
2024 President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)

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Useful references: Revised IFAD Evaluation Policy ([EB 2021/132/R.5/Rev.1](#)); Development Effectiveness in the Decade of Action: An update to IFAD's Development Effectiveness Framework ([EB 2021/134/R.24](#)); IFAD at the midterm of the Twelfth Replenishment ([IFAD13/1/R.2/Rev.1](#)); Report of the Consultation on the Thirteenth Replenishment of IFAD's Resources ([GC 47/L.5](#)).

Action: The Executive Board is invited to review the 2024 President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA).

Technical questions:

Chitra Deshpande

Lead Advisor, Results and Resources
Operational Policy and Results Division
e-mail: c.deshpande@ifad.org

Dimitra Stamatopoulos

Policy and Results Specialist
Operational Policy and Results Division
e-mail: d.stamatopoulos@ifad.org

Queries regarding the response of the Independent Office of Evaluation of IFAD to the report should be addressed to:

Indran Naidoo

Director
Independent Office of Evaluation of IFAD
e-mail: i.naidoo@ifad.org

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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 2024 PRISMA covers 17 evaluations.
2. **Management agreed to all 70 recommendations included in this year's PRISMA and is following up on 67 recommendations (or 96 per cent);** the remaining three recommendations, or 4 per cent, are no longer applicable. More specifically, IFAD completed follow-up action on 40 per cent of recommendations; an additional 53 per cent are under implementation, while 3 per cent are pending. Most of the recommendations under implementation are on track, with just 10 per cent (or seven recommendations) whose implementation is off track.
3. **The share of recommendations fully followed up has been decreasing during the past two years, going from 64 per cent in 2022 to 53 per cent in 2023 and reaching 40 per cent in 2024.** Although fewer recommendations are fully followed up compared to the past, the high share of ongoing recommendations does not imply a lower level of attention or commitment by Management. Rather, it reflects a candid assessment of the implementation status of medium-term actions on strategic priorities, accompanied by continuous efforts on traditionally weaker areas, where country programmes often face challenges in leveraging project-level resources. More specifically:
 - (i) **Follow-up on global evaluations on innovation and climate change adaptation is under implementation.** While the climate change agenda is advancing, the IFAD innovation agenda is off track: the approval of the innovation strategy is now planned for approval in 2025.
 - (ii) **Follow-up on the subregional evaluation on countries with fragile situations was completed for 40 per cent of the recommendations and is ongoing for the remaining 60 per cent,** with important milestones reached in terms of capacity-building on the ground.
 - (iii) **For portfolio-level evaluations, approximately half of the recommendations were fully followed up,** having been incorporated in the design of new country strategic opportunities programmes (COSOPs) and operations. Follow-up on the remaining half is ongoing, involving actions that are continuous by nature, such as knowledge management or capacity-building, or technical issues that require additional time to achieve results. Two recommendations are off track due to limited resources being allocated to non-lending activities.
4. **Learning from independent evaluations was instrumental in shaping the Thirteenth Replenishment of IFAD's Resources (IFAD13) business model.** The recommendation to update IFAD's strategy on climate was consolidated into a specific IFAD13 commitment. Building on evaluation recommendations, the IFAD13 business model foresees shifting towards a programmatic approach for better sustainability of project results. Based on evaluation recommendations, the IFAD13 business model foresees prioritization of partnerships, alignment of supplementary resources with IFAD's core programmes and the expansion of South-South and Triangular Cooperation (SSTC).
5. The online PRISMA tracker¹ provides the full list of individual recommendations, together with the specific action taken to address them and their follow-up status. The PRISMA dashboard² displays aggregated reports. These online tools have replaced volume II of the PRISMA.

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

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

2024 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 annually reporting on follow-up to recommendations from selected evaluations conducted by the Independent Office of Evaluation of IFAD (IOE). The PRISMA has two main objectives:
 - (i) **Promoting accountability** through rigorous follow-up with the relevant teams at country and corporate levels, and consolidating reporting to the Evaluation Committee and Executive Board on Management actions in response to independent evaluation recommendations; and
 - (ii) **Internalizing learning** through identification of recurrent issues at the portfolio and corporate levels, and review of action undertaken by Management to enhance development effectiveness.
2. The PRISMA 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).
3. **The online PRISMA tracker³ and PRISMA dashboard⁴ have replaced former volume II of the PRISMA:**
 - (i) The PRISMA tracker provides the full list of individual recommendations stemming from evaluations published since 2017 – including those in this edition of the PRISMA. It also tracks specific follow-up actions and status over time, and features different search functions.
 - (ii) The PRISMA dashboard displays aggregated and customizable reports on the status of implementing recommendations.
4. These online PRISMA tools foster better accountability and transparency, by enhancing the depth and detail of yearly reporting on follow-up and enabling the generation of aggregated statistics. Their search function also contributes to creating a better learning environment based on a large repository of information. This is highly relevant in relation to the Revised IFAD Evaluation Policy (2021),⁵ which ensures IFAD's accountability to its governing bodies, programme countries, donors and beneficiaries, and reflects IFAD's focus on evidence-based management to maximize development effectiveness, as per its Development Effectiveness Framework 2.0.⁶
5. IOE's comments to the 2023 PRISMA⁷ – and especially the different assessment on the implementation status of recommendations – have been duly reflected in the online PRISMA tracker and PRISMA dashboard. Management is committed to continuing with this approach in the future.

I. Promoting accountability

A. Evaluation coverage and classification of recommendations

6. The 2024 PRISMA encompasses 17 evaluations (with 70 recommendations) selected in coordination between Management and IOE. Eleven of these evaluations

³ <https://www.ifad.org/en/prisma-tracker>.

⁴ <https://www.ifad.org/en/prisma-dashboard>.

⁵ EB 2021/132/R.5/Rev.1.

⁶ EB 2021/134/R.24, para. 45(v).

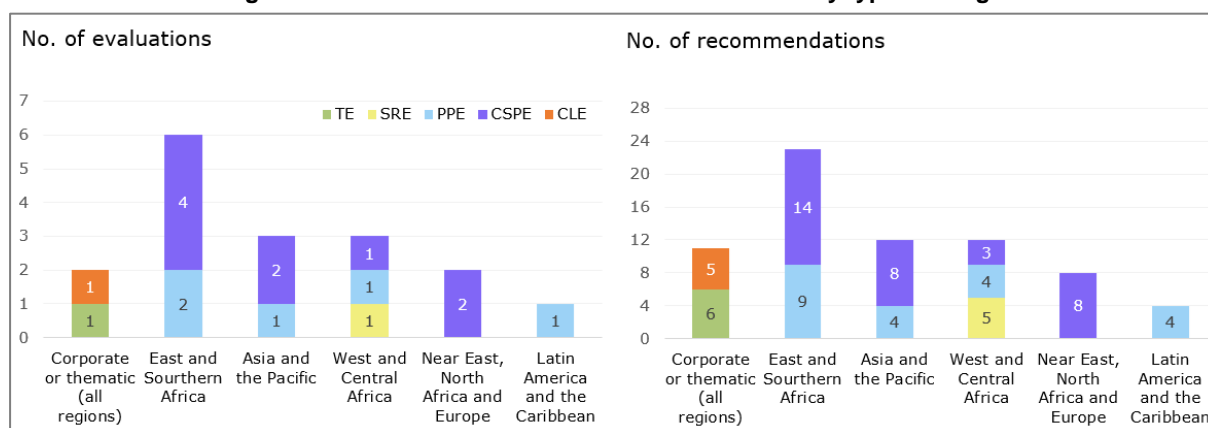
⁷ EC 2023/122/W.P.6/Add.2.

were published in the second half of 2022 and 2023, and this year's PRISMA offers the first round of follow-up reporting. The remaining six evaluations are considered historical as they date back to 2020, 2021 and the first half of 2022. Management already reported follow-up on these evaluations in previous PRISMAs, but is reporting again in this year's edition, to provide an update on those recommendations that had remained outstanding.

7. Evaluations reported in their year's PRISMA include the following types:⁸
 - (i) One corporate-level evaluation (CLE) on IFAD's support to innovation, with a global scope;
 - (ii) One thematic evaluation (TE) on IFAD's support to climate change adaptation, also with a global scope;
 - (iii) One subregional evaluation (SRE) on countries with fragile situations in the West and Central Africa region;
 - (iv) Nine country strategy and programme evaluations (CSPEs), each focusing on the performance of a single country programme – including investment loans and non-lending activities – during different COSOP cycles; and
 - (v) Five project performance evaluations (PPEs), each focusing on the performance of a specific investment project.
8. Figure 1 presents the distribution of evaluations and recommendations by region and type of evaluation.

Figure 1

2024 PRISMA coverage: number of evaluations and recommendations by type and region



Source: PRISMA dashboard.

A.1 In focus: recommendations from first-round evaluations

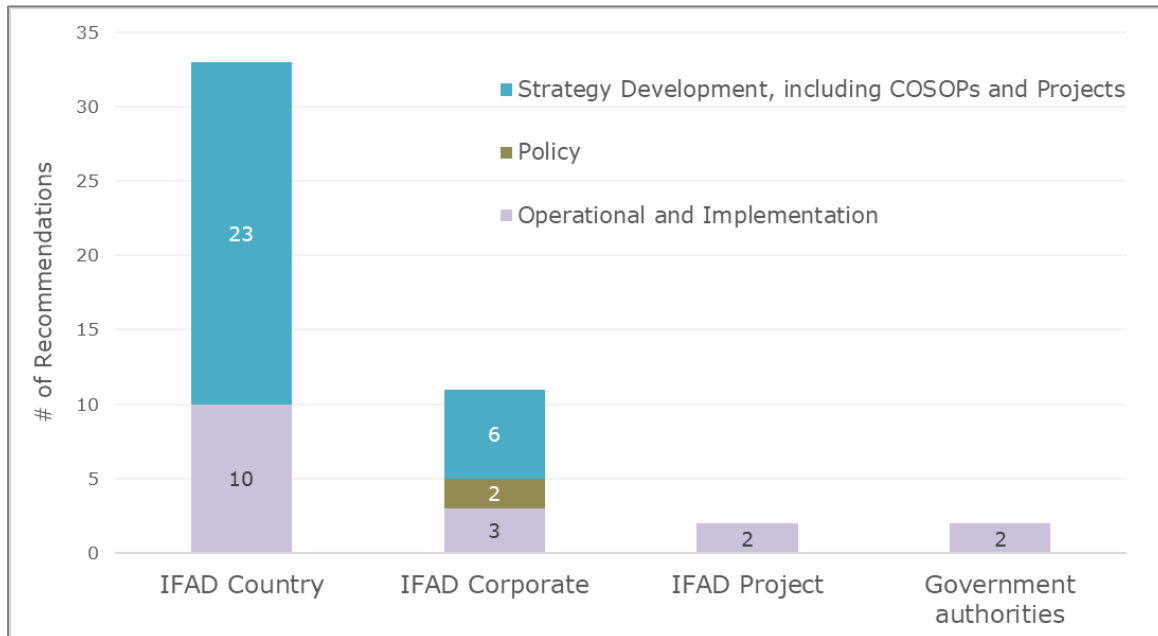
9. **Follow-up level of recommendations** (figure 2). The majority of first-round recommendations (69 per cent) are for follow-up at the country level, meaning that country teams are primarily responsible for addressing them and reporting back. Eleven recommendations or 23 per cent are for follow-up at IFAD's corporate level, as they encompass global themes. An additional 4 per cent (two recommendations) are for follow-up at the project level, with indications on specific situations that require following up. There are also two recommendations addressed to governments, suggesting an approach to strengthen project management and monitoring and evaluation (M&E) tools at project management unit (PMU) level.
10. **Nature of evaluations** (figure 2). Recommendations assigned for follow-up at country level stem from CSPEs and PPEs, and are mostly strategic, proposing approaches to be adopted in the medium and long term, to improve the strategic focus of COSOPs and projects. A smaller portion is operational, suggesting specific

⁸ For a detailed breakdown see table 1 of annex II.

courses of action in the short or medium term, and are mostly aimed at improving project management, M&E approaches, knowledge management (KM) and PMU capacity. One recommendation comes from the SRE and calls for revisiting approaches for value chain development support within the subregion. Recommendations assigned at government and project level are purely operational; while those assigned at IFAD corporate level are mixed.

Figure 2

2024 PRISMA: Number of recommendations, by level assigned and nature of recommendation (first round)



Source: PRISMA dashboard.

B. Implementation status

11. **Management has agreed to all 70 recommendations included in this year's PRISMA.** More specifically, it has fully agreed to 63 recommendations (90 per cent) and partially agreed to the remaining seven (10 per cent). Most of the recommendations not fully agreed upon pertained to the TE on climate change adaptation and CLE on innovation. These recommendations included several distinct elements and while Management agreed on the overall direction to be adopted, it chose to follow a different path on specific points. An additional two recommendations pertained to the India PPE, suggesting the development of joint strategies and a follow-up phase with the Government, which were strictly dependent on the Government's demand.

B.1 Overview of implementation status⁹

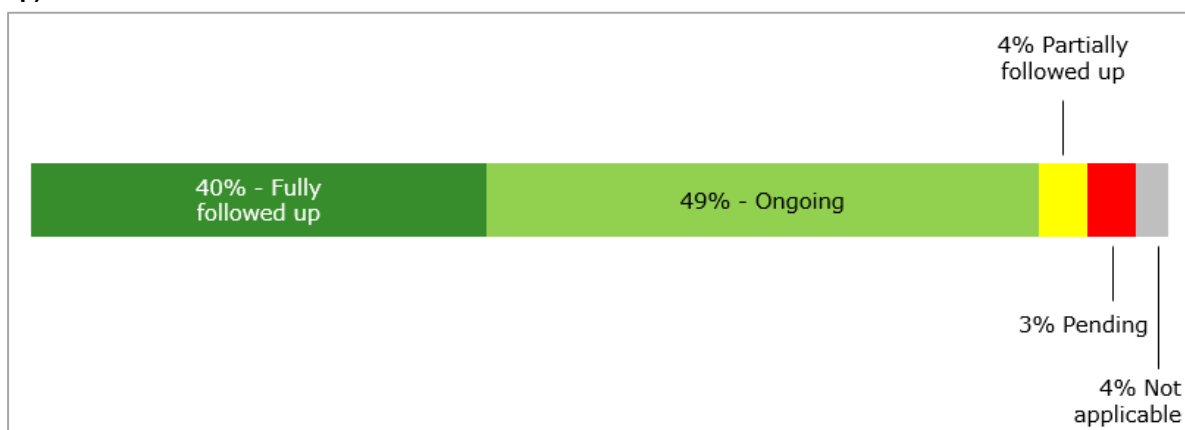
12. **Management is following up on 67 recommendations (or 96 per cent) of the 70 recommendations considered in this year's PRISMA;** the remaining three recommendations, or 4 per cent, were deemed not applicable. **Management has completed follow-up action on 40 per cent of recommendations** (figure 3a). An additional 53 per cent are either ongoing or partially followed up, meaning that follow-up action was initiated but is not yet complete; and two recommendations (3 per cent) are pending, meaning that their implementation is planned for the near future. IFAD is on track to implement the great majority of recommendations that are either ongoing or partially followed up; only a small

⁹ Sections B2 and B3 provide further specifications, while the online PRISMA tracker provides details on the follow-up status of each of the recommendations: <https://www.ifad.org/en/prisma-tracker>.

portion (seven recommendations or 10 per cent) are delayed and off track, as explained in sections B2 and B3.

Figure 3a

2024 PRISMA: Implementation status of evaluation recommendations (first-round and historical follow-up)

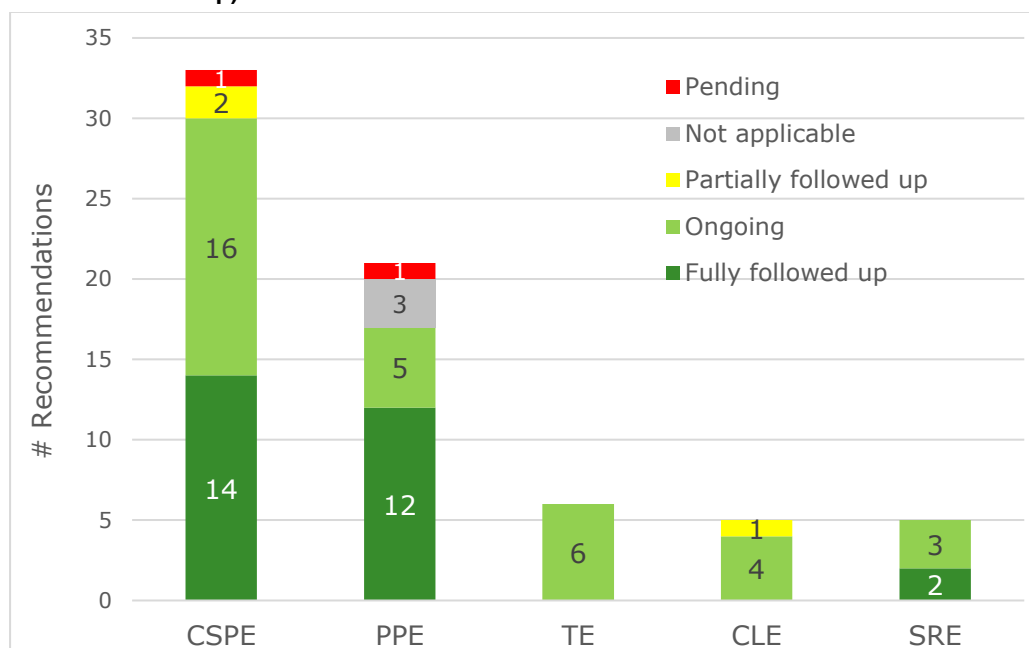


Source: PRISMA dashboard

13. **The share of recommendations fully followed up has been decreasing during the past two years**, going from 64 per cent in 2022 to 53 per cent in 2023 and reaching 40 per cent in 2024. This is due to a combination of factors. First, recommendations stemming from broader-scope evaluations such as CLEs, TEs and SREs represent a considerable share of the 2024 sample. These are sometimes linked with broader actions fulfilling replenishment commitments, such as those on climate change, fragility and innovation, and therefore have a medium-term timespan. Second, recommendations increasingly bundle several different but interlinked action points as opposed to a single intervention. Third, as noted in PRISMA reports from previous years, recommendations stemming from CSPEs often include elements of capacity-building, KM and M&E, which are ongoing by nature.
14. **Therefore, although fewer recommendations are fully followed up than previously, the high share of ongoing recommendations does not imply a lower level of attention or commitment by Management.** It rather reflects a candid assessment of the implementation status of medium-term actions on strategic priorities, accompanied by continuous efforts on traditionally weaker areas, where country programmes often face challenges in leveraging project-level resources.
15. Figures 3b and 3c summarize the implementation status of recommendations by evaluation type and by region. Sections B2 and B3 provide details on each evaluation and the level of follow-up undertaken by Management.

Figure 3b

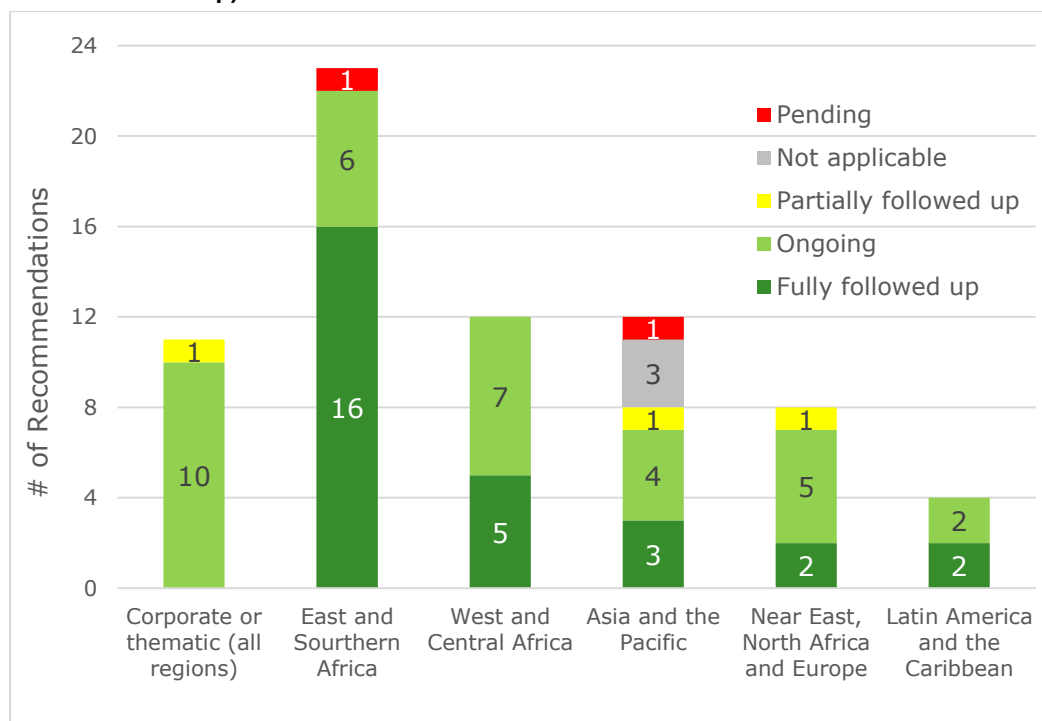
2024 PRISMA: Implementation status of evaluation recommendations, by evaluation type (first-round and historical follow-up)



Source: PRISMA dashboard

Figure 3c

2024 PRISMA: Implementation status of evaluation recommendations, by region (first-round and historical follow-up)



Source: PRISMA dashboard

B.2 Follow-up at corporate level

B.2.1 Areas where follow-up is on course for completion

16. **IFAD's coordinated approach to strengthen smallholder farmers' adaptation to climate change is advancing and addressing the 2023 TE recommendations.** Follow-up is ongoing on all six recommendations. IFAD

updated its Social, Environmental and Climate Assessment Procedures (SECAP) safeguards and integrated project risk management and started tracking the adoption of nature-based solutions. IFAD also reinforced guidance on its resilience measurement scorecard and introduced a new biodiversity indicator to be used at project level. In parallel, IFAD is working on the use of geographic information systems (GIS) to improve climate change adaptation data quality and feed COSOP and project design. At corporate level, staff training is ongoing, with communities of practice amplifying the KM efforts in place. Additional outstanding action relates to policy engagement for better sustainability and scaling of climate change adaptation efforts, the nurturing of partnerships and enhancing coordination of KM approaches. Section II provides further information on this TE.

B.2.2 Areas where follow-up is in progress, but off track

17. **IFAD's efforts to support innovation and follow-up on the recommendations from the 2020 CLE are in progress but delayed, and thus off track.** Four out of the five recommendations that had remained outstanding in 2022 are still ongoing and one has been partially followed up. In line with recommendations, IFAD supported initiatives and partnerships to fund innovation: for example, in 2024, IFAD partnered with the innovation lab of the Inter-American Development Bank to develop AgroWeb3, a single, interoperable protocol for digital wallets designed with and for smallholders. IFAD also worked on building staff capacity: the IFAD innovation labs have been training IFAD staff and partners in the use of the United Nations Innovation Toolkit, while the 2024 innovation bootcamp trained IFAD managers on innovation and emerging technologies.
18. Despite the above and numerous other initiatives, a coordinated vision, approach, agenda and priority areas on innovation will only be adopted in 2025, with the approval of the new IFAD innovation strategy, including corporate and strategic goals for the innovation agenda. The timing of the strategy is aligned with IFAD's recalibration and the creation of the Office of Development Effectiveness (ODE) in late 2024. ODE will bundle innovation with other functions such as results monitoring and impact assessment, to integrate innovation into operations and achieve greater impact.

B.3 Follow-up at portfolio level

B.3.1 Countries where follow-up is complete or on course for completion

19. **The completed follow-up on the four Zambia PPE recommendations spurred an integrated approach whereby projects are sequenced to achieve broader objectives at country level.** For example, FIRIP,¹⁰ due for approval in 2024, proposes a blending facility that will support the broader IFAD programmes on irrigation and small and medium-sized enterprise development to be designed in 2025. FIRIP integrates market-driven considerations and will establish multi-stakeholder platforms that support sharing best practices to foster pluralism of extension services. CALRF,¹¹ also due for approval in 2024, proposes different interventions to ensure relevance towards the different agroecological dynamics of the country.
20. **In Eswatini, the newly approved SAPEMP¹² will work with smallholder farmer clusters to enhance the sustainability of existing schemes,** in response to the CSPE recommendations. The country team also built a solid partnership with key government partner organizations, enhancing their capacity to support development projects; and supported the PMU on M&E and procurement aspects. As a result, three out of four recommendations are fully followed up. While

¹⁰ Financial Inclusion for Resilience and Innovation Project for Rural Zambia.

¹¹ Climate Change Adaptation of Livelihoods through Rural Finance.

¹² Smallholder Agricultural Productivity Enhancement and Marketing Project.

significant results have been achieved on gender and youth, action on this front is still ongoing and will be reflected in new project designs.

21. The Malawi CSPE recommendations were instrumental to the recently approved 2023–2030 COSOP with strategic objectives centred on food security, nutrition and remunerative agricultural markets. The COSOP also foresees a strategic approach for documenting successful practices and scaling them, through SSTC and mobilizing technical expertise. As a result, two out of three recommendations are fully implemented; the third one – calling for enhanced capacity-building at various PMU levels – is ongoing.
22. **Insight on targeting, capacity-building and beneficiary engagement of the United Republic of Tanzania PPE fed into the country's 2022–2027 COSOP, as well as ongoing and newly designed projects.** Ongoing and new projects focus on a limited number of value chains and selected, differentiated zones in the central and southern areas. Together with the Access to Rural Finance Project currently under design, C-SDTP¹³ will engage community-based and grassroots financial institutions such as savings and credit cooperative organizations, to ensure financial access to the poorest and most marginalized groups. Four out of five recommendations are fully followed up; pending action relates to the inclusion of a diagnostic assessment of institutional capacity in future projects.
23. **IFAD completed follow-up on only one of four recommendations included in the India PPE through the dissemination of innovation, good practices and lessons from PT-Tamil Nadu.**¹⁴ The remaining three recommendations pertained to the development of a follow-up phase, a strategy for sustainable fish marketing societies and a multisectoral strategy for coastal community resource management. In the absence of government demand, IFAD could not implement these recommendations and considered them as “not applicable”.
24. **Two out of the five historical CSPEs (Niger and Uganda) show good follow-up progress.** In Niger, IFAD completed the transition towards an integrated programme approach, with 13 interlinked activities around the family farming architecture, decentralized implementation plans and geographical targeting following a progressive scaling logic. Two out of the three recommendations that had remained outstanding are now fully followed up, while work on promoting enterprises to support youth is in progress.
25. **In Uganda, IFAD developed specific interventions for youth through vocational training and for women through income-generating activities** and is designing a new project (ReLIV¹⁵) on the beef and dairy value chain, based on the CSPE recommendations. As a result, two out of the three recommendations that had remained outstanding are now fully followed up. The design of a non-lending strategy is still pending, but KM activities are taking place with support from the regional division, and policy engagement activities are foreseen under the new project.

B.3.2 Countries where follow-up is in progress

26. **Recommendations from the 2023 SRE on countries with fragile situations in West and Central Africa (WCA) have provided inputs to support the Fund's broader efforts under IFAD12, and will continue to be addressed during IFAD13,** when the focus on fragile situations will be even more central to the business model.
27. To support performance, IFAD increased collaboration with international research and policy institutions such as the French National Research Institute for

¹³ Climate-Smart Dairy Transformation Project.

¹⁴ Post-Tsunami Sustainable Livelihoods Programme for the Coastal Communities of Tamil Nadu.

¹⁵ Resilient Livestock Value Chain Project.

Sustainable Development, and AKADEMIYA2063.¹⁶ In parallel, IFAD has held several important capacity-building training sessions, both at the IFAD country team level and with governments and PMUs; and continues to engage and strengthen producers' and farmers' organizations. This marks two out of the five SRE recommendations as fully followed up, while the remaining three are ongoing.

28. During the remainder of IFAD12 and throughout IFAD13, the Fund will continue to implement the SRE recommendations. IFAD is developing a fragility resilience framework for WCA, to address the key drivers and factors of fragility while leveraging learning from IFAD operations. To maximize development effectiveness of country programmes, projects under design, including VCN¹⁷ in Nigeria and LLDP¹⁸ in Sierra Leone, focus on social inclusion themes. At regional level, IFAD is forging a strategic partnership with the regional apex pastoralists organization for WCA.
29. The effects of Management's follow-up in WCA will benefit from a multiplier factor, stemming from implementation of dedicated commitments under IFAD12 – some of which were reported in the IFAD12 midterm review¹⁹ and the rest to be reported in the 2025 Report on IFAD's Development Effectiveness (RIDE). These include the deployment of specific initiatives for enhanced engagement in the Sahel and Horn of Africa, such as the Joint Programme for the Sahel in Response to the Challenges of COVID-19, Conflict and Climate Change (SD3C), and the Green Climate Fund's Africa Integrated Climate Risk Management Programme and the Inclusive Green Financing Initiative. Under IFAD13, the Fund will establish a dedicated fragility unit, and increase allocations to countries with fragile situations from 25 per cent to at least 30 per cent.
30. **With the approval of ROOTS,²⁰ IFAD spearheaded The Gambia's master plan on rice development that was envisaged in the PPE recommendations.** ROOTS consolidates rice production schemes while enhancing vegetable garden business models, to improve food and nutrition security while mitigating climate risks. This marks one out of the four PPE recommendations fully followed up, while the rest are ongoing. Under ROOTS, IFAD will continue fostering a market-oriented approach with agricultural value chain interaction platforms, while also implementing gender-sensitive programmes to enhance women's skills, knowledge and leadership abilities; and keep the draft exit strategy updated until completion.
31. **The 2022–2027 COSOP for Uzbekistan capitalized on the CSPE recommendations to improve the targeting strategy,** which combined geographic targeting and a set of measurable criteria for poverty and vulnerability, and prioritized programmatic M&E, KM and policy dialogue under a specific strategic objective. As a result, two of the four recommendations are fully followed up. Ongoing action includes strengthening country presence and working with the Government for better data collection and analysis.
32. **Two IFAD projects in Cuba – PRODEGAN²¹ and PRODECAFE²² – have supported the operationalization of national reforms on value addition to products, markets and value chains,** marking two out of the four PPE recommendations as fully followed up. In particular, the experience stemming from the two projects contributed to the approval of legislation on apex cooperatives, food and nutritional sovereignty and security, and livestock. Both projects also have a solid KM framework in place. The country portfolio was suspended in September 2023, but ongoing actions to be resumed in the future include supporting

¹⁶ EB 2024/141/R.27.

¹⁷ Value Chain Programme in Northern Nigeria.

¹⁸ Livestock and Livelihoods Development Programme.

¹⁹ IFAD13/1/R.2/Rev.1.

²⁰ Resilient Organizations for Transformative Smallholder Agriculture Project.

²¹ Livestock Cooperatives Development Project in the Central-Eastern Region.

²² Agroforestry Cooperative Development Project.

interventions to build climate resilience and strengthening partnerships with the private sector to improve sustainability of benefits.

33. **The 2023–2027 COSOP for Indonesia has fully addressed the CSPE recommendation calling for greater alignment with the Government’s evolving needs as a middle-income country.** Aligned to Indonesia’s medium-term development plan, the COSOP’s strategic objectives revolve around smallholder participation in agricultural markets, better resilience and stronger rural institutions. Work on the remaining four recommendations is outstanding. Efforts on KM and M&E are ongoing, while the country team started to adjust project design according to the capacity of implementing agencies. The deployment of alternative programme management arrangements, envisaged in the CSPE, is dependent on the Government’s decision and is currently pending.
34. **Follow-up on recommendations from three historical CSPEs (Burundi, Morocco and Pakistan) is ongoing and likely to require additional time to complete, due to the long-term nature of activities under implementation.** In **Morocco**, out of the four outstanding recommendations, three are ongoing and one is partially followed up. The ongoing PRODER Taza²³ and the newly approved PADERMO²⁴ are incorporating value chains, while also building human capital and strengthening farmers’ organizations. The KM plan has been finalized and is under implementation. However, follow-up on the two recommendations on KM and policy engagement is off track, constrained by the lack of dedicated resources.
35. By consolidating the pro-poor value chain approach across the portfolio and working on establishing a monitoring and support unit for projects, the **Burundi** country team completed follow-up on one out of four outstanding recommendations. Additional ongoing activities to be leveraged through the ongoing programme require a longer timespan including: reinforcing actions to develop the climate change resilience of people and infrastructure; and scaling interventions to improve the food and nutritional security of beneficiaries.
36. **The IFAD Country Office (ICO) in Pakistan has been proactive in addressing the CSPE recommendations on partnership and raising additional financing for SCRP²⁵** (currently under design). One of the three recommendations that had remained outstanding is fully followed up. Ongoing work relates to the strengthening of PMU staff capacity of KP-RETP²⁶ for better sustainability after project closure; and supporting the Government in scaling up the poverty graduation programme at the national level.

II. Internalizing learning

37. Management has classified the 48 first-round recommendations considered in this year’s PRISMA according to their thematic focus, as illustrated in figure 4. Further detail on specific themes and their detailed level of follow-up is provided in annex III and the PRISMA dashboard. This section presents the learning that has emerged from these main thematic areas.

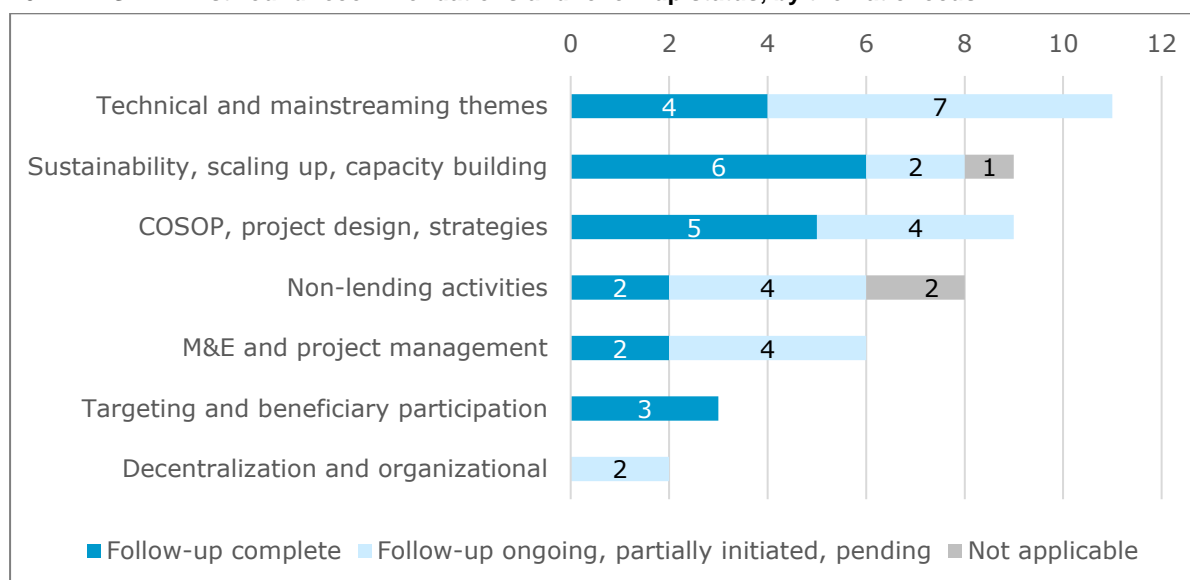
²³ Taza Mountain Integrated Rural Development Project for the pre-Rif Region.

²⁴ Integrated Rural Development Project of the Mountain Areas in the Oriental Region.

²⁵ Sindh Coastal Resilience Project.

²⁶ Khyber Pakhtunkhwa Rural Economic Transformation Project.

Figure 4

2024 PRISMA: First-round recommendations and follow-up status, by thematic focus²⁷

Source: Elaboration of data from PRISMA dashboard.

A. Areas where Management successfully leveraged learning from independent evaluations

38. **Insights and recommendations from the 2023 TE on climate change adaptation have been instrumental to the IFAD12 programme of work and shaping the IFAD13 business model.** All four recommendations on climate change adaptation and natural resource management are ongoing. Under IFAD12, and line with the TE indications, the Fund has financed nature-based, win-win solutions, i.e. climate change adaptation responses that achieve economic, climate and environmental resilience. IFAD also provided dedicated guidance to governments, while piloting the tracking of these solutions to incentivize buy-in. It is estimated that climate finance will reach the target of 40 per cent by end-2024.²⁸ In IFAD13, this target is set at 45 per cent, with all new COSOPs aligned with Nationally Determined Contributions and national biodiversity and adaptation strategies and action plans.²⁹ This formalizes the buy-in mechanisms, the need for which was emphasized in the TE.
39. **The TE recommendation to update IFAD's climate change adaptation strategy was consolidated into a specific IFAD13 commitment.** In 2025, the Fund will adopt a consolidated strategy on climate, environment and biodiversity. Systematic GIS use will be instrumental to sharpen the focus of COSOPs and projects with better evidence. As part of the upcoming strategy, IFAD is preparing to report on Rio climate policy markers, to provide a broader picture of its climate work and to facilitate climate finance accounting. Provision of specialized guidance to staff, recruitment of additional personnel and strengthening of IFAD field offices have accompanied the Fund's technical work on climate change adaptation and will continue through IFAD13.
40. **Sustainability and scaling are two historically weak areas acknowledged in IFAD11 and IFAD12.³⁰ This awareness has spurred targeted recommendations and fostered valuable learning for Management.** In fragile contexts where IFAD's work is becoming increasingly concentrated, political,

²⁷ Data disaggregated by thematic area are presented in annex III, tables 1 and 2.²⁸ See 2024 RIDE, EC 2024/126/W.P.3.²⁹ Core additional climate contributions will complement the programme of loans and grants and help deliver more ambitious and predictable climate finance to rural areas – see GC 47/L.5.³⁰ See for example 2024 RIDE, EC 2024/126/W.P.3

economic and ecological instability poses challenges to the continuation of project benefits over time. Yet successful examples of sustainable solutions exist and have been nurtured by independent evaluation insights and recommendations. In Eswatini, the newly approved SAPEMP foresees engaging with specific farmer clusters that have benefited from previous operations, to help them rotate crops to preserve soil fertility and consolidate the benefits already achieved. In The Gambia, the ROOTS exit strategy was drafted at the beginning of the project life cycle, as envisaged in the PPE, and defines the activities to be maintained to sustain benefits, the mechanisms for handover and the key partners.

41. The Cuba experience is particularly significant, especially considering the portfolio's suspension. PRODECOR,³¹ which closed in 2022, introduced the use of cooperative development plans, which have been incorporated in PRODEGAN and PRODECAFE and scaled up as the planning tool for all the cooperatives at Ministry of Agriculture level. In addition, PRODECAFE collaborated with mixed public/private enterprises to promote organic coffee production for export – a testimony to the increasingly important role of the private sector in improving sustainability for IFAD projects, the majority of which involve value chains. Three out of four recommendations on sustainability are being addressed (two ongoing and one fully followed up) while one from the India PPE is not applicable (see para. 23).
42. **The 2023–2030 COSOP for Malawi has leveraged CSPE recommendations to set an organic framework for scaling successful initiatives.** At the country level, IFAD is an active member of the Donors Committee on Agriculture and Food Security and Trade Industry and Private Sector Development Partners, where lessons from IFAD-funded programmes are periodically shared. At the project level, SAPP II³² builds on its first phase, which was effective in establishing systems, productive assets and capacities, required to launch the agriculture commercialization agenda. In the case of India, results and lessons from PT-Tamil Nadu have been disseminated through publications and specialized journals. Both recommendations on scaling are fully followed up.
43. **Building on evaluation recommendations, the IFAD12 and IFAD13 business models foresee a progressive shift towards a programmatic approach for better sustainability of results.** Independent evaluations have been consistently recommending the adoption of this approach in defining the country strategy or specific activities. The 2024 PRISMA alone includes four cases (Burundi, Indonesia, Uzbekistan, Zambia). During IFAD12, the Fund started reshaping country programmes with a longer-term perspective and structuring single projects around desired policy outcomes for better sustainability and resilience. The IFAD13 business model raises the bar, foreseeing a specific commitment to use multiphase programmatic approaches in at least 10 per cent of new designs.
44. **IFAD has also learned to leverage decentralization to conduct capacity-building, as indicated in evaluations.** All three recommendations on this theme are fully followed up. In WCA, IFAD took advantage of its country presence to organize capacity-building training for the IFAD country team, government and PMU staff, while working with producers' and farmers' organizations to strengthen their capacity. In the United Republic of Tanzania, the newly approved C-SDTP has budgeted capacity-building, coaching and mentoring to strengthen public outreach.

B. Areas where follow-up is in progress

45. **Implementation of recommendations that address non-lending activities is ongoing though constrained by limited resources.** IFAD has been encouraging policy dialogue through the Farmers' Forum, a periodic, bottom-up process of tripartite consultation among farmers' organizations, IFAD and governments. One

³¹ Cooperative Rural Development Project in the Oriental Region.

³² Sustainable Agricultural Production Programme Phase II.

lesson learned from the TE on climate change adaptation was to ensure that policy engagement is also budgeted within projects. However, this provision is highly dependent on the government's agreement. A second lesson learned was to leverage IFAD's role as an assembler of development finance and forge strategic partnership to scale impact. For this reason, IFAD hosts the Vision for Adapted Crops and Soils trust fund, spearheading adaptation financing efforts that prioritize the most vulnerable communities; and co-leads the IFAD-Global Environment Facility integrated Advantage III programme, directing an estimated US\$230 million into sustainably transforming agrifood systems. A third lesson has been to leverage decentralization (e.g. the Indonesia ICO has trained PMU staff on M&E and KM). SSTC was fundamental in the case of Cuba, where IFAD's SSTC Facility funded knowledge exchange with Brazil and China. Out of the eight recommendations on non-lending activities, two are complete, four are ongoing and two were not applicable – stemming from the India PPE.

46. **Building on the above lessons, IFAD13 foresees greater selectivity of partners** from the local to the global level to optimize limited resources, in line with the assessment by the Multilateral Organisation Performance Assessment Network.³³ The IFAD13 business model will also prioritize and align supplementary resources with IFAD's core programmes, as well as the expansion of SSTC.
47. **Evaluations highlighted the need to invest in M&E systems and data quality.** In response, IFAD country teams follow up on logical framework reporting (Eswatini) and engage with governments for better ownership and management of results frameworks (Uzbekistan). In Indonesia, PMUs have been piloting digital platforms and introducing management information systems. However, these efforts take time to produce tangible results. Out of the six recommendations on M&E and project management, two have been fully followed up, while the rest are ongoing or pending.
48. **IFAD's project-level M&E action plan is under implementation, drawing from operational lessons as well as evaluation insight.** In particular, the action plan foresees two important actions during project design: the inclusion of a separate budget for M&E, and **the pre-assessment of M&E-related needs and issues**, to determine the capacity to set up a results-based M&E system and analyse information requirements.

III. Conclusions and way forward

49. **The 2024 PRISMA is accompanied by the release of the PRISMA tracker and dashboard**, replacing PRISMA volume II. These allow the public to track evaluation recommendations and Management's follow-up over time, and to generate customizable reports.
50. **Management plans to revisit the scope of PRISMA to sharpen its focus on the learning aspect, subject to Member State feedback.** Given that its accountability objective is now fully covered with the online tracker and dashboard, the PRISMA could be a concise report focused on the learning aspect (section II), presenting key messages and related evidence. Rather than publishing a summary of the implementation status of recommendations in the PRISMA (section I), Management will follow up with key departments and divisions to ensure that the tracker is updated and the information visible to Member States directly.
51. Coordination between Management and IOE has been critical to improving learning from evaluation. Management is fully committed to further strengthening coordination with IOE for the ongoing and upcoming programme of work.

³³ <https://www.mopanonline.org/assessments/ifad2023/index.htm>.

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 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 (IOE) comments on the Report on IFAD's Development Effectiveness (RIDE) for 2023.³⁴

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); and
 - **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 22 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 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 (COSOPs) or policies yet to be designed and completed;

³⁴ See EC 2023/122/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 for 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 2024 PRISMA

Evaluations for first-round follow-up included in the 2024 PRISMA

		CLE		CSPE		PPE		SRE		TE		Total #	Total %
		#	%	#	%	#	%	#	%	#	%		
Asia and the Pacific Division (APR)				5	10.4%	4	8.3%					9	18.8%
India	Post-Tsunami Sustainable Livelihoods Programme for the Coastal Communities of Tamil Nadu					4	8.3%					4	8.3%
Indonesia	Country strategy and programme evaluation			5	10.4%							5	10.4%
East and Southern Africa Division (ESA)				7	14.6%	9	18.8%					16	33.3%
Eswatini	Country strategy and programme evaluation			4	8.3%							4	8.3%
Malawi	Country strategy and programme evaluation			3	6.3%							3	6.3%
United Republic of Tanzania	Marketing Infrastructure, Value Addition and Rural Finance Support Programme					5	10.4%					5	10.4%
Zambia	Smallholder Productivity Promotion Programme					4	8.3%					4	8.3%
Latin America and the Caribbean Division (LAC)						4	8.3%					4	8.3%
Cuba	Cooperative Rural Development Project in the Oriental Region (PRODECOR)					4	8.3%					4	8.3%
Global										6	12.5%	6	12.5%
	Thematic evaluation of IFAD's support for smallholder farmers' adaptation to climate change									6	12.5%	6	12.5%
Near East, North Africa and Europe Division (NEN)				4	8.3%							4	8.3%
Uzbekistan	Country strategy and programme evaluation			4	8.3%							4	8.3%
West and Central Africa Division (WCA)						4	8.3%	5	10.4%			9	18.8%
The Gambia	National Agricultural Land and Water Management Development Project					4	8.3%					4	8.3%
	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							5	10.4%			5	10.4%
Total				16	33.3%	21	43.8%	5	10.4%	6	12.5%	48	100.0%

Evaluations for historical follow-up included in the 2024 PRISMA

		CLE		CSPE		PPE		SRE		TE		Total #	Total %
		#	%	#	%	#	%	#	%	#	%		
Asia and the Pacific Division (APR)				3	13.6%							3	13.6%
Pakistan	Country strategy and programme evaluation			3	13.6%							3	13.6%
East and Southern Africa Division (ESA)				7	31.8%							7	31.8%
Burundi	Country strategy and programme evaluation			4	18.2%							4	18.2%
Uganda	Country strategy and programme evaluation			3	13.6%							3	13.6%
Global		5	22.7%									5	22.7%
	Corporate-level evaluation on IFAD's support to innovations for inclusive and sustainable smallholder agriculture	5	22.7%									5	22.7%
Near East, North Africa and Europe Division (NEN)				4	18.2%							4	18.2%
Morocco	Country strategy and programme evaluation			4	18.2%							4	18.2%
West and Central Africa Division (WCA)				3	13.6%							3	13.6%
Niger	Country strategy and programme evaluation			3	13.6%							3	13.6%
Total		5	22.7%	17	77.3%							22	100.0%

Evaluation recommendations, by subtheme

Table 1

Portfolio-level evaluation recommendations in the 2024 PRISMA, classified by subtheme (first-round follow-up)

		CSPE		PPE		SRE		TE		Total #	Total %
		#	%	#	%	#	%	#	%		
Technical and mainstreaming themes	Climate change							3	6.3%	3	6.3%
	Gender (including targeting women)			1	2.1%					1	2.1%
	Markets and value chains			3	6.3%	1	2.1%			4	8.3%
	Natural resource management			1	2.1%					1	2.1%
	Nutrition	1	2.1%							1	2.1%
	Private sector	1	2.1%							1	2.1%
Sustainability, scaling up, capacity-building	Sustainability	1	2.1%	3	6.3%					4	8.3%
	Replication and scaling up	1	2.1%	1	2.1%					2	4.2%
	Training, capacity-building			2	4.2%	1	2.1%			3	6.3%
COSOP, project design, strategies	COSOP	2	4.2%							2	4.2%
	Project design	1	2.1%	2	4.2%					3	6.3%
	Strategy			3	6.3%	1	2.1%			4	8.3%
Non-lending activities	Knowledge management	1	2.1%	1	2.1%					2	4.2%
	Non-lending activities					1	2.1%	1	2.1%	2	4.2%
	Partnerships							1	2.1%	1	2.1%
	Policy engagement			2	4.2%	1	2.1%			3	6.3%
M&E and project management	Project management and administration (including financial management)	3	6.3%							3	6.3%
	Results monitoring and evaluation	3	6.3%							3	6.3%
Targeting and beneficiary participation	Targeting	1	2.1%	1	2.1%					2	4.2%
	Beneficiaries' and stakeholders' participation and consultation			1	2.1%					1	2.1%
Decentralization and organizational	Organization development							1	2.1%	1	2.1%
	Decentralization	1	2.1%							1	2.1%
Total		16	33.3%	21	43.8%	5	10.4%	6	12.5%	48	100.0%

Table 2

Portfolio-level evaluation recommendations in the 2024 PRISMA, classified by regional distribution (first-round follow-up)

		APR		ESA		LAC		Global		NEN		WCA		Total #	Total %
		#	%	#	%	#	%	#	%	#	%	#	%		
Technical and mainstreaming themes	Climate change							3	6.3%					3	6.3%
	Gender (including targeting women)											1	2.1%	1	2.1%
	Markets and value chains			1	2.1%	1	2.1%					2	4.2%	4	8.3%
	Natural resource management					1	2.1%							1	2.1%
	Nutrition			1	2.1%									1	2.1%
	Private sector									1	2.1%			1	2.1%
Sustainability, scaling up, capacity-building	Sustainability	1	2.1%	1	2.1%	1	2.1%					1	2.1%	4	8.3%
	Replication and scaling up	1	2.1%	1	2.1%									2	4.2%
	Training, capacity-building			2	4.2%							1	2.1%	3	6.3%
COSOP, project design, strategies	COSOP	1	2.1%	1	2.1%									2	4.2%
	Project design	1	2.1%	2	4.2%									3	6.3%
	Strategy			2	4.2%							2	4.2%	4	8.3%
Non-lending activities	Knowledge management	1	2.1%			1	2.1%							2	4.2%
	Non-lending activities							1	2.1%			1	2.1%	2	4.2%
	Partnerships							1	2.1%					1	2.1%
	Policy engagement	2	4.2%									1	2.1%	3	6.3%
M&E and project management	Project management and administration (including financial management)	1	2.1%	2	4.2%									3	6.3%
	Results monitoring and evaluation	1	2.1%	1	2.1%					1	2.1%			3	6.3%
Targeting and beneficiary participation	Targeting			1	2.1%					1	2.1%			2	4.2%
	Beneficiaries' and stakeholders' participation and consultation			1	2.1%									1	2.1%
Decentralization and organizational	Decentralization									1	2.1%			1	2.1%
	Organization development							1	2.1%					1	2.1%
Total		9	18.8%	16	33.3%	4	8.3%	6	12.5%	4	8.3%	9	18.8%	48	100.0%

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

Project	Project ID	Country	Entry into force date	Loan closure date	Project completion report date	Evaluation date
Cooperative Rural Development Project in the Oriental Region	1100001677	Cuba	15/07/2014	31/03/2022	27/06/2022	May 2023
Smallholder Productivity Promotion Programme	1100001567	Zambia	09/12/2011	30/06/2020	12/07/2021	May 2023
National Agricultural Land and Water Management Development Project	1100001643	The Gambia	20/12/2012	30/12/2020	14/05/2021	October 2022
Post-Tsunami Sustainable Livelihoods Programme for the Coastal Communities of Tamil Nadu	1100001348	India	09/07/2007	31/12/2020	30/06/2021	November 2022
Marketing Infrastructure, Value Addition and Rural Finance Support Programme	1100001553	United Republic of Tanzania	25/02/2011	31/12/2020	31/03/2021	September 2022