2024 to 30 June 2025 and selected earlier evaluations to track follow-up.

Table 1
Evaluation coverage of the 2026 PRISMA

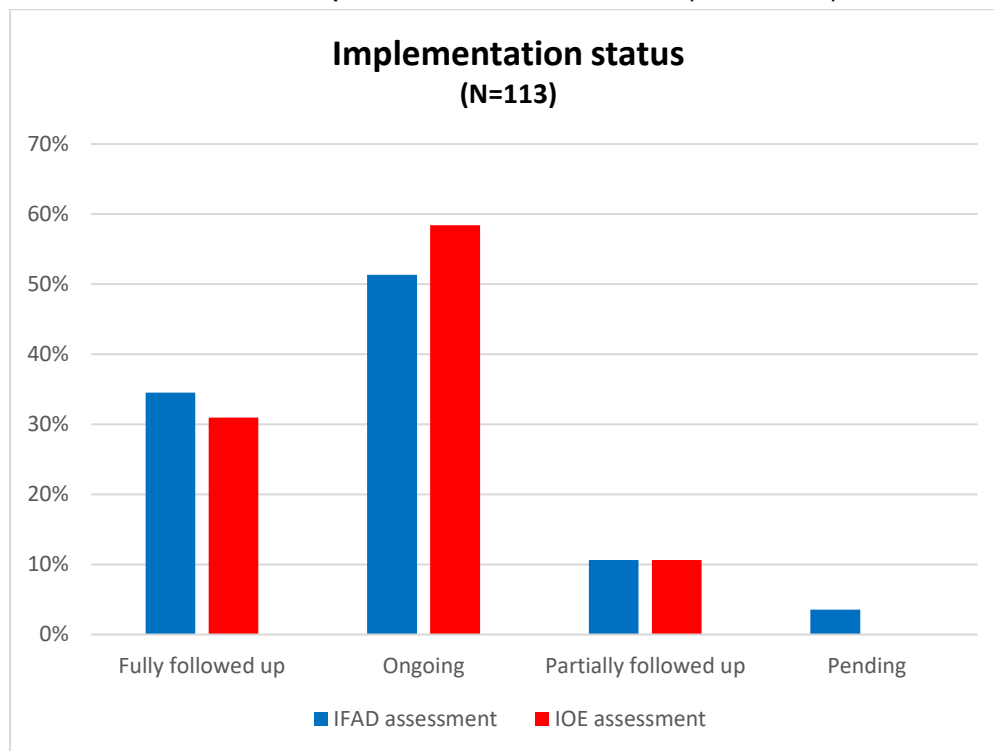
<i>Evaluation</i>		<i>Month and year of completion</i>	<i>Number of recommendations for which follow-up was reported in PRISMA 2026</i>
1	CLE on IFAD's knowledge management practices in IFAD	Dec 2024	14
2	CLE on IFAD's support to innovations for inclusive and sustainable smallholder agriculture*	Sept 2020	5
3	CSPE Ethiopia	Sept 2024	5
4	CSPE Kyrgyzstan	July 2024	4
5	CSPE Rwanda	Feb 2025	5
6	CSPE Türkiye	Feb 2024	4
7	CSPE China*	Sept 2023	12
8	CSPE Colombia*	June 2023	12
9	CSPE Guinea-Bissau*	June 2023	5
10	SRE of IFAD's experience in the Dry Corridor of Central America	Aug 2024	5
11	SRE of countries with fragile situations in IFAD-WCA. Learning from experiences of IFAD's engagement in the G5 Sahel countries and northern Nigeria*	March 2023	4
12	TE on IFAD's support to gender equality and women's empowerment	March 2025	15
13	TE of IFAD's support for smallholder farmers' adaptation to climate change*	May 2023	6
14	PPE Solomon Islands: Rural Development Programme – Phase II	Jan 2025	4
15	PPE Bosnia and Herzegovina: Rural Competitiveness Development Programme	April 2025	4
16	PPE Cabo Verde: Rural Socioeconomic Opportunities Programme	May 2025	5
17	PPE Chad: Project to Improve the Resilience of Agricultural Systems in Chad	May 2025	4
Total recommendations			113

*Historical follow-up.
Source: 2026 PRISMA dashboard.

5. **Full management uptake.** IFAD Management fully agreed with 89 evaluation recommendations included in PRISMA (79 per cent) and partially agreed to 24 of the recommendations (21 per cent). This universal uptake of IOE recommendations indicates Management's commitment to learn and correct course based on evaluative evidence. A substantial share of the partially agreed recommendations stem from TEs and CLEs.

6. **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 2026 PRISMA.

Figure 1
IOE validation of the status of implementation of recommendations (2026 PRISMA)



Source: IOE analysis and the 2025 PRISMA.

- IFAD assessed 39 of the 113 recommendations as fully followed up (35 per cent), while the **IOE** review found 35 recommendations (31 per cent) to be fully followed up.
 - As a result, a slightly higher number of recommendations was deemed by **IOE** as ongoing - 66 compared to 58 by IFAD (58 per cent versus 51 per cent respectively). Both IFAD and IOE classified 12 recommendations as partially followed up (11 per cent).
 - In assessing IFAD's actions, **IOE** found that 9 of the 113 responses (8 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.
7. The differences between Management's self-assessment and IOE's verification also point to scope for greater clarity and consistency in the application of recommendation-status categories. In particular, the distinction between "ongoing" and "partially followed up" could be further specified, while a "fully followed up" status should, where relevant, be supported by evidence that the intended change has been operationalized. Clearer definitions and minimum evidence requirements would support more consistent self-assessment, independent verification and comparison over time.

8. Table 2 presents a comparison of key indicators in the recent PRISMAs (2020–2026).

Table 2
Comparison of recent PRISMAs 2020–2026

		2020 PRISMA	2021 PRISMA	2022 PRISMA	2023 PRISMA	2024 PRISMA	2025 PRISMA	2026 PRISMA
1	Number of evaluations considered	16	12	13	12	17	12	17
2	Number of recommendations considered	67	48	69	59	70	69	113
3	Percentage of recommendations accepted	97	100	94	100	96	100	100
4	IFAD estimate of the share of recommendations fully implemented (percentage)	60	65	67	53	40	33	35
5	IOE determination of the share of recommendations fully implemented (percentage)	50	58	64	47	26	22	31
6	Percentage of recommendations not fully addressing the issues raised by the evaluation (IOE determination)	21	14.5	3	7	7	10	8

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

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

- (i) The percentage of recommendations that are **assessed as fully implemented by IOE** showed a positive trend between 2020 and 2022 (from 50 per cent to 64 per cent) and dropped sharply from 2023 to 2025, to 22 per cent. In 2026 there has been a positive increase to 31 per cent, showing some improvements. As such, closer attention and follow-up are needed from Management.
- (ii) The proportion of Management actions not fully aligned with the underlying recommendations in 2026 is 8 per cent. This figure presents a slight decrease after an increase observed in 2025.
- (iii) The gap between the IFAD determination of fully implemented status and IOE's assessment has narrowed in 2026, after an increase in 2023, 2024 and 2025.

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

10. IOE notes that the share of recommendations for which Management's actions did not fully address the issues raised by evaluations declined to 8 per cent in 2026, from 10 per cent in 2025, although it remains slightly above the 7 per cent recorded in 2023 and 2024 (see table 2 above).

Responses that do not fully address the issues raised by recommendations

11. The following three recommendations illustrate cases where IOE considers that Management's follow-up did not fully address the changes sought by the evaluation. IOE's verification draws on Management's evidence and, where available, subsequent evaluations; the cases are therefore illustrative rather than exhaustive.
12. Recommendation 2 of the SRE of IFAD's experience in the Dry Corridor of Central America called for an integrated territorial approach combining resilient family farming, engagement of local actors, diversified rural employment, agrifood innovation and the integration of traditional and modern knowledge. The Project for the Economic and Social Inclusion of Small Rural Producers in the North-East Honduras (PROINORTE), Strengthening Innovation, Resilience and Sustainability of

Agrifood Systems in North Central Honduras (INNOVASAN) and the Programme for the Sustainable, Inclusive and Nutritional Economic Development of Rural Areas in El Salvador (Rural Adelante 2.0) incorporate several of these elements. Yet, the Honduras CSPE found that coordination among local institutions, municipalities, community organizations and private actors remains uneven, and that climate, production, market and institutional dimensions are not yet systematically integrated at territorial level. In El Salvador, evidence of support to the wider non-farm economy remains limited, while traditional knowledge is not yet a central feature of the innovation approach.

13. Recommendation 5 from the SRE of IFAD's experience in the Dry Corridor of Central America called on IFAD to reaffirm its leadership by facilitating innovative solutions, knowledge exchange and South-South cooperation; coordinating with international, subregional and national partners; and supporting the institutionalization of project approaches within public agencies. The scale of IFAD's portfolios, the approval of PROGRESAR Rural, emerging South-South cooperation initiatives and IFAD's involvement in Honduras's forthcoming hunger eradication strategy confirm its continued strategic relevance. Yet, the Honduras CSPE identified continuing weaknesses in country presence, knowledge management, policy dialogue and institutional continuity, while in El Salvador there is limited evidence of stronger coordination and positioning within the broader development-partner architecture or of project approaches being institutionalized within public programmes.
14. Recommendation 1(d) of the CLE on knowledge management practices proposed that communities of practice be used more systematically to support innovation and learning and that their performance be monitored. While Management reports 10 active group-based communities of practice involving more than 3,500 members, together with workshops and peer-learning activities, the response mainly demonstrates their presence and level of activity but provides limited evidence of consolidated reporting and systematic tracking to assess their added value, identify inactive or duplicative communities of practice, and inform decisions on their continuation. More systematic performance monitoring is still being introduced, and these arrangements are expected to be addressed through the IFAD knowledge agenda.

B. Conclusion

15. The 2026 PRISMA remains central to IFAD's evaluation architecture and shows encouraging progress in the implementation of evaluation recommendations. The share of recommendations assessed by IOE as fully followed up increased from 22 per cent in 2025 to 31 per cent in 2026, the gap between Management's self-assessment and IOE's verification narrowed, and the proportion of responses not fully addressing the issues raised by evaluations slightly decreased from 10 to 8 per cent. Nevertheless, most recommendations remain under implementation, and the cases highlighted above demonstrate the need for continued attention to ensure that follow-up actions address all substantive elements of recommendations and are supported by adequate evidence. Looking ahead, further development of the online PRISMA, particularly its capacity to synthesize lessons across evaluations, support evidence-based operational decision-making, and refine and clarify the definitions and application of recommendation-status categories, would strengthen organizational learning and help translate evaluation findings into sustained improvements in IFAD's policies and operations.