



June 2018–December 2018

September 2018

Evaluation of FAO's work in the Sub-regional office for Mesoamerica, SLM (2012-2017)

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Why an evaluation of FAO's work in the Sub-regional Office for Mesoamerica (SLM)?

The decision to carry out this evaluation arises from the interest within FAO and more particularly from its Regional Office for Latin America and the Caribbean (RLC), to analyse the effectiveness of SLM's support to the sub-region, some years after its establishment and in a context of regional decentralization.

The FAO Office of Evaluation (OED) carried out an evaluation of the Latin America and Caribbean (LAC) regional and sub-regional offices in 2014 and more recently concluded country program evaluations (CPE) in the sub-region, in Guatemala (2016), Honduras (2017) and Nicaragua (2017). An evaluation focused on the work of SLM will allow analysing more specifically the role and contributions of the Sub-regional Office, and identifying good practices and opportunities for FAO to have the best possible impact in Mesoamerica.

The evaluation will seek to examine the functioning of SLM and its support to the nine countries of the sub-region over the period 2012-2017, with the aim of highlighting the areas where it has more added value to meet its objectives, and what could improve support to these nine countries, such as sub-regional and regional initiatives and the FAO Strategic Objectives.

What is covered?

The evaluation covers the main functions of SLM grouped into the following proposed categories:

- provide technical assistance to the countries of the sub-region for the execution of the programmes, complementing the technical support of the FAO country representations;
- facilitate operational and technical assistance by regional officers in the sub-region, taking advantage of SLM's central position in the sub-region;
- provide support in the execution of regional and sub-regional projects, as a trusted interlocutor in the sub-region for dialogue and the advocacy of the agenda of sub-regional organizations on key issues for FAO;
- promote South-South cooperation and mobilize resources through SLM's participation in several sub-regional instances.

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Reports and management responses of all FAO evaluations are public documents and are available online at:

<http://www.fao.org/evaluation/en/>

Tentative evaluation calendar

Time frame:

June 2018–December 2018

Planning and design

June -August 2018

- Review of documents
- Preparation and circulation of the TOR
- Interviews with staff at headquarters
- Preparation of data collection instruments:
 - questionnaires to FAO staff in country offices
 - interview guides
- Interviews with FAORs from the sub-region and with RLC (Skype)

Data Collection phase

September –October 2018

- Evaluation mission to SLM and El Salvador - 19-28 September
- Validation interviews (countries, RLC, SLM, headquarters, if necessary -Skype)
- Presentation of preliminary findings (end of mission)
- Analysis and validation of information
- Preparation of the draft report

Finalization

November 2018 - January 2019

- Internal transmission of the draft report for comments
- Restitution workshop and development of the action plan with interested parties (Tentative)

The analysis will focus on the following aspects:

- i. the opportunity and technical quality of the support provided by SLM to the countries of the sub-region;
- ii. the coherence and strategic orientation of the support provided by SLM at the regional level in the areas under its mandate and where it has comparative advantages, and its impact on sub-regional agendas
- iii. the effectiveness of SLM to establish alliances, synergies and mobilize resources to respond to the needs of the countries of the sub-region and support South-South cooperation.

What will be the process and who will be involved?

OED will lead and manage the evaluation process and will have the overall responsibility for its conceptualization and design and producing the final evaluation report to be presented to Senior Management in FAO.

In the planning and design phase, the evaluation team will analyse existing information including recent evaluations conducted in the sub-region, relevant strategic and project documents, and administrative data. An online questionnaire will be submitted to FAO Representatives and programme staff in the countries of the sub-region, to allow feedback from the primary recipients of the SLM support, on its relevance and effectiveness.

The main data collection phase will involve face-to-face interviews in Panama, in El Salvador as country case study and in FAO HQ in Rome. In-country visits will allow consultations with FAO staff and programme stakeholders, including donors or international or regional partner institutions. Virtual consultations with FAO staff from RLC and from other FAO Representations in the sub-region will complement.

The evaluation will also seek to maximize other evaluation missions already planned in Latin America (the gender evaluation case study mission in Guatemala, the Cuba CPE) to reduce the cost, duplications and additional work that result from these missions.

After the mission, the team will analyse the collected information and validate its main findings. A draft report will be shared with key stakeholders to allow for detailed comments before finalization. At the end of the evaluation process, FAO managers will identify the actions needed to address the recommendations, with possible OED involvement that could take the form of a restitution workshop.
