

Country Programme Evaluation Series

Evaluation of the FAO Regional Office for Latin America and the Caribbean 2017–2020

Annex 4. Prioritized matrix of findings and recommendations

The assessment column reflects the actions that have been taken to remedy the identified opportunity area. One star is awarded to the areas of opportunity that require the most effort from the RLC to be served and up to five stars in which there is greater progress.

Section	Strength / Challenge	Area of opportunity	#	Recommendation	Responsible unit	Assessment	Priority
Relevance of the RIs for meeting the needs and demands of FAO member countries: RI1, RI2 and RI3	Challenge	The three RIs have numerous points of intersection that, although they constitute relevant instruments to promote FAO's policy messages and to guide the interventions that are promoted, the RLC is not taking advantage of the synergies that the crossing of these themes can bring.	R2 (a)	It is recommended that the RLC develop a strategy to take advantage of the intersection spaces between the RIs. These spaces can be the seedbed for implementing projects with greater financing, by integrating more than one global objective, but also ensuring more synergies and fewer contradictions between them, as well as the involvement of more strategic partners. An intersection vision can allow a programmatic vision in the planning and resource allocation exercise. To achieve this, it is recommended to analyse and test the scope of this intersection by developing an intersection cluster of at least two RIs.	RLC	★★	Short term
Relevance of the RIs for meeting the needs and demands of FAO member countries: RI2	Challenge	RI2 has reflected rapid changes and important evolutions, which can be a limitation for staff to absorb and empower themselves on their objectives, both within FAO and by partners in the countries.	R1 (a)	Based on the new "Hand in Hand" initiative, it is recommended to provide broader terms (at least 4 years) and spaces to socialize, implement and monitor the incidence of FAO's actions around the strategic vision of the IRs, before expanding or refocusing its scope.	RLC Regional Conference	★★	Medium term
Relevance of the RIs for meeting the needs and demands of FAO member countries: RI2	Challenge	The ability to innovate on issues of climate change and biodiversity, conversion and linkage will be key. The focus on short circuits is not enough.	R1 (e)	It is recommended that FAO exploit the high potential that exists with information technologies, biotechnology, and technological tools for territorial management, to promote inclusive rural development.	HQ and RLC	★★	Medium term
Relevance of the RIs for meeting the needs and	Challenge	At the subregional level, there are marked differences in the	R3 (c)	It is important to leverage successful experiences at the country, subregional and	RLC	★	Short term

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demands of FAO member countries: RI2		penetration of the RI2 agenda. On the other hand, within the FAO teams in the region, some lack of understanding is perceived.		regional levels to fulfil the LARC 36 mandates and new regional initiatives. Although there have been important contributions to the collection of data, censuses, studies, there is much work to be done at the regional, subregional and country levels to systematize and disseminate updated and reliable information on Family farming, which will strengthen knowledge within the teams. In addition, it is important to create alliances for this systematization of knowledge on rural poverty, for example, with IFAD and thematic experts in the region. Also, carry out periodic rounds of refreshing courses on the work of the RI2 and socialization on these, beyond the personnel directly involved in it.			
Relevance of the RIs for meeting the needs and demands of the member countries: RI2	Strength	RI2 should continue to promote a comprehensive approach and organization of sustainable agri-food systems, instead of traditional treatments such as production silos	R1 (b)	It is recommended that FAO, together with partners such as IFAD and other allies such as RIMISP, develop projects with a systemic approach in functional territories, and do not go for isolated initiatives; such projects should incorporate an approach and be integral towards sustainable food systems. At the institutional and national level, FAO is very present in public policy, but it would be important to get even closer to the territory and local governments.	RLC, Subregional Office, Country Offices	★★	Medium term
Relevance of the RIs for meeting the needs and demands of the member countries: RI2	Strength	FAO has supported countries in generating better government capacities in the design of policies, programs and legal frameworks that strengthen	R3 (b)	It is recommended to complement this support from FAO through systemic quantification of results as well as measuring impact on emissions and biodiversity, in order to give	RLC	★★★★	Medium term

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		family farming, creating inclusive food systems that promote rural development, mainly in Central America.		greater robustness and visibility to this critical task for the region.			
Relevance of the RIs for meeting the needs and demands of the member countries: RI2	Challenge	FAO and other multilateral agencies find it difficult to approach the private sector. The trade chambers do not recognize FAO as an ally.	R3 (a)	Alliances with other donors and with multilateral financial unions in the region must be identified and secured, in order to build sustainable partnerships, articulate joint interests, define action lines, and eventually have access to greater budgetary resources. In the private sector, more work must be done so that potential partners identify FAO as an articulator with this sector and with producer associations. The Resource Mobilization Unit can assist in this by identifying potential partners in the private sphere, just as it does with large funds.	RLC	★	Short term
Relevance of the RIs for meeting the needs and demands of the member countries: RI2 and RI1	Challenge	Challenges are still being identified regarding associativity as a priority agricultural policy, which limits the sustainability of the results.	R1 (d)	It is recommended that the RLC promote the strengthening of the capacity for associativity as an engine of development in the territories and with other actors (for example, cooperative producers).	RLC	★	Short term
Relevance of the RIs for meeting the needs and demands of the member countries: RI3	Strength	The institutional capacity of the RI3 risk management pillar in the RLC has increased, however, there is room for improvement, especially through the addition of expert human resources to respond to the post-COVID-19 challenges and renewed demands from countries due to	R3 (d)	It is recommended to increase the institutional capacity of the risk management and resilience pillar within the RLC, the Subregional Offices and the country Offices, in particular to link experts to support the provision of technical assistance and support in the countries of the region that are priority from the perspective of vulnerability and risk exposure. These capacities are necessary to help countries in the transition from an approach focused on responding to	RLC, Subregional Offices, Country Offices	★★	Medium term

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		the increase of extreme events and climatic shocks.		emergencies, to one of risk reduction and adaptation to climate change in a resilience framework, which turn out to be more comprehensive approaches.			
Relevance of the RIs for meeting the needs and demands of FAO member countries: Ri3	Challenge	The programmatic structure of RI3 does not explicitly reflect the prioritization criteria of the subregions and countries with particularities associated with greater vulnerability and less institutional capacity, which could limit the assertive use of resources.	R1 (c)	<p>It is desirable that the programmatic structure of IR3 explicitly reflect criteria for defining thematic and geographic emphasis in subregions and countries with specific particularities associated with greater vulnerability, less institutional capacity and relevant differences in institutional capacity contexts.</p> <p>1) Incorporate the promotion and emphasis on the concepts of biodiversity related to healthy and nutritious food and ecosystem services that improve territorial conditions and local productive systems (terrestrial and marine), as well as the contribution of biodiversity in responding to the challenges of climate change, sustainable agriculture and health security.</p> <p>2) Incorporate centrally in IR3 criteria of thematic and geographic emphasis in the subregions and countries based on biogeographic and cultural aspects and levels of vulnerability, exposure to risk and institutional response capacity.</p> <p>3) Increase resource mobilization activities for countries and areas identified as high priority; and</p>	RLC	★	Medium term

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				4) Explicitly reflect in the programmatic structure the prioritization of subregional areas and countries with relevant contextual differences, with greater vulnerability and exposure to risk and less institutional capacity, particularly in the case of Small Island Developing States in the English-speaking Caribbean and the countries of the Central American dry corridor.			
Relevance of the RIs for meeting the needs and demands of the member countries: RI3	Strength	The spaces for dialogue generated by the RLC with the countries are effective. An example of this is the LARC.		In particular, given the objectives of the RI3 and the need for actions in the region to be coordinated to enhance project results, it is recommended that the RLC take advantage of existing scenarios, as well as facilitate and create, when necessary, new spaces for high-level horizontal and periodic dialogue (Ministerial, Sub-national) at a regional and sub-regional level to share information, debate positions, reconcile interests, define priorities, establish shared regional and sub-regional agendas, from the perspective and interests of Latin America and the Caribbean that allow aligning two-way actions, both in the global context and in the countries.	RLC, Subregional Offices, OP	★★	Medium term
Relevance of RIs for meeting the needs and demands of FAO member countries: RI3 and Objective 4. Incorporating vulnerable	Challenge	Although RI3 explicitly addresses the issues of gender equity and the inclusion of Indigenous, Tribal and Afro-descendant Peoples, challenges in implementing this perspective persist. The	R8 (c)	It is recommended to strengthen efforts to establish the centrality of women, indigenous peoples, Afro-descendants, tribal people and youth in policies, programs and projects aligned with RI3. Based on this imperative need and recognizing the particularities of the exclusion mechanisms of each group, it is	RLC	★	Short term

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groups and promoting gender mainstreaming		measures have been insufficient given the magnitude of the challenges faced by these populations. The projects do not always outline a logic of differential or intersection focus for these population groups. Investment allocation is not robust. Social and environmental safeguards have been important in the inclusion of the gender perspective and Indigenous and tribal peoples, mainly in project design, but in the implementation stage, challenges persist in the effective incorporation of the groups. These challenges can be related to the lack of an intersectionality approach in terms of gender, ethnicity, socioeconomic status, age and other relevant variables of the condition of vulnerability and exclusion.		<p>suggested to the RLC, with the support of the networks of focal points in the region, to define specific strategies and an integrated action plan that includes operational guidelines, indicators and targets for mainstreaming and empowering vulnerable groups in all FAO technical work. The inclusion, as transversal themes and functions in the cluster strategy, of: Indigenous peoples; Gender; and Rural Youth, is presented as an opportunity to advance in this aspect.</p> <p>These strategies and the action plan must be carried out within an intersectional framework, incorporating the objectives, progress and lessons learned from gender and Indigenous Peoples policies and reflecting the particularities of each vulnerable population group. The RLC can be helped by tools such as the FAO Regional Gender Strategy for Latin America and the Caribbean 2019-2023 to anchor the guidelines, indicators and goals and to disseminate the strategy in all the countries of the region. In addition, it is suggested to take up examples, related to RI3 of green fund projects that emphasize gender and indigenous people-related issues in all their stages.</p> <p>The RLC has a strategic opportunity to innovate in models of social inclusion.</p>			
Relevance of the RIs for meeting the needs and demands of FAO	Strength	The pandemic makes more evident the strategic importance and urgency of the	R10 (c)	The RLC has taken actions to adjust and scale actions related to the response to COVID-19 to respond to a transformation and reconstruction	RLC	★ ★	Short term

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member countries: RI3 and Objective 5. Addressing the situation caused by the COVID-19 pandemic		implementation of the projects and activities grouped in RI3, in relation to the response to emergencies within a framework of resilience and the implementation of transformation projects with sustainability and resilience.		with transformation, sustainable and resilient in the context of the member countries. In this sense, technical assistance should continue to be provided to countries so that they adjust and adapt their public policy and management tools in the post-COVID-19 framework, including national plans for disaster risk reduction, as well as the National Determined Contributions, Nationally Appropriate Adaptation Measures, and mitigation and adaptation plans within the framework of the Paris Agreement. Likewise, accelerate the implementation of large projects financed by the GCF/GEF to maximize their contribution to the post-COVID-19 recovery from the agricultural and food systems sector.			
Objective 1. Adaptation and implementation of actions developed based on the RI by member countries ("RI Adaptation"). Data analysis, policy advice and dialogue to promote messages	Strength	The RLC has highly specialized technical personnel, as well as in the Subregional Offices, whose technical experience could be used to have greater participation in national processes and establish projects that favour a multifactorial approach that promotes the participation of various agencies of the national government.	R2 (d)	The RLC has made progress in working with the Ministries of Agriculture, effectively persuading national governments, but there is still a pending agenda with other national government agencies with which it has been collaborating for less time (for example, Health, Social Development, Transport). It is recommended to promote the transformation of technical assistance from one focused on providing technical advice to one of implementing investments in projects with a multifactorial approach that leads to various government agencies being involved.	RLC Subregional Office	★★★★	Short term
Objective 1. RI adaptation. Data analysis, policy advice and	Challenge	There are projects in which a weak coherence is identified in their alignment with the	R2 (c)	The RLC should support the development of a comprehensive narrative that allows linking planning with the RIs, looking for points of	RLC	★★	Medium term

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dialogue to promote messages		planning instruments, since the link is associative and does not necessarily have a strategic vision.		intersection between them and the implementation of projects. This recommendation aims to facilitate a programmatic approach to planning and not based on projects, through CPFs and RIs that today have a logic of mobilizing resources per project, which limits the scope of actions. RLC efforts should focus on country offices that have fewer resources in relative terms or those that have a significant expansion of their project portfolio.			
Objective 1. RI adaptation. Data analysis, policy advice and dialogue to promote messages	Challenge with a good practice that can be used as a reference	In contexts of <i>low FAO penetration</i> , such as in the Caribbean, there is a perceived lack of data for the conduct of diagnoses, which limits the identification and characterization of problems, which depend on extrapolation or outdated data. This influences the planning and implementation of projects, as it takes more time to collect or identify such information without it being considered in the development of said processes.	R5 (c)	The RLC should promote among the Subregional Offices the identification of niches for the generation of information with partners and donors who value the work of production of data and evidence generation of FAO in the region. This will make it possible to standardize the data available in the region and may even be an opportunity to have more disaggregated information to measure gaps in gender issues and inclusion of indigenous peoples. In this regard, the relationship that SLM has established with SICA and SIECA and that has resulted in information collection systems with FAO's direct involvement are good practices that can serve as a reference.	RLC and Subregional Offices	*	Short term
Objective 1. RI adaptation. Data analysis, policy advice and dialogue to promote messages	Challenge	Regarding the FAO platforms for diagnoses, the country offices do not always use the information available, although the RLC disseminates these	R5 (d)	The RLC should establish a periodic training program to strengthen the capacities of the staff of the Country Offices and Subregional Offices in the use of the tools and information systems made available by FAO.	RLC	*	Medium term

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		sources, not all the team manages data platforms such as FAO STAT and GIEWS.		These courses can be part of the introductory sessions for personnel who are new to the organization and whose activities are related to the information provided by these systems.			
Objective 1. RI Adaptation. Design and implementation of quality projects	Challenge that has an initiative	A bottleneck that limits the quality of the projects is the delay in the formation of the technical teams, attributed to the difficulty of quickly identifying the appropriate technical experts when highly specialized technical assistance is required, and the distribution of responsibilities in the teams regional and subregional. In particular, the selection of the LTO, which to date has concentrated institutional learning in a few people. This can affect the process of design, approval and implementation of a project and limits the generation of institutional learning.	R5 (e)	<p>It is recommended that the RLC establish clear criteria for the selection of LTOs, which inhibit the concentration of actions, and allow it to delegate responsibilities to more people and therefore generate capacities in the staff, for example, using consultant positions.</p> <p>The cluster initiative can provide a structure that allows the delegation of responsibilities and the generation of capacities in particular with the work of the <i>communities of practice</i>, hoping that it frees up space so that traditional LTOs, who have more experience, can provide a strategic vision to projects, thus sharing their learning. The challenge is to limit the learning curve of the implementation of the clusters that can be extended, and without institutionalized rules for its conformation and definition of roles (such as that of the facilitator), it can reinforce unwanted behaviours. These rules should not prevent innovation, for example, by limiting the ability of consultants to interact with members of other clusters or the delegation of facilitators, again concentrating technical expertise on a few staff.</p> <p>The benefit of this will be to have schemes that allow the institutionalization of knowledge and free up spaces for action so that the most experienced personnel can reflect strategically,</p>	RLC	*	Short term

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				contributing to a programmatic vision, both during budget and work planning.			
Objective 1. RI Adaptation. Design and implementation of quality projects	Challenge	Some delays in project approval are due to long, bureaucratic and inflexible processes around acquisitions and contracting, mainly due to doubts that partners have on legal and budget issues that slow down the signing of agreements and agreements.	R5 (a, b)	There are two actions that the RLC can take: the first is to collect the main causes of these limitations and promote their attention to the relevant units in headquarters. The second is to disseminate information on bottlenecks in administrative processes, differentiated by type of project and partner, and share this information with counterparts in a clear and timely language to facilitate negotiation and dialogue.	HQ and RLC	★	Short term
Objective 1. RI Adaptation. Design and implementation of quality projects	Challenge	The monitoring of the projects is carried out through corporate platforms, where monitoring is focused on financial compliance and not on results. One area of opportunity for monitoring is related to the limited amount of human resources assigned to these tasks in the country offices.	R5 (f)	FAO should simplify its monitoring of operational actions, which will free up institutional capacity for results-oriented monitoring, which can improve the quality of its projects. Likewise, not all global, subregional or regional projects allocate resources to the country offices for their follow-up. It is recommended that in countries with <i>low FAO penetration</i> , where there are fewer human resources to attend to all activities in relative terms, a specific budget be allocated for this.	HQ and RLC	★★	Medium term
Objective 1. RI Adaptation. Design and implementation of quality projects.	Strength	The RLC project portfolio and the decentralized offices that make up the region are in a period of growth.	R4 (a)	It is recommended that the RLC develop diversified service strategies in terms of assistance (technical in the preparation of proposals, negotiation and positioning, or information on partners and windows of opportunity), type of projects (GEF or UTF) and	RLC	★★★	Medium term

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		<p>The resource mobilization goal poses significant challenges in the capacity of the country offices to manage and implement changes in the size, composition and scope of their project portfolio.</p> <p>This portfolio growth can lead to the dispersion of projects in the portfolio without adequate planning and orientation of resources, which is far from a programmatic approach in their mobilization .</p> <p>The expansion of the portfolio in the decentralized offices of the region is accompanied by marked differences between countries in terms of the concentration of resources, which reveals heterogeneous needs and capacities and therefore the need for diversified strategies.</p> <p>Specifically, around Regional Initiative 3, large amounts of external resources for climate and environmental financing have been mobilized from environmental funds, mainly the GEF and the GCF.</p>		<p>type of partner (banking international, private sector, civil society).</p> <p>In this regard, it highlights the work of the RLC Rapid Growth Countries Support Unit, which responds to the change in country contexts. The self-diagnosis coordinated by the RLC stands out and shows the capacity gaps in the country offices to implement proactive actions by the technical, administrative and financial areas throughout the project cycle.</p> <p>Regarding this topic, the main area of opportunity lies in linking the efforts with the programmatic area to guide the actions to strengthen capacity and differentiated attention towards an integrated vision of mobilization, not only at the country level, but with a strategic perspective at the country level. regional. For this, it is important to coordinate with the work of the Resource Mobilization Unit, from which it has sought to have donors based on a thematic approach and not through projects.</p>			

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Objective 1. RI Adaptation. Resource mobilization	Challenge that has an initiative	<p>FAO staff identify the need for further assistance from the RLC when establishing partnerships with the private sector and international financing institutions.</p> <p>The consolidation of alliances with the private sector for the purpose of mobilizing resources, among other areas, is a line of work to be fully developed.</p>	R4 (b)	<p>Given the objectives of the Resource Mobilization Strategy for the 2020-2021 biennium, which considers expanding the mobilization of public and private investments, although there is a central role for the Investment Centre, it is recommended that the RLC focus its efforts on mapping and identifying opportunities where the supply and demand of investment with growth potential can be achieved, as it has been doing through the Resource Mobilization Unit. In this regard, it is essential to continue with the collaboration between this Unit and the Support Unit for Rapidly Growing Countries, in particular, work should be done on the generation of framework agreements with donors and funds, as well as the systematization of processes that facilitate rapprochement from the country offices to said organizations. There are examples of countries that have developed framework agreements, however, the lack of regional agreements, which the RLC could negotiate with the institutions, means that these examples are not general.</p> <p>In the case of RI3, it is suggested to focus on actors such as leaders and companies with a greater commitment to sustainability and with an emphasis on less contentious areas where there is a greater consensus, such as, for example, the protection of water and soils. Likewise, the generation of spaces for dialogue around RI3 in the different subregions, facilitating the participation of</p>	Headquarters, RLC	★	Medium term

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				regional and subregional organizations to integrate regional alliances with common objectives and related to those of potential partners in order to influence the large funds in the creation of lines of financing for programs and projects on a regional and subregional scale aimed at areas of high exposure to climate risk and loss of biodiversity in prioritized agro-ecological and biogeographic corridors.			
Objective 1. RI Adaptation. Resource mobilization	Challenge	One challenge is to communicate and strengthen the strategy for mobilizing resources and diversifying partners and allies, particularly in countries that depend on TCP or that have a high concentration of one source of financing. As well as linking the various national and subregional strategies towards regional objectives and strategies.	R4 (c)	<p>It is recommended that the RLC disseminate the strategy of resource mobilization and diversification of partners more widely and differently among the offices of the region, in particular between countries with high dependence on TCP and those that have a high dependence on a single source of financing. In order to link national and sub-regional strategies with the regional one, the link between the Programming areas with the technical teams must be improved, in order to enhance the discussion and strategic orientation efforts of the RI actions, without leaving aside the Unit of Resource Mobilization, the Support Team for Rapid Growth Countries and the Network area.</p> <p>It is also recommended that the RLC work to influence large funds, especially environmental ones, so that financing windows for subregional and regional projects are created.</p>	RLC	★ ★	Short term

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Objective 2. Scaling up results	Challenge	<p>A shared notion or minimum criteria on the scaling of actions, projects and programs is not identified, and therefore the existence of a corporate or strategic vision that allows identifying success stories that are feasible to scale and guide said strategy in an orderly manner.</p> <p>The information that can be used to determine if a project is scalable is at the project level, which is a weakness. Information on the results in social, economic and environmental aspects is required.</p>	R6 (a)	<p>It is recommended that the RLC define a strategy to guide the escalation of actions. The most important element is to systematically identify a good practice. In this regard, work can be resumed for the creation of the Knowledge Management Unit in which the use of a checklist for the identification of Good Practices is proposed, which contains specific elements that reflect the quality of said practices and can provide information to analyse the potential for escalation.</p> <p>Since different ways to scale a project are identified, such as using TCPs as catalysts, supporting legislative practices, expanding the coverage or scope of a project through funding, or promoting good practices between countries, the RLC should establish differentiated strategies to conduct practices with escalation potentials, according to the types of escalation that are recognized.</p> <p>The escalation strategy must address at least the following elements: identifying success stories that can be adapted in the country or subregions, financing and collaboration with strategic partners such as the government, technical and political implications that allow greater visibility of the intervention.</p> <p>One element that can strengthen scaling up is the timely, systematic and practical dissemination of evidence in terms of design and implementation, which can occur through</p>	RLC	*	Short term

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				knowing the results of evaluations of similar projects in other countries, to learn from the experience of others.			
Objective 2. Scaling up results	Strength	It is recognized that there are greater opportunities for scaling up in the region due to the availability of financing through large funds.	R6 (b)	Both the RLC and the Subregional Offices should continue working to strengthen inter-agency alliances to jointly promote proposals that allow greater access to funds. Said proposals must contain a vision of intersection between IRs, as well as the inclusion of indigenous, Afro-descendant and tribal peoples and a gender perspective. Strengthening South-South cooperation can be a tool that facilitates the link between countries, to know what has worked in the development of these alliances and because it can offer a broader territorial panorama to projects.	RLC, Subregional Offices	***	Short term
Objective 2. Scaling up results	Strength	There is an effective communication channel with the RLC and staff with technical expertise, but this is not used to discuss escalation strategies.	R6 (c)	It is recommended that the RLC take advantage of the communication channel that it already has established with the countries to include the strategic vision of the team of officers, who could jointly select in which topics and sectors can be deepened and escalated, or which projects should be disseminated among the countries region of.	RLC	****	Short term
Objective 3. Generate evidence for decision making	Challenge that has	In terms of monitoring, this task must be simplified and results-	R7 (b)	It was identified that headquarters are developing a new monitoring platform, PROMYS, which seeks to facilitate this task. During the fieldwork of this evaluation,	Headquarters, RLC,	**	Long term

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	an initiative	<p>oriented, since it is focused on management.</p> <p>Corporate monitoring systems are useful, but they are fragmented and lack information for operational monitoring, which is why country offices and some donors have needed to develop their own systems.</p> <p>Another limitation to monitoring is that some countries do not have an adequate organizational infrastructure to meet the tasks required by this activity.</p>		<p>the lack of integration was identified as the main limitation of the monitoring systems, as well as the fact that the indicators are aimed at monitoring operational tasks. In this regard, it is recommended that the RLC, together with the Headquarters, consider in the new platform elements that resolve these aspects and that they work together to achieve the integration of a system that simplifies the monitoring task. It will also be important to work together so that the users' learning curve does not complicate such tasks, for which training workshops should be provided to all FAO staff in the region, as well as the development of guides, available in the different languages spoken in the member countries.</p> <p>In relation to the focus on results that is now not systematic, it is recommended that the RLC select, together with the countries, the most appropriate result indicators for each project and promote their monitoring, since these provide key information to identify cases of success.</p>	Country Offices		
Objective 3. Generate evidence for decision making	Challenge that has an initiative	<p>The lack of a periodic strategy for the planning and conduct of evaluations is identified, as well as for the management of the knowledge generated in the region.</p> <p>Given the nature of FAO's technical agency, there is a lot of information, but it is</p>	R7 (c)	<p>FAO's technical experience in the design, development and implementation of projects is indisputable, however, there is an area of opportunity in the development of systematic evaluations that generate information to improve interventions, as well as to know their results and the context in which these are given. In view of the decentralization efforts that are being promoted by Headquarters, it is recommended that the RLC assembles a team</p>	RLC, OED	*	Medium term

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		necessary to improve its dissemination process so that it is timely and accessible and does not generate problems for its consultation and review.		that allows a greater number of evaluations to be conducted, but also promotes the use of the information derived from these in two ways: first, by implementing improvement actions on the projects, for which it is required that the evaluation be carried out on a timely basis, and secondly, by organizing systematic information dissemination, oriented to the client, with a clear idea of how and when the information will be used, when organizing and systematizing the evidence. The recently created Knowledge Management Unit within the RLC will be key in this task, for which one must first determine the users of the evidence (managers, implementers, administrators) so that one can identify what information they need and when they will use it, and second, the type of systematic information that these evaluations must generate and that can be part of the ToRs or deliverables. The dissemination of lessons learned should also be done with a customer orientation and in conjunction with the Social Communication area of the RLC.			
Objective 3. Generate evidence for decision making	Challenge	No strategy is identified from the RLC for the development of articulated technical capacities for the generation and use of information derived from the M&E processes, since each country manages it according to its needs.	R7 (a)	Information derived from monitoring and evaluation is more effective if users have M&E capabilities. Hand in hand with the evaluation strategy, the RLC is required to join the efforts that OED has recently been making, within the framework of the decentralization of the evaluation function, to design a training strategy for all personnel that works in the Subregional Offices and the Country Offices and that includes operational and technical	RLC, OED	★	Long term

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				<p>personnel. Such training could be part of the introductory material that is distributed to new staff working at FAO. The training should be aimed at users knowing the concepts of M&E, the importance of using evidence in decision-making and the instruments through which the RLC systematically disseminates relevant information to make decisions.</p>			
Objective 3. Generate evidence for decision making	Strength	The recent self-evaluation exercise promoted by the RLC is a good practice that can complement the assessment of the quality of projects carried out from the Project Cycle and generate useful information for decision-making.	R7 (d)	<p>It is identified that there is complementarity between the processes for assessing the quality of the projects based on the Project Cycle and the Self-Assessment exercise that the RLC coordinated in November 2020. The exercises can be complementary to the extent that the first is carried out when Offices are working on the design of the project and the second when it has been implemented. It would be relevant for the RLC to contrast both exercises and systematize the lessons derived from it.</p> <p>The self-assessment exercise is an initiative that has generated important lessons for the staff of the Country Offices, but that can be improved. It is recommended that the RLC identify an opportune moment to develop it, since at the end of the year it adds to the burdens related to the annual administrative closure and that it determines how often it will be carried out. It is also recommended to reduce and simplify the dimensions of the evaluation such as relevance, management and participation and inclusion issues. In improving the self-assessment methodology, it is</p>	RLC, OED	***	Medium term

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				recommended to consult the OED whose experience may be crucial for the exercise.			
Objective 4. Incorporating vulnerable groups and promoting gender mainstreaming	Strength	The gender structure that the RLC has developed in conjunction with the Headquarters in the Regional and Subregional Offices is consolidated and is a good example of how the structure can be operated for the inclusion of indigenous, Afro-descendant and tribal peoples. However, it is necessary to link experts from these peoples to FAO staff, in general, it is scarce, or in the case of Afro-descendants, non-existent	R9 (a)	The structure to operate the inclusion of indigenous, Afro-descendant and tribal peoples in the projects of the region is of recent creation and therefore is not at the same level of development as the strategy for the inclusion of the gender perspective. It is recommended that the RLC continue to strengthen the structure for the inclusion of indigenous peoples, as was done for gender, and that in this effort not only indigenous peoples but also Afro-descendants and tribal people are considered, which will allow the generation of capacities in the countries. However, it should be considered that given the differences between the indigenous peoples of the countries of the region, this strategy should have more regionalized elements, accompanied by the recognition and assessment of existing learning in the population groups involved. It is also recommended to promote ethnic-racial diversity through the formulation and application of policies for linking technical and administrative personnel of Indigenous and Afro-descendant origin in programs, projects, and in subregional and regional agencies.	RLC	***	Medium term
Objective 4. Incorporating vulnerable groups and promoting gender mainstreaming	Challenge	The subregions present differentiated challenges in terms of gender and the inclusion of indigenous, Afro-	R8 (d)	It is recognized that the subregions have different characteristics in terms of gender and indigenous, Afro-descendant and tribal peoples. For example, the Caribbean presents	RLC	**	Short term

Section	Strength / Challenge	Area of opportunity	#	Recommendation	Responsible unit	Assessment	Priority
		descendant and tribal peoples, for which it is necessary to adapt specific strategies.		different challenges from other countries in the region, since in terms of gender there is a greater participation of women in relative terms, and also a greater number of indigenous population. This implies that the RLC must coordinate differentiated strategies to make a difference in the implemented projects. In this regard, it is recommended to integrate a specific diagnosis of these populations and work hand in hand with the focal points to identify the most relevant actions. It is also recommended to coordinate a differentiated strategy considering the particularities of the Subregions; for example, in the Caribbean, given its institutional, ethnic-racial, cultural and biogeographic characteristics that differentiate it from Latin America and that have relevant implications for the operationalization of programs and projects.			
Objective 4. Incorporating vulnerable groups and promoting gender mainstreaming	Challenge with a good practice that can be used as a reference	There is little disaggregated and specific data on gender issues, which is emphasized in certain regions, for example, in the Caribbean. This is aggravated by the issues faced by indigenous, Afro-descendant and tribal groups, which generates a risk of making these vulnerable groups invisible.	R8 (b)	The lack of disaggregated data for groups in vulnerable situations is a disadvantage in the region, although this is deepened in some of the subregions. It is recommended that RLC promote the generation of alliances among the Subregional Offices with partners and donors who value the work of data generation production promoting the disaggregation of data to measure gaps in gender issues and inclusion of indigenous peoples.	RLC Subregional Offices	*	Medium term
Objective 4. Incorporating vulnerable	Strength	The RLC, through the Gender Officer, promotes the training	R8 (a)	Although the inclusion of the gender perspective has advanced in the region, it is	RLC	***	Short term

Section	Strength / Challenge	Area of opportunity	#	Recommendation	Responsible unit	Assessment	Priority
groups and promoting gender mainstreaming		of focal points in the country offices, however, there are still differences regarding the knowledge of methods and approaches for the integration of the perspective.		recommended to continue with the training efforts that have been carried out, as well as to strengthen the dissemination of tools and documents among the country offices, with the objective of reducing the differences among themselves.			
Objective 4. Incorporating vulnerable groups and promoting gender mainstreaming	Strength	There are guidelines and policies for the preparation of free, prior and informed consent, however, there are challenges for implementation in practice.	R9 (c)	To address bottlenecks in the implementation of free, prior and informed consent, it is recommended that the RLC promote the allocation of TCP resources to develop trainings that promote systematic participation and the achievement of free, prior and informed knowledge among countries. . This project should consider a diagnosis of the main operational difficulties of its implementation, so that the training considers solution proposals.	RLC	***	Short term
Objective 4. Incorporating vulnerable groups and promoting gender mainstreaming	Challenge that has an initiative	It is important to highlight the importance of including the issue of indigenous, tribal and Afro-descendant peoples in knowledge management strategies and thus promote greater attention to these issues.	R9 (b)	It is important to highlight the importance of including the issue of indigenous, tribal and Afro-descendant peoples in knowledge management strategies and thus promote greater attention to these issues. A recommendation to continue with the inclusion of indigenous, tribal and Afro-descendant peoples in the region is to follow up on the steps taken to include the gender perspective, but with a more regionalized strategy, accompanied by the recognition and assessment of existing diagnoses of the population groups in the countries involved.	RLC	**	Short term

Section	Strength / Challenge	Area of opportunity	#	Recommendation	Responsible unit	Assessment	Priority
Objective 5. Addressing the situation caused by the COVID-19 pandemic	Strength	The RLC has promoted that the recommendations and findings identified in the studies related to COVID-19 are used for the projects in the countries and in the recovery programs developed by the ministries, to encourage the response to be directed with a logic of recovery with transformation.	R10 (b)	The recovery approach with transformation that RLC leads to COVID-19 is a strength, however, it is recommended to identify what actions must be carried out for this to be effective, beyond prioritizing the issues that must be addressed or rescheduling deliverables of Projects. Many of the priorities that continue to be addressed were defined before the pandemic and are still in force today. For this, it is recommended that the RLC promote criteria among the decentralized offices of the region that allow it to decide what should continue and what should be adjusted or even dispensable in the face of new challenges. In this regard, it is recognized that the region will face the challenge of maintaining school feeding programs. As it is a common challenge in different countries, the RLC should play a central role in their attention.	RLC Subregional Offices, Country Offices	★★★★	Short term
Objective 5. Addressing the situation caused by the COVID-19 pandemic	Strength	The RLC's response to the effects of the pandemic has not been isolated; it has occurred within the framework of FAO and the United Nations. This is reinforced by the role of broker that the RLC has taken in response to the pandemic, which has allowed it to promote dialogue between different actors in the region and to facilitate agreements on how to deal with this context.	R10 (c)	FAO staff in the region recognize that the spaces generated by the RLC for communication and assistance in the context of the pandemic have been sufficient. It is recommended to continue with the efforts within the institutional framework, since they are widely accepted by both internal and external stakeholders at FAO. Likewise, it is recommended that the RLC continue to strengthen the role of broker that it has led and that has allowed achievements such as bringing ministers together at the same dialogue table.	RLC	★★★★	Short term

Section	Strength / Challenge	Area of opportunity	#	Recommendation	Responsible unit	Assessment	Priority
Objective 5. Addressing the situation caused by the COVID-19 pandemic	Strength	Good practices are identified that helped to make work dynamics more flexible in the context of the health emergency (telework, psychological support and trainings / webinars to deal with work stress, flexible hours, among others). Actors such as Ministries of Agriculture and Parliaments within the countries interviewed highlighted the work of the FAO offices to continue providing their support and carrying out most of the activities programmed even in the context of the pandemic.	R10 (a)	Actors such as Ministries of Agriculture and Parliaments within the countries interviewed highlighted the work of the FAO offices to continue providing their support and carrying out most of the activities programmed even in the context of the pandemic. It was also noted that the RLC considered the well-being of the staff in the actions carried out to face the pandemic, taking specific actions and making working hours more flexible, among other measures. In the case of the LAC region, despite the good practices implemented, a high demand is perceived, and work urgencies on the part of the RLC in a context in which the staff is exhausted given the increased work and the variation in workloads due to the pandemic. This has also led to negative impacts on the quality of the work as per the AP-in-FAO survey. It is recommended that the RLC continue with the actions it has been taking, while regularly monitoring the general wellbeing of the teams, promoting greater spaces for social interaction.	RLC	★★★★	Short term

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