
2026 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 2026 President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA).

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Executive summary

1. The President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) is Management's main instrument for reporting follow-up on recommendations issued by the Independent Office of Evaluation of IFAD (IOE).
2. **The 2026 PRISMA covers 17 evaluations and 113 recommendations.** This comprises 11 evaluations published between July 2024 and June 2025, with 69 recommendations reported for the first time, and 6 evaluations under historical follow-up, with 44 outstanding recommendations, jointly selected by IOE and Management and spanning a broad range of strategic and operational themes.
3. **The diversity and increasing complexity of recommendations reflect the evolving nature of IFAD's portfolio,** which combines lending and non-lending activities and encompasses fragile contexts, climate adaptation, institutional strengthening and long-term policy engagement. The online PRISMA tracker¹ provides detailed information on recommendations, follow-up actions and implementation status, with search functions by country and theme. The PRISMA dashboard² complements this with aggregated and customizable reporting.
4. **Management agreed to the 113 recommendations included in this year's sample.**³ It fully agreed to 89 of the recommendations and partially agreed to 24.
5. Management completed follow-up action on 35 per cent (39 of the recommendations). The remaining 65 per cent (74 recommendations) are ongoing, partially followed up or pending.
6. **The analysis conducted for this year's PRISMA confirms Management's continued commitment to evaluation follow-up, while also highlighting the more strategic, multidimensional and medium- to long-term nature of the recommendations.** Follow-up increasingly requires implementation across diverse operational contexts and over several programming cycles.
 - (i) **Follow-up on corporate-level, thematic and subregional evaluations** highlights IFAD's growing focus on knowledge management, institutional learning, innovation, climate resilience, gender equality and women's empowerment (GEWE), fragility-sensitive programming and adaptive implementation approaches. Partnerships, policy engagement, institutional coordination and organizational learning often remain ongoing due to their medium- to long-term nature.
 - (ii) **Follow-up at portfolio level, specifically on subregional evaluations, country strategy and programme evaluations and project performance evaluations,** continues to strengthen IFAD's strategic and operational approaches. This is done through improved targeting, an enhanced focus on climate resilience, inclusive value chains and private sector engagement, community-driven approaches and stronger support to women. Several recommendations have already been incorporated into country strategic opportunities programmes, and project designs under the Twelfth and Thirteenth Replenishments of IFAD's Resources (IFAD12 and IFAD13) and regional initiatives.
7. **The 2026 PRISMA highlights growing learning and institutional strengthening** around GEWE, targeting, climate resilience and knowledge

¹ <https://www.ifad.org/en/prisma-tracker>.

² <https://www.ifad.org/en/prisma-dashboard>.

³ Management disagreed with one recommendation from the corporate-level evaluation on IFAD's knowledge management practices, suggesting the creation of a full-time knowledge management specialist at regional level, given the zero real growth budget scenario. As this recommendation was not agreed upon, it is not reflected in the follow-up actions, nor included in this year's sample.

management, while also underscoring the increasingly complex and medium- to long-term nature of recommendations. Learning remains more gradual in areas related to non-lending activities, institutional coordination, policy engagement and long-term sustainability, reflecting the importance of adequate capacity to sustain effective implementation and follow-up.

8. Going forward, Management will continue to build the capacity of country teams to ensure learning from evaluation, while also strengthening quality of reporting. Management will also continue to engage with IOE to strengthen the relevance, prioritization, sequencing, resourcing and actionability of recommendations. This will avoid recommendations that are too broad or overly ambitious, and ensure that they align with country contexts and institutional capacities, so that evaluative evidence translates into sustained operational change.

2026 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 main instrument for reporting follow-up on recommendations arising from evaluations conducted by the Independent Office of Evaluation of IFAD (IOE). The PRISMA serves two complementary objectives:
 - (i) **Promoting accountability** through systematic follow-up on agreed recommendations; and
 - (ii) **Strengthening organizational learning** by identifying emerging strategic and operational issues across the portfolio.
2. **The current report mainly focuses on learning**, with accountability primarily delivered through the online tracker, as announced in the 2024 and 2025 PRISMA reports endorsed by the Evaluation Committee and the Executive Board.⁴ Section I provides a succinct overview of the follow-up status of recommendations, as well as a high-level summary of the main drivers behind progress or delays in implementing recommendations. Section II focuses on institution-wide trends on learning. This year's PRISMA also provides an overview of both strengths and areas of opportunity in enhancing the practical impact of recommendations.
3. **The online PRISMA tracker⁵ provides the detailed follow-up status** of individual recommendations, while the **PRISMA dashboard⁶** enables the visualization of aggregated statistics. IOE's comments on the 2025 PRISMA⁷ were reflected in the online PRISMA tracker and dashboard. Management has revised the follow-up status of recommendations included in the 2025 sample and strengthened quality control of follow-up narratives reported in the tracker.

I. Promoting accountability

A. Evaluation coverage and classification of recommendations

4. **Evaluations have expanded in scale and complexity, requiring enhanced follow-up efforts.** The 2026 PRISMA covers 17 evaluations, comprising 113 recommendations, 69 first-round recommendations published between July 2024 and June 2025, and 44 historical recommendations.⁸ This represents a 41 per cent increase in the number of evaluations, and a 64 per cent increase in the number of recommendations, compared with the previous edition. The evaluation sample is broader due to more evaluations being issued and the fact that more recommendations remained outstanding from previous reports. This marks a continued trend, already noted in previous PRISMAs, towards longer, more complex recommendations and longer follow-up action. In response to the increased volume and complexity of recommendations, Management mobilized additional workforce capacity and worked closely with country teams to support the validation and reporting process, ensuring the coherence of follow-up responses with each of the recommendations.

⁴ EB 2025/OR/11, para. 43; and EB 2024/OR/9, para. 50.

⁵ <https://www.ifad.org/en/prisma-tracker>.

⁶ <https://www.ifad.org/en/prisma-dashboard>.

⁷ EC 2025/130/W.P.6/Add.1.

⁸ Evaluations were jointly selected by Management and IOE. Outstanding historical recommendations refer to those on which Management had already reported follow-up in previous PRISMAs but that remained ongoing, pending and partially followed up in the previous 2024–2025 round.

5. **The evaluations included in the 2026 PRISMA comprise:**⁹

- (i) **Two** corporate-level evaluations (**CLEs**) on IFAD's support to innovations for inclusive and sustainable smallholder agriculture and on knowledge management (KM) practices in IFAD;
- (ii) **Two** subregional evaluations (**SREs**) on IFAD's experience in the Dry Corridor of Central America and on countries with fragile situations in West and Central Africa (WCA);
- (iii) **Two** thematic evaluations (**TEs**) on IFAD's support for smallholder farmers' adaptation to climate change and on IFAD's support to gender equality and women's empowerment (GEWE);
- (iv) **Seven** country strategy and programme evaluations (**CSPEs**), each focusing on the performance of a single country programme, covering China, Colombia, Ethiopia, Guinea-Bissau, Kyrgyzstan, Rwanda and Türkiye;
- (v) **Four** project performance evaluations (**PPEs**), each focusing on the performance of a specific investment project, respectively in Bosnia and Herzegovina, Cabo Verde, Chad and Solomon Islands.

6. **The 2026 PRISMA continues to strengthen transparency by reflecting sub-recommendations as standalone follow-up items in the online tracker.** This methodological approach, adopted in last year's PRISMA for the first time, improves the precision of implementation tracking and provides a closer representation of the scope and complexity of recommendations, particularly in CSPEs (e.g. China and Colombia) where single recommendations often combine numerous strategic and operational dimensions.

B. Overview of the implementation status¹⁰

Management's agreement on recommendations

- 7. **Management agreed to the 113 recommendations included in this year's sample. More specifically, it fully agreed with 89 and partially agreed with 24 of the 113 recommendations.** Management and IOE continued their constructive collaboration through the review of evaluations before they were finalized, contributing to a high level of agreement with the recommendations.
- 8. **A substantial share of the partially agreed recommendations stem from TEs and CLEs,¹¹ reflecting the need to adapt follow-up to corporate context and priorities, existing systems and resource limitations.** While Management broadly agreed with their underlying objectives, it proposed alternative implementation pathways considered more feasible or better aligned with available resources and operational and institutional context. This pattern is particularly evident in the TE on GEWE, which accounts for seven partially agreed recommendations out of a total of 15 recommendations. These called for stronger institutional support to gender mainstreaming, including enhanced accountability and incentive mechanisms. Management followed up by adopting a pragmatic approach, reinforcing gender integration through existing corporate and operational processes, quality assurance and results frameworks, rather than introducing additional mechanisms or metrics or committing up front to actions that may require further resources.

⁹ For a detailed breakdown, see annex II, table 1.

¹⁰ The online PRISMA tracker provides all the details on the follow-up status of each recommendation: <https://www.ifad.org/en/prisma-tracker>. The dashboard provides customizable statistics: <https://www.ifad.org/en/prisma-dashboard>.

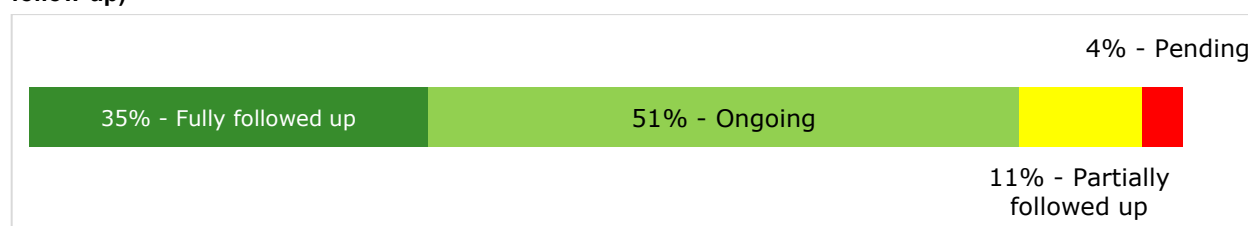
¹¹ Of the 24 partially agreed recommendations, 10 (40 per cent) came from TEs and 5 (21 per cent) from CLEs.

Implementation of recommendations and follow-up

9. **The share of recommendations classified as fully followed up in 2026 (39 recommendations or 35 per cent) is in line with 2025 (33 per cent).**¹² However, this follow-up is below the levels recorded in earlier years (e.g. 53 per cent in 2023 and 64 per cent in 2022). This reflects the increasingly complex and long-term nature of many recommendations, particularly those linked to institutional reforms, cross-cutting priorities and multi-year strategic initiatives requiring sustained implementation efforts over time.¹³
10. **The current implementation profile reflects both the evolving nature of recent recommendations and the institutional context in which they were issued.** Recommendations are increasingly strategic, multidimensional and long-term in nature, often addressing complex challenges whose implementation extends over multiple years and programming cycles, or depends at least partly on factors beyond IFAD's direct control. Follow-up has also been influenced by the timing of evaluations during IFAD's 2024–2025 corporate reorganization, including the recalibration process and the establishment of the Office of Development Effectiveness (ODE). Progress in several areas further depends on government ownership, partner engagement, sustained financing and implementation conditions in fragile and climate-vulnerable settings.

Figure 1

2026 PRISMA: Implementation status of evaluation recommendations (first-round and historical follow-up)



Source: PRISMA dashboard.

11. Follow-up takes longer to complete when recommendations include one or more of the following **characteristics**:
 - (i) **Involving substantial institutional reforms.** Follow-up in such cases entails organizational adaptation, changes in systems and practices, and implementation across multiple contexts and programming cycles. This is particularly evident for recommendations stemming from the CLEs on KM and innovation, and the TE on GEWE. Only two of the 29 recommendations from the CLE on KM and from the TE on GEWE were classified as fully followed up.
 - (ii) **Being issued during periods of organizational restructuring already partly addressing the issues detected in the evaluation.** Follow-up may be more gradual, require progressive fine-tuning or go in different directions during times of significant reform processes. This implies that attention, capacity and decision-making are focused on the broader institutional process. This was the case during the 2024–2025 period where the recalibration process and the launching of ODE affected the uptake and the pace of implementation of the recommendations of the CLE on KM and the earlier CLE on IFAD's support to innovation.
 - (iii) **Depending on third-party engagement.** Follow-up often remains ongoing when implementation depends on actions well beyond IFAD's direct control, including those that require significant and stable funding or decisions involving government agencies and other partners. This is particularly the case in areas such as KM, monitoring and evaluation (M&E), capacity

¹² Last year's PRISMA indicated 23 recommendations fully followed up out of a total of 69.

¹³ 2026 external peer review of IFAD's evaluation function (EPR).

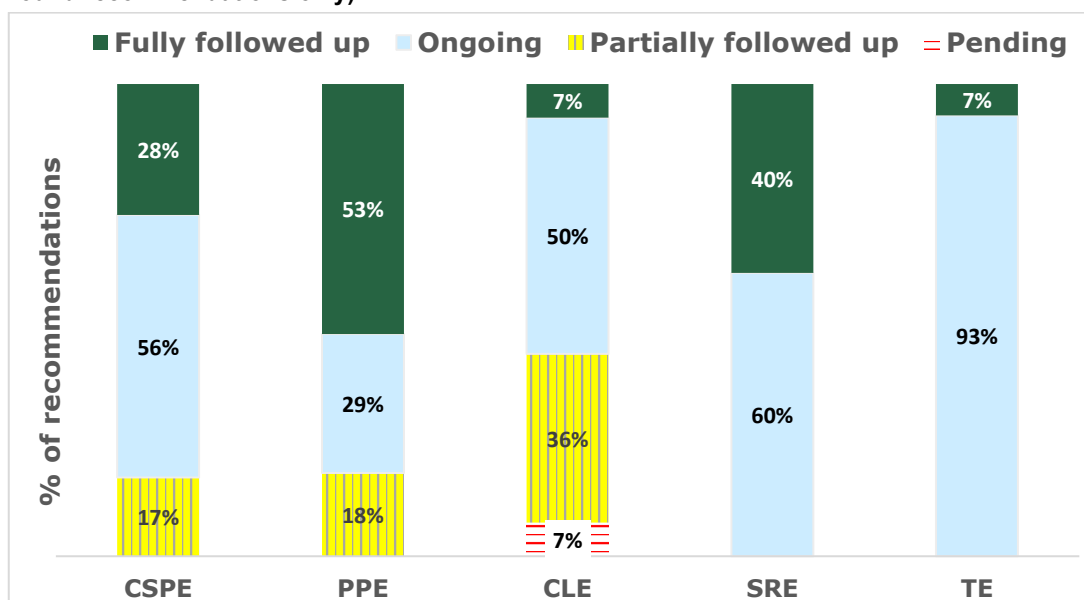
development, non-lending activities, or actions directed at promoting the sustainability of outcomes. For example, in **Bosnia and Herzegovina**, the Rural Competitiveness Development Programme (RCDP) PPE recommended establishing systems for tracking value chain performance and governance beyond the programme. The latter entails government-led institutionalization, clear mandates, financing and data ownership. Current follow-up is largely project-driven, pending full integration into government systems. **Rwanda** is strengthening government management information systems for better and results-oriented monitoring; this however represents a multi-year endeavour. **In Colombia**, capacity-building is being pursued through non-lending partnerships and South-South and Triangular Cooperation (SSTC). However, sustained resourcing and institutional anchoring are crucial to consolidate these efforts into a coherent, system-wide capacity-building offer.

- (iv) **Being implemented in fragile, politically volatile and climate-vulnerable contexts.** In these cases, follow-up is affected by instability and discontinuity of in-country support. This is reflected, for example, in the ongoing follow-up to recommendations from the **Guinea-Bissau CSPE and the SRE on countries with fragile situations in WCA**. In these cases, institutional coordination, resilience-building and policy engagement processes remain affected by political instability, limited institutional capacity and the need for sustained adaptive engagement across fragile contexts.

12. **Portfolio-level evaluations show a higher share of fully followed-up recommendations than more complex corporate-level recommendations** (see figure 2). This reflects the progressive integration of PPE and CSPE lessons into country strategic opportunities programmes (COSOPs),¹⁴ project designs and implementation approaches during IFAD12 and IFAD13. More than 50 per cent of the first-round PPE recommendations and close to 30 per cent of the CSPE recommendations were fully followed up.

Figure 2

2026 PRISMA: Implementation status of evaluation recommendations, by evaluation type (first-round recommendations only)



Source: PRISMA dashboard.

¹⁴ The EPR report found that the direct use of IOE conclusions and recommendations in country strategy formulation has substantially increased in recent years.

II. Internalizing learning

13. **This year's evaluation sample shows a prevalence of recommendations focusing on GEWE and KM, stemming from the respective CLE and TE but also from portfolio-level evaluations.** Other recurring themes were targeting, natural resource management and climate change adaptation, and programme management and M&E.¹⁵ Figure 3 illustrates a classification of the 69 first-round recommendations considered in this year's PRISMA by thematic focus.

Figure 3

2026 PRISMA: Number of first-round recommendations, by thematic focus



Source: Elaboration of data from PRISMA dashboard.

Box 1

Key learning elements distilled from 2024–2025 independent evaluations

- Recommendations on GEWE helped improve guidance, responsibilities and tools for better performance at operational level. Recommendations also supported comprehensive strategies to enhance women's access to high-value-added activities and community dialogue on gender roles, among others.
- Learning from CSPEs and PPEs suggests that target groups become more resilient to climate shocks and results are more sustainable when climate action is designed as an integrated investment package.
- KM is becoming more operational and results-oriented with closer integration of learning, evidence use and institutional functions under ODE; however, institutional change and uptake at country level is still ongoing.
- Policy engagement is more effective when it is anchored in a few, feasible priority themes coherent with the country context, focused in areas where IFAD has a demonstrated added value in the country and promoted through partnerships and multi-stakeholder platforms linked to national processes.

A. Areas where Management successfully leveraged learning from independent evaluations

14. **Findings from the TE on GEWE prompted a shift towards more coherent and operationally clear gender architecture and guidance to strengthen performance.** IFAD has put on hold the recommendation on reviewing its Policy on Gender Equality and Women's Empowerment. Instead, Management prioritized the development and operationalization of the Gender Action Plan (GAP) 2026–2031, as a more practical vehicle to articulate pathways for change at operational level. The GAP sets out stronger strategic guidance, and monitoring and reporting systems, to capture GEWE results. It also more clearly defines roles, responsibilities and coordination mechanisms, including through updated terms of

¹⁵ Further details on themes are provided in annex III and the PRISMA dashboard.

reference for gender focal points and strengthened coordination across headquarters, regional and country teams. The GAP will be complemented by the forthcoming revised gender toolkit, strengthening internal systems, practices and capacities.

15. **Independent evaluation helped to move beyond sectoral gender approaches towards more comprehensive strategies that address underlying constraints to advance GEWE outcomes.** Following IOE recommendations, IFAD introduced more deliberate targeting of women and girls facing intersecting vulnerabilities across country portfolios. It also fostered facilitation and hands-on support for behaviour change, and the integration of comprehensive gender-transformative methodologies. **In Ethiopia**, portfolio implementation is increasingly oriented towards strengthening women's leadership and decision-making in community institutions and deepening financial inclusion arrangements. **Kyrgyzstan** has moved beyond the quota-based approaches of the past to a more structured approach that embeds gender-transformative methods and productive inclusion measures, strengthening women's access to higher value-added activities and diversified livelihoods. **In Cabo Verde**, follow-up similarly combined women's engagement in income-generating activities, reduction of women's workload through infrastructure and labour-saving investments, and the involvement of men through the Gender Action Learning System (GALS), community dialogue and reflection on gender roles.
16. **Following CSPE and PPE recommendations, IFAD has improved its targeting approach** by applying more comprehensive measures and granular data-driven diagnosis to direct the investments towards the most disadvantaged areas and groups. For example, **Chad** improved its targeting approach by taking local social structures and power dynamics more explicitly into account and tailoring assistance by social category and economic activity. In **Kyrgyzstan**, the recommendation to deepen rural poverty and livelihoods analysis prompted the development of disaggregated diagnostics and poverty/climate-vulnerability indicators to prioritize the most disadvantaged areas in new projects, while also diversifying the focus beyond livestock into other income opportunities for reaching a larger range of vulnerable groups. The CSPE helped unveil the fact that fragmentation of localized systems and high turnover within public administration affect progress and require sustained institutional support. In **Türkiye**, the new COSOP followed the CSPE's recommendations by scaling up support to women-led cooperatives and engaging men and boys to address restrictive social norms and strengthen women's role in household decision-making.
17. Learning from CSPEs and PPEs suggests that **target groups become more resilient to climate shocks and results are more sustainable when climate action is an integrated investment package** – rather than a collection of standalone activities – linking natural resource management, livelihoods and institutional capacity. In **Ethiopia**, this approach, promoted through the CSPE, has enhanced resilience-building in fragile and climate-vulnerable areas through coordinated investments in rangeland and watershed management, small-scale irrigation, sustainable land and water use, and stronger community-based institutions and partnerships. In **Chad**, PPE recommendations led IFAD to integrate water and soil fertility management into planned investments, complemented by additional climate finance under the enhanced Adaptation for Smallholder Agriculture Programme (ASAP+) and expanded support for agroecology and land restoration, including criteria that steer financing towards green and nature-based microprojects.

B. Areas where follow-up is in progress

18. As mentioned in section I, recommendations involving substantial institutional reforms, or those to be implemented through third-party systems, often require longer implementation timelines.

19. **Management has taken substantial steps to turn knowledge into better operational performance and enhanced impact on the ground,¹⁶ but reaching the desired goal requires a longer-term institutional process.** Anchoring the KM function within ODE is intended to support this objective. This institutional consolidation reinforces synergies between evidence generation, learning and results measurement aiming at producing knowledge grounded in results and impact, and better alignment with operational and corporate needs. However, the process remains ongoing, as the new institutional set-up is progressively translated into consolidated knowledge and learning systems.
20. **Progress continues in consolidating and promoting an effective use of KM in portfolio agendas.** The latter requires a continuous process involving capturing but also curating and using the knowledge systematically to inform operational design, implementation and scaling. For example, **Ethiopia** is disseminating lessons through supervision, knowledge products and thematic conferences, yet portfolio-level synthesis and structured cross-project learning mechanisms – crucial for ensuring that lessons are used to inform design choices, implementation adjustments and scaling – are still being strengthened. In **Türkiye**, the 2025–2030 COSOP foresees strengthening the country programme KM framework and convening dialogue around evidence generated to support scaling and policy influence. While these elements are being integrated into the new COSOP, their institutionalization will depend on sustained engagement and ownership by national counterparts and consistent resourcing for KM activities.
21. **Independent evaluations highlighted that strengthening M&E systems requires more than specific, measurable, achievable, relevant and time-bound (SMART) indicators – it requires institutionalized capacity, harmonized systems and consistent use of data for decision-making.** Progress in implementing M&E recommendations remains ongoing as M&E systems tend to be fragmented, technical capacity is uneven, or data is collected without being analysed and used consistently. Implementing the recommendations often requires long-term processes for institutionalizing or embedding M&E systems in programme management units (PMUs) or government systems. In **Cabo Verde**, monitoring of activities to support small and medium-sized enterprises is being progressively strengthened through partnerships with specialized institutions, although operationalization remains at an early stage and results tracking still requires further consolidation. In **Türkiye**, the new COSOP and ongoing operations are fostering the shift from output monitoring towards more systematic measurement of outcomes and impact. Embedding these practices consistently across the programme and resolving related coordination and capacity constraints remains a work in progress. Similarly, in **Bosnia and Herzegovina**, IFAD projects are supporting monitoring systems to track value chain performance and harmonize M&E approaches. Institutionalization of this approach remains dependent on longer-term government ownership, financing and data systems across entities.
22. **Progress on policy dialogue and engagement remains ongoing¹⁷ and highly dependent on sustained IFAD country-level presence, institutional standing in the country, and a selective focus on priority themes aligned with IFAD’s comparative advantage.** Portfolio-level evaluations often reveal that policy engagement is more likely to gain traction when it is anchored in a limited number of feasible priority themes that are coherent with the country context and aligned with IFAD’s comparative advantage. It is also more effective

¹⁶ The CLE on KM called for repositioning the knowledge management function to reduce fragmentation through an executive-level strategic office to help IFAD better use and share operational knowledge, while it contributes the operational knowledge it generates to inform the rural transformation debate. Management has created the Office of Development Effectiveness, which brings together knowledge management, impact assessment, innovation, results measurement, quality assurance and systems under a single institutional umbrella.

¹⁷ Seventy-five per cent of the first-round recommendations classified under policy engagement and – or 71 per cent if overall (both historical and first-round) policy engagement recommendations are taken into account – were considered as “ongoing.”

when carried forward through partnerships and multi-stakeholder platforms linked to national processes. In **Türkiye**, the 2025–2030 COSOP identifies concrete entry points for policy engagement and proposes to reinforce evidence-based dialogue. Progress will depend on linking them to knowledge and evidence generation, widening and sustaining policy dialogue and structured engagement. Following the subregional evaluation on IFAD's experience in the **Dry Corridor of Central America**, IFAD aims to open a space for public policy dialogue and improve governance through an integrated territorial approach. However, results are influenced by the limited presence of IFAD offices in the subregion.

C. From evidence to action: Strengths and areas of opportunity in IOE recommendations

23. This section offers a reflection on how independent recommendations are being used in practice, while also highlighting areas where their actionability and impact could be further enhanced, drawing from an internal analysis that complements the 2026 EPR. This section is intended to support broader internal strategic discussion on the uptake, actionability and practical influence of evaluation recommendations.¹⁸
24. **IOE recommendations are increasingly used to inform decisions. The 2026 EPR** indicates that IOE evaluations have increasingly promoted a structured source of institutional learning and accountability, helping IFAD to move from fragmented evaluative practices towards a more coherent evaluation architecture. Evidence from a survey conducted for the EPR among IFAD staff and Executive Board members indicates that IOE products are considered useful by 82 per cent of the survey respondents.
25. **Independent evaluations enabled engagement with governments.** In **Colombia and Honduras**, for example, IOE evaluations¹⁹ prompted dialogue with the government, setting the ground for the development of COSOPs. In **China**, the CSPE process prompted stronger engagement with the National Development and Reform Commission, helping to anchor government involvement in strategic planning. In **Guinea-Bissau**, an IOE recommendation contributed to direct collaboration between IFAD and the Ministry of Agriculture, including the establishment of a framework for dialogue between development partners and state institutions.
26. **Independent recommendations helped improve project focus across those fronts that are most relevant to Member States.** They have informed better targeting and design choices, supported more integrated approaches to climate resilience and inclusion, strengthened knowledge and gender-related systems, and helped orient both country programmes and corporate processes towards clearer strategic and operational priorities.
27. **In parallel, country teams and technical experts highlighted that recommendations would benefit from stronger prioritization and closer alignment** with country or divisional contexts and implementation capacities.
28. **Prioritization.** Recommendations can be complex, combining a broad range of areas and action points. Beyond the number of sub-recommendations,²⁰ their thematic breadth can also be considerable. For example, the **China CSPE** includes a wide range of recommendations across multiple domains, including value chains, SSTC, climate and environmental sustainability, land tenure, support to

¹⁸ This section considers different sources including the follow-up responses provided in the PRISMA tracker, the analysis of the EPR report and the online survey conducted in November and December 2025, with a sample of 272 IFAD staff and 8 Executive Board members. In addition, country and divisional teams providing follow-up this year were invited to voluntarily share qualitative insights on learning uptake, including the strengths of the learning process derived from IOE evaluations, and areas of opportunity for better uptake of the recommendations.

¹⁹ CSPE Colombia and the subregional evaluation on IFAD's experience in the Dry Corridor of Central America.

²⁰ In the assessment made for the EPR of 40 IOE evaluations covering the period 2019–2025, evaluations typically included four to seven overarching recommendations, but they can entail up to 22 sub-recommendations.

cooperatives, financial modalities and knowledge-sharing platforms. While such breadth may reflect a comprehensive package of recommendations, it can also make follow-up more demanding, and fragmentation can lead to a dispersion of efforts, particularly given IFAD's limited capacities. A similar breadth is observed in the **subregional evaluation on the Dry Corridor**, where a single recommendation combines multiple dimensions – territorial governance, livelihood diversification and youth employment, innovation in agrifood systems and value chains, and the integration of traditional and modern knowledge systems. Such highly complex and multidimensional recommendations can be particularly difficult to operationalize in contexts where evidence, resources or operational feasibility are limited. The multi-country scope of this evaluation, coupled with IFAD's limited or absent in-country presence in several of the countries concerned, further increases the complexity of follow-up and links to implementation capacity constraints (see next paragraph).

29. **Alignment with institutional and country context and implementation capacities.** Recommendations, while theoretically sound, would benefit from greater balance with IFAD's or the borrowing country's operational and institutional context and constraints. For example, the recommendation under the **CLE on KM** to establish a budgeting system for KM and submit annual reports to the Presidency was overly ambitious. In the **China CSPE**, the recommendation for IFAD to sign two bilateral memorandums of understanding with national line agencies proved difficult to act on because of the country's institutional architecture rather than any shortcoming in follow-up: engagement with line agencies is coordinated through the Ministry of Finance, IFAD's primary counterpart, so direct agreements with individual agencies fall outside the established operating arrangements for the country programme. The **SRE on the Dry Corridor of Central America** called for developing guidelines to address subregional challenges. Management would have welcomed stronger evidence of the effectiveness of such strategies; it also pointed out that IFAD presence and resources are too limited for implementing a subregional strategy. Conversely, the Ethiopia CSPE recommendations proved to be grounded in the country context. They contributed to concrete changes across several areas, including resilience-building in fragile and climate-vulnerable settings, climate-smart investments, inclusive rural finance, gender and social inclusion, and learning practices.
30. **Follow-up in fragile and conflict-affected situations.** A final consideration concerns IFAD's growing engagement in fragile and conflict-affected settings, where follow-up to recommendations is inherently more complex. In such contexts, follow-up remains exposed to discontinuity in in-country support, institutional instability and shifting implementation conditions, which may weaken the sustainability of outcomes even where recommendations are relevant and well aligned. In **Guinea-Bissau**, for example, follow-up to the IOE recommendation to strengthen M&E and coordination within the Ministry of Agriculture has remained vulnerable to political and institutional instability, as reflected in interruptions in national technical assistance and delays in sustaining support arrangements. As highlighted by the **subregional evaluation of countries with fragile situations in IFAD-WCA**, highly fragile contexts require context-responsive approaches that consider drivers of fragility, the specific conditions of targeted groups and communities, and simple, community-driven interventions to support resilient results.

III. Conclusions and way forward

31. The 2026 PRISMA presents key strategic messages for greater institutional learning, drawing on evidence from following up on past recommendations. This is the result of the accountability function now being fully served by the online PRISMA tracker and dashboard. Since the launch of the PRISMA tracker and dashboard, Management has strengthened the transparency and accessibility of

information on recommendation status. This is consistent with IOE's comments²¹ on the need to strengthen the depth and quality of follow-up reporting.

32. **The 2026 PRISMA confirms that independent evaluation findings continue to inform IFAD's strategic and operational choices.** At the portfolio level, recommendations have been incorporated into COSOPs, project designs, implementation approaches and selected institutional reforms. PRISMA requires the updating of follow-up on recommendations, which is made public and is searchable through pre-determined queries, thus working as both an accountability tool and a mechanism for strengthening organizational learning.
33. **At the same time, corporate-level recommendations are increasingly complex, requiring systemic changes.** Recommendations from corporate and thematic evaluations often require longer-term institutional and behavioural change across multiple programming cycles. This is particularly evident in KM, M&E, policy engagement and some capacity-building processes, where progress depends not only on IFAD action but also on sustained government ownership, institutional anchoring, adequate resourcing and continued country-level engagement.
34. Translating evaluation recommendations into sustained operational change also has implications for how Management plans and resources follow-up. It calls for stronger prioritization and sequencing of agreed actions, realistic resourcing, and closer alignment with implementation realities and programming cycles. In this way, follow-up concentrates on the changes most likely to deliver lasting results rather than being spread thinly across many simultaneous commitments.
35. **Going forward, Management will focus on three priorities.** First, it will continue strengthening quality assurance of the PRISMA tracker entries and dashboard reporting to ensure that the follow-up status is evidence based, consistently applied and clearly explained. Second, ODE will continue providing targeted guidance and capacity-building support to country teams, directly and through new initiatives such as the PMU academy, supporting operations to make more systemic use of evaluative learning. Last, Management will continue to engage with IOE in the formulation of recommendations that are strategically relevant and clearly prioritized, and are sequenced and calibrated to the country context, institutional capacity and IFAD's comparative advantage.
36. Further progress will require continued institutional reflection on how to translate evaluation evidence into practical improvements, striking the right balance between the ambition of evaluation recommendations, the country and institutional contexts in which they are to be applied, and the operational capacities available for implementation. Recommendations have been shown to be more likely to generate tangible change when they are well prioritized, context-responsive and aligned with IFAD's comparative advantage and implementation realities.
37. These processes will also contribute to stronger learning, accountability and development effectiveness as IFAD advances IFAD13 priorities, particularly in fragile situations, climate adaptation, gender-transformative programming, knowledge management and policy engagement.

²¹ [EB 2024/OR/9/Add.1](#).

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), thematic evaluations (TEs), subregional evaluations (SREs), evaluation synthesis reports (ESRs), impact evaluations (IEs) and project performance evaluations (PPEs), commitments are made in the responses of IFAD Management 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.

B. Classification of recommendations

2. In order to facilitate the analysis, and to remain 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); and
 - **Project level.**
4. **Theme.** First-round recommendations are categorized under broad thematic blocks comprising 19 subthemes. The subthemes are listed in the tables of annex III.

C. Process

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

Evaluation coverage of the 2026 PRISMA

Table 1

Evaluations for first-round follow-up included in the 2026 PRISMA

Country	Evaluation	CLE		CSPE		PPE		SRE		TE		Total #	Total %
		#	%	#	%	#	%	#	%	#	%		
Asia and the Pacific Division (APR)						4	5.8%					4	5.8%
Solomon Islands	Solomon Islands: Rural Development Programme – Phase II programme performance evaluation					4	5.8%					4	5.8%
East and Southern Africa Division (ESA)				10	14.5%							10	14.5%
Ethiopia	Federal Democratic Republic of Ethiopia: Country strategy and programme evaluation			5	7.2%							5	7.2%
Rwanda	Republic of Rwanda: Country strategy and programme evaluation			5	7.2%							5	7.2%
Latin America and the Caribbean Division (LAC)								5	7.2%			5	7.2%
	Subregional evaluation on IFAD's experience in the Dry Corridor of Central America							5	7.2%			5	7.2%
N/A region (NAR)		14	20.3%							15	21.7%	29	42.0%
Global	Corporate-level evaluation on IFAD's knowledge management practices	14	20.3%									14	20.3%
	Thematic evaluation on IFAD's support to gender equality and women's empowerment									15	21.7%	15	21.7%
Near East, North Africa and Europe Division (NEN)				8	11.6%	4	5.8%					12	17.4%
Bosnia and Herzegovina	Bosnia and Herzegovina: Rural Competitiveness Development Programme project performance evaluation					4	5.8%					4	5.8%
Kyrgyzstan	Kyrgyz Republic: Country strategy and programme evaluation			4	5.8%							4	5.8%
Türkiye	Republic of Türkiye: Country strategy and programme evaluation			4	5.8%							4	5.8%
West and Central Africa Division (WCA)						9	13.0%					9	13.0%
Cabo Verde	Republic of Cabo Verde: Rural Socioeconomic Opportunities Programme project performance evaluation					5	7.2%					5	7.2%
Chad	Republic of Chad: Project to Improve the Resilience of Agricultural Systems in Chad project performance evaluation					4	5.8%					4	5.8%
Total		14	20.3%	18	26.1%	17	24.6%	5	7.2%	15	21.7%	69	100.0%

Table 2
Evaluations for historical follow-up included in the 2026 PRISMA

Country	Evaluation	CLE		CSPE		PPE		SRE		TE		Total #	Total %
		#	%	#	%	#	%	#	%	#	%		
Asia and the Pacific Division (APR)				12	27.3%							12	27.3%
China	People's Republic of China: Country strategy and programme evaluation			12	27.3%							12	27.3%
Latin America and the Caribbean Division (LAC)				12	27.3%							12	27.3%
Colombia	Republic of Colombia: Country strategy and programme evaluation			12	27.3%							12	27.3%
N/A region (NAR)		5	11.4%							6	13.6%	11	25.0%
Global	Corporate-level evaluation on IFAD's support to innovations for inclusive and sustainable smallholder agriculture	5	11.4%									5	11.4%
	Thematic evaluation of IFAD's support for smallholder farmers' adaptation to climate change									6	13.6%	6	13.6%
West and Central Africa Division (WCA)				5	11.4%			4	9.1%			9	20.5%
Guinea-Bissau	Republic of Guinea-Bissau: Country strategy and programme evaluation			5	11.4%							5	11.4%
	Subregional evaluation of countries with fragile situations in IFAD-WCA. Learning from experiences of IFAD's engagement in the G5 Sahel countries and northern Nigeria							4	9.1%			4	9.1%
Total		5	11.4%	29	65.9%			4	9.1%	6	13.6%	44	100.0%

Evaluation recommendations by theme

Table 1

Portfolio-level evaluation recommendations in the 2026 PRISMA by subtheme (first-round follow-up)

Theme	Subtheme	CLE		CSPE		PPE		SRE		TE		Total #	Total %
		#	%	#	%	#	%	#	%	#	%		
Gender (including targeting women)	Gender (including targeting women)			2	2.9%	1	1.4%			15	21.7%	18	26.1%
Knowledge management	Knowledge management	14	20.3%	1	1.4%							15	21.7%
Targeting and participation	Stakeholders' participation and consultation			1	1.4%							1	1.4%
	Targeting			3	4.3%	2	2.9%	1	1.4%			6	8.7%
Natural resource management and climate change	Climate change			1	1.4%							1	1.4%
	Natural resource management			2	2.9%	3	4.3%					5	7.2%
Strategy and country strategic opportunities programmes	Country strategic opportunities programmes			1	1.4%							1	1.4%
	Strategy					3	4.3%	1	1.4%			4	5.8%
Access to markets	Markets and value chains			1	1.4%	2	2.9%					3	4.3%
	Private sector			1	1.4%							1	1.4%
	Rural finance			1	1.4%							1	1.4%
Policy engagement	Policy engagement			1	1.4%			3	4.3%			4	5.8%
Project management and M&E	Project management and administration (including financial management)			1	1.4%	2	2.9%					3	4.3%
	Results monitoring, evaluation			1	1.4%	2	2.9%					3	4.3%
Other	Partnerships					1	1.4%					1	1.4%
	Non-lending activities			1	1.4%							1	1.4%
	Training, capacity-building					1	1.4%					1	1.4%
	Total	14	20.3%	18	26.1%	17	24.6%	5	7.2%	15	21.7%	69	100.0%

Table 2

Portfolio-level evaluation recommendations in the 2026 PRISMA by regional distribution (first-round follow-up)

Theme	Subtheme	APR		ESA		LAC		NAR		NEN		WCA		Total #	Total %
		#	%	#	%	#	%	#	%	#	%	#	%		
Gender (including targeting women)	Gender (including targeting women)			1	1.4%			15	21.7%	1	1.4%	1	1.4%	18	26.1%
Knowledge management	Knowledge management			1	1.4%			14	20.3%					15	21.7%
Targeting and participation	Stakeholders' participation and consultation									1	1.4%			1	1.4%
	Targeting	1	1.4%	1	1.4%	1	1.4%			2	2.9%	1	1.4%	6	8.7%
Natural resource management and climate change	Climate change			1	1.4%									1	1.4%
	Natural resource management			1	1.4%					1	1.4%	3	4.3%	5	7.2%
Strategy and country strategic opportunities programmes	Country strategic opportunities programmes									1	1.4%			1	1.4%
	Strategy	1	1.4%			1	1.4%			1	1.4%	1	1.4%	4	5.8%
Access to markets	Markets and value chains			1	1.4%					1	1.4%	1	1.4%	3	4.3%
	Rural finance			1	1.4%									1	1.4%
	Private sector			1	1.4%									1	1.4%
Policy engagement	Policy engagement					3	4.3%			1	1.4%			4	5.8%
Project management and M&E	Project management and administration (including financial management)	1	1.4%	1	1.4%							1	1.4%	3	4.3%
	Results monitoring, evaluation									3	4.3%			3	4.3%
Other	Partnerships	1	1.4%											1	1.4%
	Non-lending activities			1	1.4%									1	1.4%
	Training, capacity-building											1	1.4%	1	1.4%
Total		4	5.8%	10	14.5%	5	7.2%	29	42.0%	12	17.4%	9	13.0%	69	100.0%

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

<i>Project</i>	<i>Project ID</i>	<i>Country</i>	<i>Entry into force date</i>	<i>Loan closure date</i>	<i>Project completion report approval date</i>	<i>Evaluation date</i>
Rural Development Programme – Phase II	1100001716	Solomon Islands	07/05/2015	31/12/2020	30/06/2022	13 January 2025
Rural Competitiveness Development Programme	1100001728	Bosnia and Herzegovina	16/03/2017	30/09/2022	22/03/2023	1 April 2025
Rural Socioeconomic Opportunities Programme	1100001604	Republic of Cabo Verde	11/02/2013	30/06/2027	-	15 May 2025
Project to Improve the Resilience of Agricultural Systems in Chad	1100001691	Republic of Chad	17/02/2015	30/09/2022	24/10/2022	23 October 2024