



Evaluation of the work of the FAO Subregional Office for North Africa, 2017-2020

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Why an evaluation?

The FAO Subregional Office for North Africa (SNE), established in 1996, provides assistance to the five Maghreb countries: Algeria, Libya, Mauritania, Morocco and Tunisia. SNE acts as the first point of technical support for the five national offices in the subregion and supports FAO's programmes on themes common to the subregion.

The decision to carry out an evaluation of SNE's role and work stems from a request made by its coordinator, who took office in January 2019, for an external analysis of the Office's role and work to maximize its effectiveness in fulfilling its mandate. The timing of this evaluation ties in with recent and foreseeable transformations in FAO. The entry in office of a new Director-General mid-2019 opens opportunities for institutional changes, which might impact on the role of subregional offices in FAO, in particular as the recent evaluation of FAO's Strategic Results Framework had raised recommendations regarding the role of such offices.

What is the focus of the evaluation?

The main objective of the evaluation is to analyse the role and work of SNE, by examining the following aspects in particular:

- **Relevance of SNE's positioning**, particularly its ability to provide equitable support to the respective Representations and regarding its dual role of supporting countries and managing the subregional portfolio.
- **Effectiveness and efficiency** of programmatic and organizational structures, including the adequacy of human resources, work procedures and processes, equity issues and internal and external communication flows to support the Subregional Office's mission.

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Evaluation calendar / timeline of the different evaluation phases

Preparatory phase:

December 2019 – January 2020

- Desk review
- Drafting of Terms of Reference

Main data collection mission in Tunis

27-31 January 2020

- In-person interviews and workshop
- Preliminary debriefing

Report writing and dissemination

February – May 2020

- Data analysis and drafting of report
- Finalization of the report and Management Response
- Report dissemination

How will it be conducted? / What's the process?

The evaluation will cover the period from 2017 to 2020 and will take place from December 2019 to May 2020. A thorough desk study and preliminary consultations with some of the key evaluation stakeholders have fed into the evaluation Terms of Reference.

The main evaluation mission, scheduled for 27-31 January 2020 will offer an opportunity for face-to-face interviews with SNE staff, and for a collective reflection of the SNE team, through a participatory workshop involving all SNE permanent staff. Virtual consultations will be held in preparation for the mission, in particular through the administration of a survey to SNE staff, complemented by a few telephone interviews, including with the four FAO Representatives of the subregion who are not based in Tunis and will not participate in the workshop.

The evaluation team will consolidate the findings obtained during the main mission and will seek to validate them through cross-examination and possible additional consultations, in particular with relevant FAO staff based at headquarters. The evaluation team also plans a visit to the Regional Office in Cairo, in order to collect the feedback of a sample of Regional Office for the Near East and North Africa (RNE) executives on the role and positioning of SNE with regard to RNE's work.

Once the report is finalized, the subregional Coordinator will be responsible for coordinating the preparation of the Management Response to the evaluation and the FAO Office of Evaluation (OED) will ensure the dissemination of the report.

Who is / will be involved?

The evaluation will be managed and led by an evaluation officer from OED and an independent lead consultant.

The evaluation will adopt a consultative and participatory approach, soliciting the opinions of stakeholders and sharing them at different stages throughout the process. The team will engage SNE Office and staff, but also Representatives of the countries of the subregion, and a certain number of managers based in the FAO Regional Office for the Near East and North Africa in Cairo and at FAO headquarters.

The evaluation team will also remain in touch with the FAO Tunisia Country Programme evaluation team, which will be undertaken in the same period.

All FAO evaluations and management responses are public documents and can be found at:

www.fao.org/evaluation/oed-home/en/
