Executive Board

2025 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).

Action: The Executive Board is invited to review the 2025 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) tracks Management's follow-up of recommendations from the Independent Office of Evaluation of IFAD (IOE).

2. **The 2025 PRISMA summarizes findings on 69 recommendations from 12 evaluations published in 2023 and 2024**, jointly selected by IOE and Management. The online PRISMA tracker[1] provides the full list of individual recommendations, with the specific action taken to address them and their follow-up status. The search function facilitates learning from past and present recommendations by country and theme. The PRISMA dashboard[2] displays aggregated customizable reports.

3. **Management agreed to all 69 recommendations included in this year's PRISMA and has already completed follow-up action on 23 of them, or 33 per cent.** An additional 64 per cent (44 recommendations) are under implementation. The remaining two, or 3 per cent, are not applicable (see para. 4(ii)).

4. **Most recommendations are considered "under implementation" because they have grown more complex in recent years.** Moreover, **many** relate to **non-lending activities,** for which resources are limited, and **capacity-building activities,** which are ongoing by nature. More specifically:

   (i) **Follow-up on the five recommendations from the corporate-level evaluation on decentralization is ongoing and on track**, with two of them fully followed up and the remaining three ongoing. The Fund increased allocations to country programme delivery and improved granularity in reporting on the use of the decentralization budget. IFAD is also reviewing country office metrics, supporting staff well-being and improving staff capacity-building.

   (ii) **Follow-up on country strategy and programme evaluations (CSPE), project cluster evaluations (PCE) and project performance evaluations (PPE) is ongoing**. Twenty-one recommendations were fully followed up by integrating strategic insights from country strategic opportunities programme (COSOP) and project design evaluations. Forty-one are under implementation, including non-lending activities (partnership-building, knowledge management and policy engagement, as well as programme management, capacity-building and monitoring and evaluation). Two recommendations are not applicable, as IFAD is not planning to revise the financing conditions under Borrowed Resource Access Mechanism (BRAM).

5. **Management learned important lessons from independent evaluations and is applying them to fine-tune IFAD's strategic offer.** In particular, CSPEs are accompanying IFAD's ongoing process of reshaping its strategic offer to support upper-middle-income countries. For example, this year's evaluation sample focuses on value chains. CSPEs also helped sharpen the focus of IFAD's rural finance projects and looked at interconnected areas such as targeting and gender equality. CSPEs, PCEs and PPEs consistently compiled findings and recommendations to fine-tune the targeting of IFAD's project beneficiaries. Learning from self- and independent evaluation was key in steering the last phase of IFAD's decentralization process, especially in connection with country presence recalibration, budget allocation, vacancy rate reduction and human resource management.

[1] https://www.ifad.org/en/prisma-tracker.
[2] https://www.ifad.org/en/prisma-dashboard.

2025 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 the Management tool for reporting annually on follow-up to recommendations from selected evaluations conducted by the Independent Office of Evaluation of IFAD (IOE). PRISMA has two main objectives:

    (i) **Promote accountability** through rigorous follow-up with relevant teams at the country and corporate levels (section I); and

    (ii) **Internalize learning** by identifying emerging thematic areas that require attention and reviewing responsive action taken by Management (section II).

2. **The online PRISMA tracker[3] and PRISMA dashboard[4] accompany the PRISMA report, fostering accountability and transparency:**

    (i) The PRISMA tracker provides the full list of individual recommendations from evaluations published since 2017 – including those in this edition of the PRISMA.

    (ii) The PRISMA dashboard displays aggregated customizable reports on the implementation status of recommendations. As of 2025, statistics on the classification of recommendations[5] are provided solely in the dashboard.

3. Management launched these online PRISMA tools in 2024, replacing the previous PRISMA Volume II. These tools help increase the transparency of reporting, in compliance with the Revised IFAD Evaluation Policy (2021).[6] The PRISMA tracker features a search function by theme and country to facilitate learning, based on a large repository of recommendations and responses, in line with IFAD's Development Effectiveness Framework 2.0.[7]

4. **IOE's comments on the 2024 PRISMA[8] have been duly reflected in the online PRISMA tracker and dashboard.** Management reclassified the follow-up status of recommendations in the 2024 sample, as recommended by IOE. **Management also invested additional resources in the quality control of follow-up text reported in the PRISMA tracker**, addressing IOE's comments. Management plans to continue building the capacity of country teams to report on evaluation follow-up.

I. Promoting accountability

A. Evaluation coverage and classification of recommendations

5. The 2025 PRISMA covers 12 evaluations (with 69 recommendations) selected through coordination between Management and IOE. Eight of these evaluations were published in the second half of 2023 and 2024, and this year's PRISMA offers the first round of follow-up reporting. The remaining four evaluations are considered historical, as they date back to the first half of 2023. Management already reported the follow-up on these evaluations in previous PRISMAs, and this year it is reporting on outstanding recommendations only.

[3] https://www.ifad.org/en/prisma-tracker.
[4] https://www.ifad.org/en/prisma-dashboard.
[5] Former section of A1 of the PRISMA: "In focus: recommendations from first-round evaluations."
[6] EB 2021/132/R.5/Rev.1.
[7] EB 2021/134/R.24, para. 45(v).
[8] EB 2024/OR/9/Add.1.

6. Evaluations reported in this year's PRISMA include the following types (see figures 1a and 1b):[9]

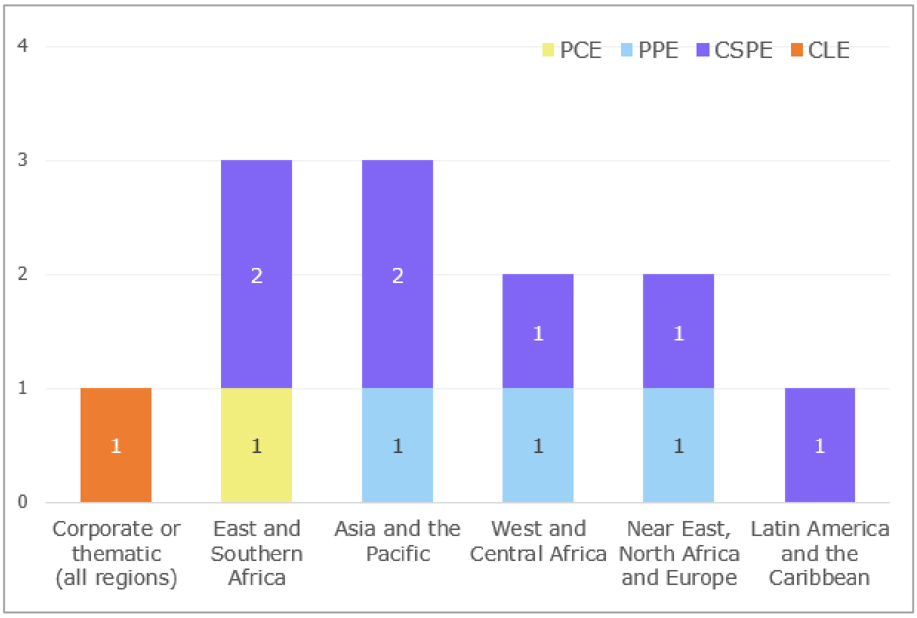
   (i) One corporate-level evaluation (CLE) on IFAD's decentralization experience;

   (ii) One project cluster evaluation (PCE) on rural finance in the East and Southern Africa region (ESA);

   (iii) Seven country strategy and programme evaluations (CSPEs), each focusing on the performance of a single country programme; and

   (iv) Three project performance evaluations (PPEs), each focusing on the performance of a specific investment project.

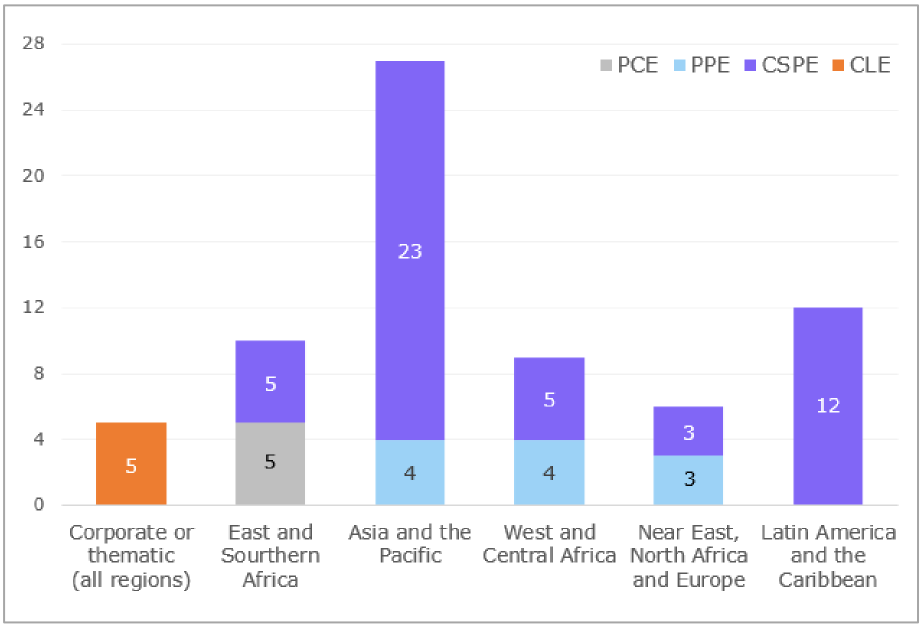
Figure 1a
2025 PRISMA coverage: number of evaluations, by type and region



Source: PRISMA dashboard.

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

Figure 1b
2025 PRISMA coverage: number of recommendations, by type and region[10]



Source: PRISMA dashboard.

7. For this year's PRISMA, Management has presented sub-recommendations explicitly in the online tracker and treated each one as a stand-alone recommendation, with a stand-alone follow-up to improve transparency. Therefore, the China CSPE document originally included five overarching recommendations, but the online tracker and the statistics provided in this report indicate a total of 18, reflecting the actual action points to be addressed by the country team. Similarly, the Colombia CSPE originally produced five overarching recommendations, but the tracker indicates 12, each with the respective follow-up.

B. Implementation status

8. **Management has agreed to all 69 recommendations included in this year's PRISMA.** More specifically, it has fully agreed to 62 recommendations (90 per cent) and partially agreed to the remaining 7 (10 per cent). Management and IOE engaged in a constructive collaboration, reviewing evaluations before they were finalized, resulting in a high degree of acceptance. Two of the recommendations that were not fully agreed to pertain to the CLE on decentralization, where Management agreed on the importance of fostering change but adopted different pathways, as detailed in section B2. The remaining five pertain to the CSPEs for China and Colombia; the action taken is detailed in section B3.

B.1 Overview of implementation status[11]

9. **Management is following up on 67 recommendations, or 97 per cent, of the 69 considered in this year's PRISMA**; the remaining two, or 3 per cent, are not applicable. **Management has completed follow-up action on 33 per cent of the recommendations** (figure 2a). An additional 64 per cent are either ongoing or partially followed up, meaning that follow-up action has begun but is not yet complete. IFAD will continue to implement all recommendations that are either ongoing or partially followed up, as explained in sections B2 and B3.

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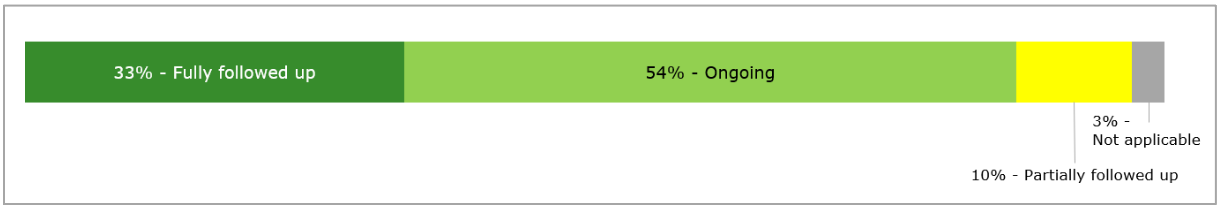
[10] The CLE on IFAD's decentralization experience included a sixth recommendation addressed to the Executive Board. Management does not report on this recommendation, which is therefore not covered by the PRISMA.
[11] Sections B2 and B3 provide further specifics, while the online PRISMA tracker provides details on the follow-up status of each recommendation: https://www.ifad.org/en/prisma-tracker.

Figure 2a
2025 PRISMA: Implementation status of evaluation recommendations (first-round and historical follow-up)



Source: PRISMA dashboard.

10. **The share of recommendations fully followed up in 2025 (33 per cent) improved over that of 2024 (26 per cent)** yet remains lower than in the past (for example, 64 per cent reported in 2022 and 53 per cent in 2023). This is due to two main factors:

    (i) **First, recommendations have become longer and more complex than in past years, increasingly bundling several different, but interconnected, action points**.

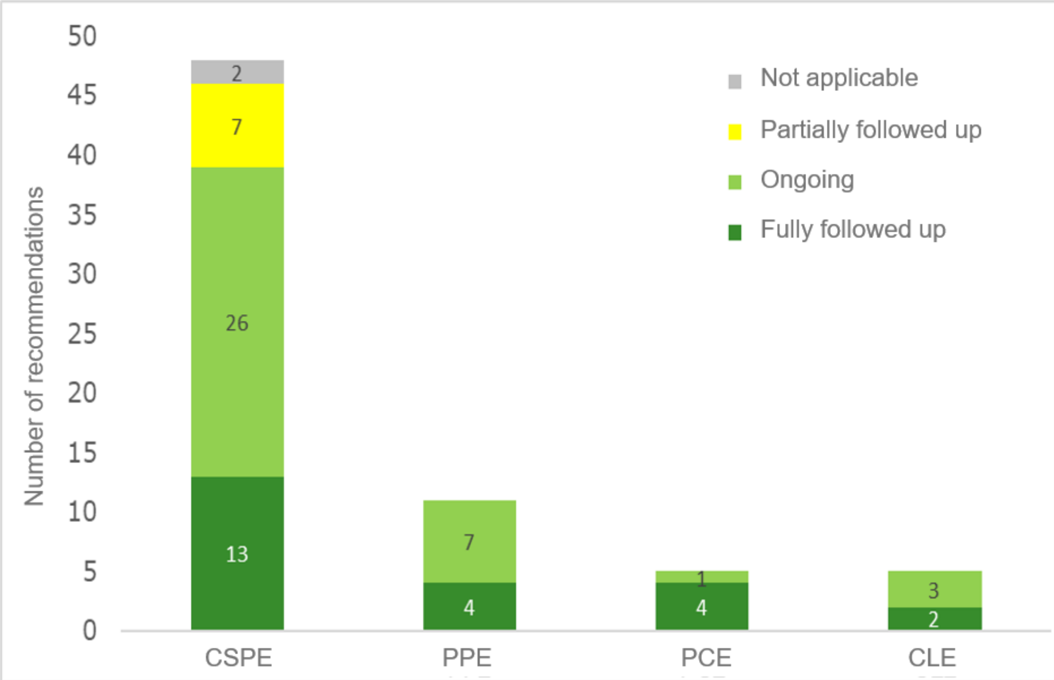
    (ii) **Second, recommendations stemming from CSPEs often include capacity-building, KM and monitoring and evaluation (M&E) elements, which are ongoing by nature.**

11. **The high share of ongoing recommendations does not imply a lower level of Management commitment but reflects a candid assessment** of the implementation status of medium-term actions on strategic priorities, accompanied by continuous efforts in traditionally weaker or under-resourced areas. IFAD's response is consistent with that of comparator organizations; for example, the World Bank's Management Action Record indicates that 23 per cent of 2024 recommendations (18 out of 77) are fully implemented.[12]

12. Figures 2b and 2c summarize the implementation status of recommendations by evaluation type and region. Sections B2 and B3 provide details on follow-up undertaken by Management.

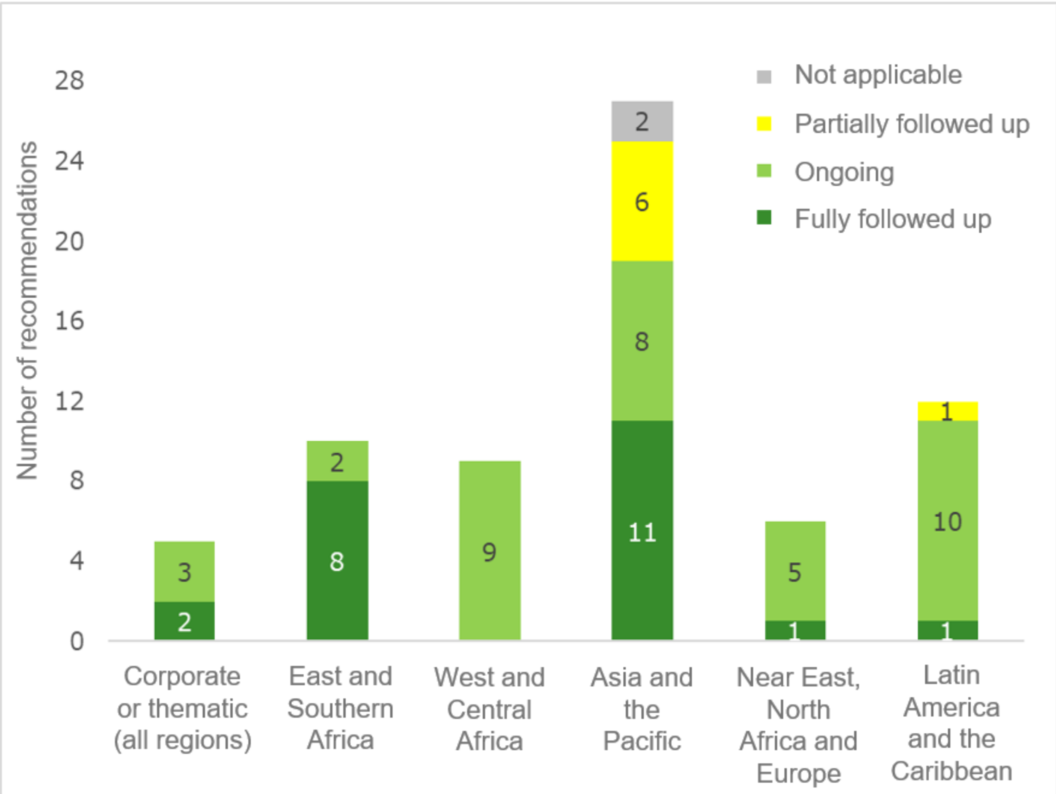
[12] https://ieg.worldbankgroup.org/evaluation/2024-independent-evaluation-group-validation-management-action-record.

Figure 2b
2025 PRISMA: Implementation status of evaluation recommendations, by evaluation type (first-round and historical follow-up)



Source: PRISMA dashboard.

Figure 2c
2025 PRISMA: Implementation status of evaluation recommendations, by region (first-round and historical follow-up)



Source: PRISMA dashboard.

B.2 Follow-up at the corporate level

13. **IFAD has fully followed up on two of the five recommendations from the CLE on decentralization.** In response to the two recommendations that were partially agreed to, IFAD increased granularity in reporting on the use of the decentralization budget but, to remain efficient, did not create a separate tracking system. It also increased allocations to country programme delivery; however, non-lending activities are being integrated into country strategies rather than receiving separate funding. The remaining three recommendations on taking stock of lessons, building internal capacity and ensuring staff well-being were fully agreed to and are ongoing. More specifically, through the Decentralization 2.0 recalibration plan, IFAD is modifying office roles and locations, rebalancing technical staff between headquarters and the field and reviewing IFAD Country Office (ICO) metrics – actions that will be completed by 2025. Human resources actions include speeding up the recruitment process, which has resulted in a lower vacancy rate (a notable achievement given the need to balance decentralization with internal reassignment) and better onboarding and training. Staff well-being is supported through flexible work arrangements, better communication and inclusive workforce planning.

B.3 Follow-up at the portfolio level

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

14. **In the Lao People's Democratic Republic, IFAD leveraged PPE recommendations to ensure that interventions met local needs and supported nutrition.** IFAD conducted socioeconomic diagnostics, community consultations and poverty, gender, and youth analyses for projects approved during the Twelfth Replenishment of IFAD’s Resources (IFAD12) period. The Agriculture for Nutrition Project – Phase II (AFN II) promotes home gardens, wild food mapping and farmer nutrition schools. In addition, for both AFN II and the Partnerships for Irrigation and Commercialization of Smallholder Agriculture Project (PICSA), project design aligns activities with district capacity, pursuant to PPE recommendations. Supervision involves district offices and *kumban*[13] facilitators at the early stage, using performance-based contracts. Implementation bottlenecks are being addressed through the start-up workshop and technical assistance on financial management, while IFAD assesses the potential formalization of the country programme coordinator position for the Lao People's Democratic Republic. As a result, three out of four recommendations are fully followed up, while the recommendation on country presence is ongoing.

15. **In Eswatini, follow-up on the two historical CSPE recommendations is now complete, addressing the issues of limited land access, reliance on imported inputs and weak farmer organizations, especially for women and youth.** The Smallholder Market-led Project (SMLP) and the Financial Inclusion and Cluster Development Project (FINCLUDE) formalized land rights through agreements with traditional leaders on long-term use and supported sustainable farming with business and market training. Moreover, to increase the sustainability of irrigation systems developed under the former Lower Usuthu Smallholder Irrigation Project Phase I (now completed), the Smallholder Agricultural Productivity Enhancement and Marketing Project (SAPEMP), approved in 2024, supports crop diversification, market access and stronger farmer groups. To consolidate knowledge about irrigation systems, IFAD hosted a high-level policy and learning event in 2023 that was attended by experts and stakeholders.

16. **The Malawi CSPE called for diversified sustainable systems to tackle food insecurity and malnutrition.** In response, IFAD adopted a two-track approach

[13] Kumban: an intermediate administrative unit between a village and a district consisting of a cluster of villages.

under the country strategic opportunities programme (COSOP) 2023–2030. On the one hand, the Sustainable Agricultural Production Programme Phase II (SAPP II) supports ultra-poor farmers with food crops and market-ready groups with commercial links. On the other, the Transforming Agriculture through Diversification and Entrepreneurship Programme (TRADE) promotes cash-crop commercialization and the use of digital tools to improve farmers' information access. IFAD also leveraged lessons from completed projects in Malawi to scale effective solutions in rural finance and build project management unit PMU capacity. Two of the three historical recommendations are fully followed up, while the one on building PMU capacity is ongoing.

17. **Based on the PCE recommendations on rural finance in East and Southern Africa (ESA), IFAD developed a two-way mechanism for project design, ensuring that financial service providers can pass concrete benefits, such as financial literacy courses or tailored financial solutions, to IFAD's target group**. A two-way mechanism links financial needs with financial service providers, backed by technical support, while PMU experts oversee partner selection and enforce agreements. IFAD project teams also learned to carefully assess partner capacity, directly embed gender and youth strategies in the design of rural finance projects and set the stage for stronger M&E. While further M&E upgrades are planned, especially in tracking and managing financial data, the recommendation on strengthening M&E systems remains ongoing; the remaining four recommendations are fully implemented.

B.3.2 Countries where follow-up is in progress

18. **In Guinea-Bissau, IFAD is translating strategic vision into action by addressing all five CSPE recommendations through inclusive value chains, stronger institutions and empowered communities.** Aligning with recommendations to sharpen strategic direction and build public sector capacity, the COSOP 2025–2031 sets clear priorities on climate adaptation, knowledge management and policy dialogue. Support for mangrove and lowland farming boosts value chains and opportunities to work with private sector actors, as recommended. Institutional capacity is being strengthened through national experts. Community resilience is built through support to grassroots organizations, focusing on vulnerable groups. A national gender strategy that integrates the enhanced Gender Action Learning System (GALS+) and digital tools promotes leadership and inclusion. All five recommendations are ongoing.

19. **In Colombia, IFAD is strategically advancing an inclusive, resilient and transformative rural development agenda**, addressing all 12 CSPE recommendations through the COSOP 2024–2027 and the Rurality for Life Project. The COSOP, aligned with the National Development Plan, defines geographic and social targeting for vulnerable populations and promotes human and social capital, territorial governance and multifunctional family farming. A territorial governance model with local policy dialogue mechanisms and integration into municipal development plans is being rolled out. New partnerships extend beyond the Ministry of Agriculture to include environmental, financial and private actors. Knowledge systems, capacity-building with institutions such as the National Learning Service and universities and South-South cooperation will serve as key enablers to amplify impact. While the recommendation on embedding family farming into the COSOP is fully followed up, the one on developing a communication strategy is only partially so; the remaining 10 recommendations are ongoing. Ongoing recommendations include three that were partially agreed to, related to the choice of cofinancing institutions, geographic targeting criteria and capacity-building in the absence of grant resources.

20. **IFAD addressed all 18 China CSPE recommendations, shaping its COSOP 2025–2030 around inclusive value chains, environmental sustainability and strengthened partnerships.** Building on past projects, the COSOP targets

smallholders, climate resilience and innovation, with tailored support for cooperatives, land tenure safeguards and climate-smart agriculture. It promotes green technologies and agroecology in remote areas, while capacity-building remains central, including collaboration with universities and technical centres. Strategic coordination has improved through formalized partnerships and platforms such as the Rural Solutions Portal.

21. **Public-private collaboration supports alignment with China's carbon neutrality goals and national policies**, while vocational training and rural finance models help ensure inclusive market access. South-South and Triangular Cooperation (SSTC) has been repositioned as a key modality, with thematic areas fully integrated into the COSOP. Non-lending activities, though progressing more slowly due to limited resources, are being integrated into COSOP strategies. In sum, seven recommendations were fully followed up through the COSOP design, while nine are under implementation. The two recommendations partially agreed to are related to the revision of financial terms for China and are not applicable: IFAD offers the same conditions based on its approved Borrowed Resource Access Mechanism (BRAM) lending terms and does not currently plan to revisit this approach.

22. **In Egypt, PPE recommendations helped IFAD projects shift to a more adaptive, coordinated and forward-looking approach**. Follow-up is ongoing for two recommendations and complete for one. IFAD improved the sequencing of activities under the Sustainable Agriculture Investments and Livelihoods Project (SAIL), with capacity-building and marketing components preceding rural finance activities. The Sustainable Transformation for Agricultural Resilience in Upper Egypt (STAR) project explores options for supporting credit guarantees and digital banking to address the need for the complementary activities highlighted in the PPE.

23. **In Togo, follow-up for all four PPE recommendations is ongoing, as IFAD intensifies efforts to empower rural entrepreneurs, strengthen partnerships, increase access to finance and services and improve project management.** To improve IFAD's offer, the Shared-risk Agricultural Financing Incentive Mechanism Support Project (ProMIFA) and the Regional Programme for the Integration of Agricultural Markets (PRIMA) use precise targeting strategies to differentiate first-time from experienced entrepreneurs, providing tailored business plans and links to private aggregators. Responding to the call for an enhanced country presence, IFAD opened a country office in Benin that will also cover Togo. To expand financial and non-financial services with guarantees and phased funding, as recommended, ProMIFA offers blended finance, risk mitigation, development funds and advisory services. The Ministry of Agriculture oversees IFAD projects with optimized staffing, shared roles and M&E systems covering quantitative and qualitative results.

24. **In Indonesia, IFAD continued following up on the five historical CSPE recommendations to improve coherence and sharpen the country programme's targeting.** The COSOP 2023–2027 aligns with the National Medium-term Development Plan and foresees more strategic use of resources, prioritizing the Eastern Indonesia region, where IFAD can add value. The COSOP also fosters private sector involvement as a key element for an upper-middle-income country (UMIC), as suggested in the CSPE. Projects are not managed by a single management unit, as recommended, but the Government ensures coordination via centralized procurement, capacity-building and consistent leadership. Knowledge management benefited from the appointment of dedicated officers, the dissemination of best practices through books, social media and an SSTC learning event in 2025. In line with recommendations, each project has a dedicated M&E system; the Development of Integrated Farming Systems in Upland Areas (UPLAND) project also produced a dashboard that shows financial and

physical progress and offers a logical framework analysis tool. Of the five historical recommendations, the one concerning the COSOP was fully followed up. Progress on the three recommendations focusing on M&E, KM and the fine-tuning of project design is ongoing, while progress on the single recommendation on coordination among PMUs is partially followed up.

25. **The Uzbekistan CSPE recommended exploring non-lending activities and partnerships with the private sector to support the country's growth as a UMIC.** In 2024, IFAD followed up with the approval of a non-sovereign operation with Hamkorbank, a private bank, which is designing financial products tailored to the agricultural sector. The midterm review of the COSOP, scheduled for late 2025, will offer further opportunities to explore non-lending activities; follow-up is therefore ongoing. Two additional recommendations focused on enhancing country presence and leveraging proximity to improve M&E are ongoing. As IFAD bolstered its presence with a staffed office in Tashkent, M&E now employs a results-based approach with capacity-building, data consolidation and learning tools.

II. Internalizing learning

26. **Management learned important lessons from independent evaluations and is applying them to fine-tune IFAD's strategic offer.** Figure 3 illustrates a classification of the 56 first-round recommendations considered in this year's PRISMA by their thematic focus.[14]

Figure 3
2025 PRISMA: Number of first-round recommendations, by thematic focus

Source: Elaboration of data from PRISMA dashboard.

Box 1
Key learning elements distilled from 2023–2024 independent evaluations

- CSPEs accompanied IFAD's ongoing process of reshaping its strategic offer to support UMICs. This year's PRISMA includes follow-up on value chains.
- CSPEs helped sharpen the focus of IFAD's rural finance projects and examined interconnected areas such as targeting and gender equality.
- CSPEs, PCEs and PPEs compiled findings and recommendations to fine-tune the targeting of IFAD project beneficiaries.
- The 2023 CLE provided key insight to steer the last phase of IFAD's decentralization process, including country presence recalibration, budget allocation, reduction of the vacancy rate and human resource management more generally.

[14] Further details on themes are provided in annex III and the PRISMA dashboard.

A. Areas where Management successfully leveraged learning from independent evaluations

A1. Learning from portfolio-level evaluations

27. **Independent evaluations are accompanying IFAD's ongoing efforts to reshape its strategic offer to support UMICs.** In particular, the sample of evaluations analysed in the 2025 PRISMA includes relevant follow-up on value chains as one of the many elements of IFAD's engagement with UMICs.[15] The China CSPE helped IFAD and the Government review good practices adopted for projects approved in IFAD12, marking a transition from the traditional poverty-reduction approach to a common prosperity and carbon-neutral economy approach. The CSPE was instrumental to updating the definition of IFAD's target group – namely, smallholder farmers in the developing rural economy of a UMIC such as China. The COSOP 2025–2030 identifies solutions for improving smallholders' access to markets, such as vocational training and support for youth entrepreneurship. Building on the CSPE recommendations, the COSOP sets the stage for integrating smallholders into private-sector-led value chains. Aligning with China's rural revitalization strategy, it promotes public-private-producer collaboration, the replication of local rural finance models and the dissemination of agronomic best practices.

28. **In Colombia, also a UMIC, the 2024 CSPE prompted IFAD and the Government to jointly identify niches where IFAD's value added is most relevant** and support the Government's ambitious National Development Plan. The COSOP 2024–2027 aims to boost the productivity and competitiveness of inclusive agricultural and non-agricultural value chains in an environmentally, socially and economically sustainable manner. At the heart of the Colombia COSOP is IFAD's support for multifunctional family farmers, who are the target group of IFAD's programmes and whose centrality is underscored in the CSPE.

29. **Independent evaluations helped sharpen the focus of IFAD's rural finance projects and looked at related areas such as targeting and gender equality.** The PCE on rural finance in ESA helped IFAD upgrade the design of projects to ensure that financial service providers use the benefits they receive to increase customer value for the target groups. For example, new project designs in ESA have integrated blended loans provided at affordable prices, which attract greater appetite from target groups and increase loan uptake. The Togo PPE helped IFAD leverage lessons from the National Rural Entrepreneurship Project (PNPER) and combine financial and non-financial support. Under ProMIFA, financial service providers are assisted in the drafting and financing of business plans, post-financing follow-up, coaching and technical support for implementing business plans, which will consider the development cycle and maturity of businesses run by the young people targeted by the project. Recommendations from the PCE on rural finance also led Malawi's Financial Access to Rural Markets, Smallholders and Enterprise Programme (FARMSE) to pay attention to gender strategies. At start-up, gender and social inclusion roles were first embedded under the M&E officer and later transferred to the newly recruited social inclusion officer with experience working with Indigenous Peoples.

30. **CSPEs, PCEs and PPEs consistently consolidated findings and recommendations to fine-tune the targeting of IFAD project beneficiaries.** In the Lao People's Democratic Republic, the IFAD country team ensured a robust diagnostic study during project design and early implementation through a combination of participatory approaches, context-specific assessments and collaboration with national stakeholders. In Colombia, based on lessons learned from the CSPE, the segmentation strategy fostered in the COSOP 2024–2027

[15] Other elements of IFAD's offer to UMICs include, for example, rural finance, information and communications technology and innovation scaling, among others.

prioritizes regions with higher levels of poverty, institutional weakness, victims of conflict, and a supply of natural resources, which are strategic for the sustainability of benefits. In Togo, IFAD and the Government proactively restructured two projects, ensuring an inclusive participatory process for targeting entrepreneurs and support through tailored entrepreneurial paths.

A2. Learning from corporate-level evaluations

31. **Learning from self- and independent evaluation was key in steering IFAD's decentralization process,** especially in the last phase of Decentralization 2.0 (D2.0). Capitalization on lessons became particularly evident in three areas: country presence recalibration, budget allocation and human resource management.

32. **The 2023 CLE on decentralization called for a review of lessons** to ensure robust justification of the type of country presence and the decentralization of technical functions. **Management chose an adaptive approach and released the D2.0 recalibration plan**, foreseeing continuous adjustments that enabled IFAD to surpass its goal of 45 per cent positions decentralized by 2024. Based on the D2.0 lesson stocktake, Management deferred the decision on establishing offices in high-intensity conflict-affected countries but made strategic decisions such as upgrading specific offices, relocating country directors and rebalancing technical expertise between the field and headquarters. Learning is ongoing, and next steps include reviewing ICO metrics and balancing the role of headquarters vis-à-vis the increased country presence.

33. **IFAD also gained substantial learning on balancing budget allocation to country programme delivery, which was highly relevant to its growing involvement in fragile contexts.** The 2022 CLE and 2023 assessment of IFAD by the Multilateral Organisation Performance Assessment Network (MOPAN)[16] called for adequate budgeting of country programme design, implementation and non-lending activities. Based on the trend that began in 2022, **IFAD continued increasing allocations to country programme delivery in 2023, 2024 and 2025.** Since 2024, it has provided incremental budget for the design and supervision of projects in contexts of fragility and additional resources for projects in the "high" and "substantial" risk category. The fragility unit created in 2024 under the Department for Country Operations supports operational delivery and policy coordination in countries with fragile situations. Increasingly, non-lending activities are being integrated into COSOP and project designs to maximize synergies as opposed to creating additional cost centres.

34. **IFAD also learned to improve the scope and focus of the initiatives for staff well-being that accompanied the decentralization process** in response to the CLE, the 2023 MOPAN assessment and internal surveys. IFAD continued to implement flexible work arrangements and improved social security provisions, further supporting staff stability and inclusion. Management maintained a regular dialogue on the recalibration plan and addressed staff relocation matters through a coordinated interdepartmental effort. Importantly, learning from independent evaluation also helped lower the vacancy rate, addressing a major constraint highlighted in recent years and closing an important feedback loop. Next steps include reviewing IFAD's reassignment approach to better support operational continuity and staff well-being.

[16] https://www.mopanonline.org/assessments/ifad2023/index.htm.

B. Areas where follow-up is in progress

35. **CSPEs and PPEs have highlighted opportunities for IFAD to work with governments to improve project management.** IFAD projects are implemented by recipient governments; however, the Fund provides implementation support to all operations while investing in building the capacity of PMU staff. A few examples:

    (i) **In the Lao People's Democratic Republic, building on the PPE recommendations, project start-up workshops include training on IFAD's financial management procedures** and cover disbursement, accounting and reporting. High-risk projects receive additional support and monitoring during implementation. Environmental, Social and Climate Management Plans guide implementation and include specific indicators related to the sustainable use of natural resources. Supervision and midterm reviews systematically assess both expected and unexpected environmental impacts, which are managed adaptively.

    (ii) **In Egypt, the Government is reinforcing the PMU by recruiting specialists in financial inclusion, gender, digitalization and environmental management.** At the same time, to address the CSPE recommendations, IFAD reviews major agreements with implementing partners, organizes upskilling events and actively supports the Government in forming strategic partnerships with regional and international organizations.

    (iii) **Togo is reaping benefits from the Driving Delivery of Results in the Agriculture Sector (DELIVER)**[17] **grant implemented from 2018 to 2022**, which supported delivery of the PNPER. Since 2022, the Ministry of Agriculture has been responsible for supervising all IFAD-cofinanced projects in Togo, ensuring coherence, the pooling of resources and the promotion of good practices in project management.

36. **Evaluations also highlighted the need to invest in M&E systems and data quality**. In response, the Colombia COSOP provides for the design and implementation of information systems to record and analyse results and the impact of operations. PMUs in the ESA region are working on setting up an M&E system to monitor core output and outcome indicators for rural finance projects.

37. **Notwithstanding, most of the recommendations concerning project management and M&E are largely ongoing or partially implemented.** IFAD supervision and completion reports indicate that PMU capacity in project management and M&E requires additional investment and enhanced participation by governments.[18] Resource availability constraints have hindered progress so far. To address this gap, IFAD is taking a three-fold approach:

    (i) **The IFAD Operations Academy (OPAC) offers selected training and resource modules that are available to the public** and useful for PMU staff to gain operational and technical knowledge.

    (ii) **IFAD is launching the third phase of its Program in Rural Monitoring and Evaluation (PRiME).** With a strong global public goods dimension, PRiME III will make training and certification accessible to a wide range of participants, upgrading M&E skills and boosting the capacity to generate evidence from rural and agricultural development programmes.

    (iii) **IFAD continues to implement its project-level M&E action plan by leveraging expertise at headquarters and combining it with country presence.** In particular, IFAD's quality assurance unit checks to ensure that project designs include a pre-assessment of M&E-related needs and issues to

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[17] Driving delivery of results through the establishment of delivery units in countries' agriculture and related sectors: https://www.ifad.org/en/w/projects/2000002238.
[18] See the 2025 Report on IFAD's Development Effectiveness. EC 2025/130/W.P.3.

determine the capacity to set up a results-based M&E system and analyse information requirements. At the same time, ICOs have been supporting supervision and completion missions with rigorous checks and focusing on data collection for core indicators.

38. **At the country level, follow-up on non-lending activities (partnership-building, knowledge management and policy engagement) is limited by resource constraints**. IFAD has leveraged independent evaluation to embed non-lending activities such as SSTC and partnership in COSOPs. For example, the COSOP 2025–2030 for China outlines core thematic areas for SSTC, including environmentally friendly agricultural and food system transformation practices, sustainable and inclusive rural development approaches and the advancement of digital agriculture. The Colombia CSPE helped IFAD identify strategic partnerships with public, private and civil society actors – partnerships that were reflected in the COSOP.

39. Follow-up of the recommendations on establishing specific mechanisms for policy dialogue and advocacy and a knowledge-sharing and communication strategy at the country level is still in progress. The Colombia COSOP will support policy dialogue between public and private actors and rural organizations, with a view to supporting the implementation of integrated rural reform plans and sectoral agendas. However, development of a communication strategy was deferred to the implementation phase of the Rurality for Life Project. In Togo, near-country presence has aided the monitoring of operations and relations with the Government, but enactment of a suitable policy dialogue strategy is still pending.

40. **At the corporate level, IFAD has consistently funded activities geared towards better policy engagement, among them the Farmers' Forum**[19] **and the Indigenous Peoples' Forum.**[20] However, the results of these activities are not always tracked in country strategies. Evidence is partially reflected in the logical frameworks of projects and country strategies but not in project cost tables, making them more difficult to categorize when conducting corporate analysis.

41. **Under IFAD13, all new sovereign and non-sovereign investment projects must be linked to relevant country-level policy goals and supportive policy work by IFAD.** To achieve greater influence at the policy level, the Fund will continue to leverage decentralization, the partially untapped potential of SSTC and more robust integration into country strategies.

III. Conclusions and way forward

42. As explained in the introductory section of this report, **since the release of the PRISMA tracker and dashboard in 2024, Management has invested in improving the quality and relevance of follow-up reporting**. Nevertheless, there is room for increasing the detail of the follow-up information provided. As noted by IOE in the comments to the 2024 PRISMA,[21] this requires additional investment of time and resources by country teams, with support from headquarters. Management therefore plans to continue capacity-building efforts in 2026 and onwards.

43. **Management plans to revisit the scope of PRISMA to sharpen its focus on learning, subject to feedback from IOE and Member States.** Since 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 PRISMA (section I),

[19] https://www.ifad.org/en/w/events/the-eighth-global-meeting-of-the-farmers-forum.
[20] https://www.ifad.org/en/indigenous-peoples/ips-forum.
[21] EB 2024/OR/9/Add.1.

Management will continue to follow up with key departments and divisions to build capacity and ensure periodic updating of the tracker so that high-quality information is directly available to Member States.

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, subregional evaluations, 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. **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.** First-round recommendations are categorized under broad thematic blocks comprising 19 subthemes. The subthemes are listed in the tables of 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 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, 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 2025 PRISMA

Table 1
Evaluations for first-round follow-up included in the 2025 PRISMA

		CLE		CSPE		PCE		PPE		Total #	Total %
		#	%	#	%	#	%	#	%		
Asia and the Pacific Division (APR)				**18**	**32.1**			**4**	**7.1**	**22**	**39.3**
China	Country strategy and programme evaluation			**18**	32.1					**18**	**32.1**
Lao People's Democratic Republic	Southern Laos Food and Nutrition Security and Market Linkages Programme							**4**	7.1	**4**	**7.1**
East and Southern Africa Division (ESA)						**5**	**8.9**			**5**	**8.9**
	Project cluster evaluation on rural finance in the East and Southern Africa Region					**5**	8.9			**5**	**8.9**
Latin America and the Caribbean Division (LAC)				**12**	**21.4**					**12**	**21.4**
Colombia	Country strategy and programme evaluation			**12**	21.4					**12**	**21.4**
Global		**5**	**8.9**							**5**	**8.9**
	Corporate-level evaluation on IFAD's decentralization experience 2022	**5**	8.9							**5**	**8.9**
Near East, North Africa and Europe Division (NEN)								**3**	**5.4**	**3**	**5.4**
Egypt	Promotion of Rural Incomes through Market Enhancement Project							**3**	5.4	**3**	**5.4**
West and Central Africa Division (WCA)				**5**	**8.9**			**4**	**7.1**	**9**	**16.1**
Guinea-Bissau	Country strategy and programme evaluation			**5**	8.9					**5**	**8.9**
Togo	National Rural Entrepreneurship Project							**4**	7.1	**4**	**7.1**
Total		**5**	**8.9**	**35**	**62.5**	**5**	**8.9**	**11**	**19.6**	**56**	**100.0**

Table 2
Evaluations for historical follow-up included in the 2025 PRISMA

		CLE		CSPE		PCE		PPE		Total #	Total %
		#	%	#	%	#	%	#	%		
Asia and the Pacific Division (APR)				**5**	**38.5**					**5**	**38.5**
Indonesia	Country strategy and programme evaluation			**5**	38.5					**5**	**38.5**
East and Southern Africa Division (ESA)				**5**	**38.5**					**5**	**38.5**
Eswatini	Country strategy and programme evaluation			**2**	15.4					**2**	**15.4**
Malawi	Country strategy and programme evaluation			**3**	23.1					**3**	**23.1**
Near East, North Africa and Europe Division (NEN)				**3**	**23.1**					**3**	**23.1**
Uzbekistan	Country strategy and programme evaluation			**3**	23.1					**3**	**23.1**
Total				**13**	**100.0**					**13**	**100.0**

Evaluation recommendations by subtheme

Table 1
Portfolio-level evaluation recommendations in the 2025 PRISMA by subtheme (first-round follow-up)

		CLE		CSPE		PCE		PPE		Total #	Total %
		#	%	#	%	#	%	#	%		
Non-lending activities	**Partnerships**			**5**	8.9					**5**	**8.9**
	Policy engagement			**2**	3.6			**1**	1.8	**3**	**5.4**
	South-South and Triangular Cooperation			**2**	3.6					**2**	**3.6**
	Knowledge management			**1**	1.8					**1**	**1.8**
Markets and value chains, and rural finance	**Markets and value chains**			**6**	10.7					**6**	**10.7**
	Rural finance					**1**	1.8	**2**	3.6	**3**	**5.4**
Monitoring and evaluation (M&E) and project management	**Project management and administration (including financial management)**			**1**	1.8			**4**	7.1	**5**	**8.9**
	Results monitoring and evaluation			**1**	1.8	**2**	3.6			**3**	**5.4**
Targeting and beneficiary participation	**Targeting**			**3**	5.4	**1**	1.8	**2**	3.6	**6**	**10.7**
	Beneficiaries and stakeholders' participation and consultation			**1**	1.8			**1**	1.8	**2**	**3.6**
Mainstreaming themes	**Climate change**			**3**	5.4					**3**	**5.4**
	Gender			**1**	1.8	**1**	1.8			**2**	**3.6**
	Natural resource management			**1**	1.8					**1**	**1.8**
	Nutrition							**1**	1.8	**1**	**1.8**
Decentralization	**Decentralization**	**5**	8.9							**5**	**8.9**
Other	**Allocations**			**4**	7.1					**4**	**7.1**
	Country strategic opportunities programme			**2**	3.6					**2**	**3.6**
	Sustainability			**1**	1.8					**1**	**1.8**
	Training and capacity-building			**1**	1.8					**1**	**1.8**
	Total	**5**	**8.9**	**35**	**62.5**	**5**	**8.9**	**11**	**19.6**	**56**	**100.0**

Table 2
Portfolio-level evaluation recommendations in the 2025 PRISMA by regional distribution (first-round follow-up)

		APR		ESA		LAC		Global		NEN		WCA		Total #	Total %
		#	%	#	%	#	%	#	%	#	%	#	%		
Non-lending activities	**Partnerships**	**3**	5.4			**2**	3.6							**5**	**8.9**
	Policy engagement	**1**	1.8			**1**	1.8					**1**	1.8	**3**	**5.4**
	South-South and Triangular Cooperation	**2**	3.6											**2**	**3.6**
	Knowledge management					**1**	1.8							**1**	**1.8**
Markets and value chains, and rural finance	**Markets and value chains**	**4**	7.1			**1**	1.8					**1**	1.8	**6**	**10.7**
	Rural finance			**1**	1.8					**1**	1.8	**1**	1.8	**3**	**5.4**
M&E and project management	**Project management and administration (including financial management)**	**1**	1.8							**2**	3.6	**2**	3.6	**5**	**8.9**
	Results monitoring and evaluation			**2**	3.6	**1**	1.8							**3**	**5.4**
Targeting and beneficiary participation	**Targeting**	**2**	3.6	**1**	1.8	**2**	3.6					**1**	1.8	**6**	**10.7**
	Beneficiaries and stakeholders' participation and consultation	**1**	1.8									**1**	1.8	**2**	**3.6**
Mainstreaming themes	**Climate change**	**3**	5.4											**3**	**5.4**
	Gender			**1**	1.8							**1**	1.8	**2**	**3.6**
	Natural resource management	**1**	1.8											**1**	**1.8**
	Nutrition	**1**	1.8											**1**	**1.8**
Decentralization	**Decentralization**							**5**	8.9					**5**	**8.9**
Other	**Allocations**	**3**	5.4			**1**	1.8							**4**	**7.1**
	Country strategic opportunities programme					**1**	1.8					**1**	1.8	**2**	
	Sustainability					**1**	1.8							**1**	**1.8**
	Training and capacity-building					**1**	1.8							**1**	**1.8**
	Total	**22**	**39.3**	**5**	**8.9**	**12**	**21.4**	**5**	**8.9**	**3**	**5.4**	**9**	**16.1**	**56**	**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 approval date	Evaluation date
Southern Laos Food and Nutrition Security and Market Linkages Programme	1100001680	Lao People's Democratic Republic	13/09/2013	31/03/2021	21/06/2021	19 January 2024
National Rural Entrepreneurship Project	1100001639	Togo	23/05/2014	30/06/2022	18/08/2022	6 September 2023
Promotion of Rural Incomes through Market Enhancement Project	1100001571	Egypt	10/04/2012	20/01/2023	18/09/2022	5 July 2023