

Thematic Evaluation Series

Evaluation of the FAO Strategy for Partnerships with Civil Society Organizations

Annex 1. Terms of Reference

Required citation:

FAO. 2020. *Evaluation of the FAO Strategy for Partnerships with Civil Society Organizations. Annex 1. Terms of Reference*. Thematic Evaluation Series. Rome.

The designations employed and the presentation of material in this information product do not imply the expression of any opinion whatsoever on the part of the Food and Agriculture Organization of the United Nations (FAO) concerning the legal or development status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. The mention of specific companies or products of manufacturers, whether or not these have been patented, does not imply that these have been endorsed or recommended by FAO in preference to others of a similar nature that are not mentioned.

The views expressed in this information product are those of the author(s) and do not necessarily reflect the views or policies of FAO.

© FAO, 2020



Some rights reserved. This work is made available under the Creative Commons Attribution-NonCommercial-ShareAlike 3.0 IGO licence (CC BY-NC-SA 3.0 IGO; <https://creativecommons.org/licenses/by-nc-sa/3.0/igo/legalcode>).

Under the terms of this licence, this work may be copied, redistributed and adapted for non-commercial purposes, provided that the work is appropriately cited. In any use of this work, there should be no suggestion that FAO endorses any specific organization, products or services. The use of the FAO logo is not permitted. If the work is adapted, then it must be licensed under the same or equivalent Creative Commons licence. If a translation of this work is created, it must include the following disclaimer along with the required citation: "This translation was not created by the Food and Agriculture Organization of the United Nations (FAO). FAO is not responsible for the content or accuracy of this translation. The original English edition shall be the authoritative edition."

Disputes arising under the licence that cannot be settled amicably will be resolved by mediation and arbitration as described in Article 8 of the licence except as otherwise provided herein. The applicable mediation rules will be the mediation rules of the World Intellectual Property Organization <http://www.wipo.int/amc/en/mediation/rules> and any arbitration will be conducted in accordance with the Arbitration Rules of the United Nations Commission on International Trade Law (UNCITRAL).

Third-party materials. Users wishing to reuse material from this work that is attributed to a third party, such as tables, figures or images, are responsible for determining whether permission is needed for that reuse and for obtaining permission from the copyright holder. The risk of claims resulting from infringement of any third-party-owned component in the work rests solely with the user.

Sales, rights and licensing. FAO information products are available on the FAO website (www.fao.org/publications) and can be purchased through publications-sales@fao.org. Requests for commercial use should be submitted via: www.fao.org/contact-us/licence-request. Queries regarding rights and licensing should be submitted to: copyright@fao.org.

Contents

Acronyms and abbreviations	iv
1. Introduction	1
1.1 Background and context.....	1
1.2 The evaluation purpose.....	1
2. Evaluation scope and key questions	3
2.1 Scope of the evaluation	3
2.2 Evaluation questions.....	4
3. Methodology.....	6
3.1 Review of secondary data	6
3.2 Primary data collection: interviews of FAO stakeholders, counterparts and partners	6
4. Management Arrangements	8
4.1 Roles and Responsibilities of the evaluation team	8
4.2 Stakeholder engagement.....	9
4.3 Deliverables.....	10
4.4 Evaluation Timeline	10
References.....	11
Appendix 1. Country Case Study selection.....	12

Acronyms and abbreviations

CSO	Civil society organization
FAO	Food and Agriculture Organization of the United Nations
OED	Office of Evaluation
PSP	FAO Partnerships Division
PSPF	Family Farming and Partnerships with Civil Society Organizations Unit

1. Introduction

1.1 Background and context

1. This approach paper is a preparatory document for the development of the Terms of Reference for the Evaluation of FAO's Strategy for Partnerships with Civil Society Organizations. The FAO Strategy for Partnerships with Civil Society Organizations has been developed within the context of the FAO Organization-wide Strategy on partnership (FAO, 2012). The latter covers the broad range of partnerships in general terms and calls for elaboration of specific strategies related to key categories of partnership, including the civil society organizations (CSOs). The FAO Strategy for partnerships with Civil Society Organizations (thereinafter referred to as Strategy) was endorsed by FAO Governing bodies in 2013 and progress on its implementation has been regularly reported to FAO governing bodies.¹
2. This Strategy considers civil society organizations (CSOs) as those non-state actors that fit within three main categories that work in areas related to FAO's mandate (FAO, 2015):
 - i. member-based organizations (MBOs);
 - ii. non-governmental organizations (NGOs); and
 - iii. social movements (SMs);
3. UN-civil society relationship, in essence, concerns participation. Handled well, it enhances the quality of decision-making, increases ownership of the decisions improves accountability and transparency of the process and enriches outcomes through a variety of views and experiences. But – poorly handled – it can confuse choices, hamper the inter-governmental search for common ground, erode the privacy needed for sensitive discussions, over-crowd agendas and present distractions at important meetings.

"The Economic and Social Council may make suitable arrangements for consulting with non-governmental organizations which are concerned with matters within its competence. Such arrangements may be made with international organizations and, where appropriate, with national organisations after consultation with the member of the United Nations concerned."

United Nations Charter, Article 71 (UNECE, 2003)

1.2 The evaluation purpose

4. As part of the rolling work plan for evaluations, the evaluation of this Strategy has to be presented at the 129th session of the FAO Programme Committee. The evaluation intends

¹ See:

FAO. 2014. *Report on the Implementation of the Strategies for Partnerships with Civil Society and with the Private Sector.*

FAO. 2015. *Progress Report on FAO Strategy for Partnerships with Civil Society Organizations.*

FAO. 2016. *Progress Report on FAO Strategy for Partnerships with Civil Society Organizations.*

FAO. 2017. *Progress Report on the Strategies for Partnerships with the Private Sector and civil society organizations.*

FAO. 2018. *Progress in implementation of the strategies for partnerships with the private sector and civil society organizations.*

[Links and complete reference included in References section.]

to provide FAO management and governing bodies with an objective assessment of the progress made by FAO towards implementing its Strategy for partnerships with Civil Society Organizations. It seeks to examine the appropriateness of the design of the Strategy and its supporting mechanisms and approaches, assess the Strategy's implementation modalities and report on the achievements resulting from partnerships with CSOs. It aims to assess the extent the Strategy has contributed to its intended outcomes and to FAO Strategic Objectives through the promotion of partnerships with the civil society organizations. Also, the evaluation seeks to uncover the reasons why the expected results of the Strategy did or did not occur. The evaluation findings and recommendations are expected to contribute to better-informed decision-making and will inform further development of the mechanisms, policies and projects in support of Partnership Strategy implementation.

2. Evaluation scope and key questions

2.1 Scope of the evaluation

5. The period covered by the evaluation is 2013-2019, i.e. the period since the adoption of the new strategic framework and the approval of the Strategy. The evaluation applies the same definitions of 'partnerships' and 'civil society' (UNGA, 1998) used by FAO in its Strategy, while taking into account that outside FAO such definitions may vary depending on the country or organization.
6. The evaluation scope proposes to encompass all processes, mechanisms and other arrangements established by FAO for effective implementation of the Strategy, both within the Partnership division and across the organization. These include relevant FAO policies and guidance and tools, outreach and communication efforts, capacities and resources deployed, and Country Programme Frameworks. Some CSOs with a legal status and governance mechanisms have formal relations with FAO. FAO's Basic Texts foresee that formal relations with an international NGO may take one of three forms according to the importance of its field of activity in relation to the activities of FAO, whatever the degree of cooperation envisaged in the common field of activity. These are: consultative status, specialized consultative status or liaison status and may have signed a written partnership agreement through one of the administrative tools listed in the Strategy,² through which they may undertake joint activities, providing specialized services or be involved as consultative observers in FAO meetings. While some of these partnerships are tracked in the PSP database, which currently contains 27 partnerships, others, such as those consisting of Letter of Agreement (LoAs) are not compiled in a unique data base and are stored across different FAO systems and country offices. The evaluation scope will, therefore, consist of the full set of formalized partnerships contained in the PSP database and reflected in the corporate reports,³ including a sample of LoAs covering a number of countries or areas of work identified in consultation with PSPF. The sampling will be made selectively to provide findings and lessons on the evaluation questions, therefore some partnerships may not be analysed in detail. Finally, the evaluation may cover additional interactions with CSOs, which have not been formalized through a written agreement, depending on the assessed relevance and potential results from such collaborations.
7. The results achieved will be assessed at the global, regional and country levels, under the two outcome areas defined in the strategy. However, the evaluation team may also present results may using different categorization should the findings and evidence call for this.

² Memorandum of Understanding (MoU), Exchange of Letters, Letters of Agreement (LoA), Formal Relations (such as Consultative Status, Specialized Consultative Status or Liaison Status).

LoAs entail a transfer of resources from FAO to a registered non-profit organization in exchange for a pre-defined services and are governed by Section 507 of FAO administrative Manual under the overall responsibility of the procurement services and technical units. See FAO. 2013. *FAO Strategy for Partnerships with Civil Society Organizations*, Rome, FAO. p. 28.

³ Formal agreements require a legal structure. Those civil society platforms or community-based organizations with **no legal status** will have to seek the assistance of a CSO with juridical standing if a formal agreement with FAO is to be signed.

When **collaboration is informal**, particularly at the field level with community-based organizations, one of the main contributions from FAO can be to assist them in formalizing their organization.

- i. Process-driven outcomes: related to the participation and inclusion of CSOs, in order to better inform and influence policy discussions and debates;
 - ii. Output-driven outcomes: related to the technical work at field level, in which FAO, Member States and partner organizations work towards common outputs.
8. The evaluation acknowledges that while FAO partnerships division (PSP), and specifically the Family Farming and Partnerships with Civil Society Organizations Unit (PSPF), has a crucial role in implementing the Strategy by brokering partnerships and mitigating risks, all FAO units and decentralized offices are involved in delivering results, which involve CSOs. Thus, the partnership unit remains the main counterpart for the evaluation, and the primary focus scope will primarily be on the formalized partnerships contained in the PSP database and reflected in the corporate reports. In this regard, the evaluation team seeks the feedback of FAO partnerships division (PSP) and specifically the Family Farming and Partnerships with Civil Society Organizations Unit (PSPF) on how to include in the scope partnerships with CSOs results arising indirectly from the Strategy at the local, regional and global level, which are not included in the database and not reported.

2.2 Evaluation questions

9. The evaluation proposes to address the following main questions, which may be further refined during the inception phase of the evaluation.

I. Strategic relevance

Evaluation Question 1: To what extent has the formulation and implementation of the Strategy responded to the global development priorities, needs of member countries and provided strategic direction and guidance to FAO units?

- | |
|--|
| <ol style="list-style-type: none">1.1 To what extent has the Strategy been relevant to the needs of Member states and been responsive to global development priorities and trends?1.2 How has the Strategy affected FAO's positioning versus its partners and stakeholders, including CSOs?1.3 To what extent has the Strategy's design and approaches been relevant to the FAO Strategic Objectives and the Sustainable Development Goals and other global commitments? |
|--|

II. Effectiveness and contribution to results

Evaluation Question 2: To what extent have FAO partnerships with civil society organizations contributed to results (Strategic Framework results, results at regional and country level)?

- 2.1 How has the implementation of the Strategy contributed to the achievement of FAO strategic objectives and results (outcomes)?
- 2.2 What are the anticipated and unanticipated results that can be associated with the strategy implementation?
- 2.3 To what extent were the results arising from partnerships with CSOs sustainable?

III. Efficiency of partnerships development modalities and approaches

Evaluation Question 3: Does the strategy and its implementing mechanisms provide coherent framework to promote partnerships with CSOs ?

- 3.1 What are the success and limiting factors that affect the results arising from partnerships with CSOs?
- 3.2 To what extent is the Due Diligence and Risk Management system conducive to successful partnership building?
- 3.3 To what extent are the capacities available and stemming from this strategy (guidelines, training, the support provided from HQ and regional office to the country office and ultimately the work conducted at the country level) conducive to results in partnering with CSOs?
- 3.4 To what extent the results pertaining to the implementation of the Strategy and their relevance effectively assessed, monitored and reported upon, with lessons informing decision making and partnership development?

Cross-cutting issues

Evaluation Question 4: To what extent are cross-cutting issues (governance, gender, nutrition and climate change), outlined in the Strategic Framework, effectively integrated into Strategy's design and implementation?

- 4.1 To what extent have FAO's CSOs partnership initiatives integrated gender-responsive initiatives? Were women and men distinguished in terms of participation and benefits from these initiatives?
- 4.2 To what extent have FAO's CSOs partnership initiatives integrated climate change adaptation and resilience?
- 4.3 To what extent have CSOs partnerships led to potential public discourse or action on governance-related issues?
- 4.4 To what extent have FAO's CSOs partnership initiatives integrated nutrition-sensitive initiatives?

3. Methodology

3.1 Review of secondary data

10. The evaluation proposes to take advantage of existing data as an initial source of information; and will thereby draw from FAO information systems; publications and reports availed by relevant FAO divisions, including evaluation reports; and from other relevant documentation sources. This will be useful to inform all evaluation questions.
11. A preliminary organization mapping would serve to inform on the appropriateness of organizational setup. It would provide a more refined basis for the analysis of synergetic effects across the various units contributing to building partnerships with civil society organizations. In addition to the preliminary strategy review conducted for this Approach Paper, the evaluation team will analyze strategy and policy documents based on information obtained during interviews field visits/country case studies and interactions with FAORs. The Strategy and policy review will also help assess the level of guidance provided in building partnerships. Further interviews will be conducted to triangulate findings and reveal additional issues.
12. In particular, the following desk-based data sourcing and analysis is proposed:
 - i. **Mapping of the FAO partnerships with the civil society organizations**, to provide a general overview of projects and initiatives covered by the Strategy, and of the resources and the modalities of implementation;
 - ii. **Mapping of data on results achieved** from monitoring and reporting systems at HQ, regional and country level (including reports to FAO Governing Bodies, Corporate monitoring and reporting systems, project progress reports and Service Level Agreements);
 - iii. **Country case studies** to support understanding of achievements at country level for countries where sufficient secondary information is available
 - iv. **Synthesis of evaluation findings** relevant to development of partnerships with civil society organizations - from FAO evaluations undertaken between 2013 and 2019;
 - v. **Use of on-going evaluations** of relevance including Country Programme or project evaluations;

3.2 Primary data collection: interviews of FAO stakeholders, counterparts and partners

13. Based on the identified areas of inquiry that may not be adequately covered through the analysis of secondary data, the evaluation will need to collect primary data from stakeholders who are directly or indirectly connected to establishment of partnerships, and from relevant counterparts and partners of FAO's work at national and international levels.
14. The evaluation will conduct **semi-structured interviews** to further refine the team's understanding of the modalities of Strategy implementation and collect evidence of that may inform the evaluation findings on the strategic value, emerging results, and implementation dynamics. Limited number of face to face interviews will be complemented

- by online interviews organized through teleconferencing, whenever feasible and most appropriate.
15. Face-to-face interviews will take place whenever appropriate at **FAO headquarters** and in a **sample of countries**. The selection of countries visited for in depth data collection was guided by the necessity to cover a variety of areas of work encompassed by the Strategy, as well as a need for contextual diversity.
 16. **The proposed criteria for country visits selection includes the following elements:**
 - i. Number/relevance/representativeness of civil society organizations linked to the strategy implementation;
 - ii. The size of programme resources linked to collaboration with civil society organizations
 - iii. Representation of different modalities of civil society organizations engagement
 - iv. Representation of the five regions covered by FAO work
 17. The evaluation team's assessments of country-level work will be complemented by interviews with the staff at FAO **Regional offices**, when practical and appropriate. These interviews will offer an opportunity to examine regional programs for civil society organizations engagement and types of support provided by partnerships units established at regional level.
 18. The credibility of evaluation findings will also hinge on a constant effort to validate the evidence gathered through the systematic triangulation of information sources, founded on explicit endeavors to consult with various stakeholders, to ensure the assessment is based on a comprehensive understanding of diverse perspectives on issues, performance and outcomes.

4. Management Arrangements

4.1 Roles and Responsibilities of the evaluation team

19. The evaluation will be undertaken by a team led by a senior evaluation officer of FAO assisted by other evaluation officers, and supported by the technical contributions of several independent experts collectively covering key areas of relevant work.
20. **The OED team of evaluators** will bear the responsibility for designing and organizing the evaluation, including defining the roles of technical experts and managing the team. OED evaluation officers will take part in the evaluation data collection and will lead the analysis and evaluation report drafting process, based on the contributions of team members, as agreed during the inception phase. The main responsibility for the report content will ultimately lie with the OED senior evaluation officer.
21. The **Family Farming and Partnerships with Civil Society Organizations Unit (PSPF)**, as the main counterpart for the evaluation team, will provide feedback and comments to OED on the design of the evaluation and draft evaluation report, and will provide the evaluation team with monitoring and reporting data related to FAO's work with CSOs.
22. **Independent experts** will contribute to the evaluation from its inception phase, initially providing technical expert advice on the evaluation design, including on the evaluation data collection tools (interview guides). They will participate in the data collection phase by taking an active part in the interviews and some of the desk review work, as per assigned responsibilities during the preparatory and inception phases. All team members will not be travelling to all countries visited by the evaluation, and each will be expected to cover other areas of work for which s/he does not have the lead during missions when the lead expert is not part of the mission. Ultimately, experts will provide technical contributions to the overall analysis based on the evidence gathered, and offer written contributions on defined areas of inquiry, also assigned during the preparatory and inception phase. The division of labour between technical experts will only be possible once the team is identified.
23. The independent experts should have experience in undertaking strategic-level evaluations, and familiar with issues related to the partnerships in the international development arena. The expertise should include, but not be limited to:
 - i. Extent and relevance of experience and/or knowledge related to engagement between UN organizations and civil society organizations, including experience with multi stake holder platforms in institutional settings.
 - ii. Relevant experience in the development of social policies and programmes, especially with civil society organizations, social movements, NGO and/or cooperatives, producer organizations and governments.
 - iii. Knowledge of FAO structure and programs.
24. Specific responsibilities of each technical expert will be defined in the individual job descriptions of each expert once the team is formed.

4.2 Stakeholder engagement

25. The evaluation team will ensure key stakeholders of FAO are consulted at various key stages of the evaluation process, to make the most of their internal knowledge and understanding of the programme and offer them opportunities for ensuring the evaluation may provide the most valuable results to their work.

Table 1: An overview of the interest of different stakeholders in the evaluation

Stakeholders	Interests in the evaluation	Implications for the evaluation
Internal stakeholders		
FAO Governing Bodies Programme and Finance Committees	<ul style="list-style-type: none"> - Evaluation is requested by the Programme Committee - Better understanding of strategic importance of the Partnership Strategy and possible guidance of future orientation and strategic directions 	<ul style="list-style-type: none"> - The report will be submitted to FAO members at the 2020 Fall session of the PC.
FAO senior management	<ul style="list-style-type: none"> - Strategic directions - May have views to share on communication and feedback they hear Areas for improvement 	<ul style="list-style-type: none"> - The report will be submitted to senior management for the management response - Senior management will be consulted during the evaluation
FAO staff at HQ and in decentralized offices	<ul style="list-style-type: none"> - Strategic directions - Better understanding of the role of FAO in partnerships with civil society organizations - Areas for improvement 	<ul style="list-style-type: none"> - Staff involved in partnerships with civil society organization will be consulted at various stages of the process, including representative staff from various departments and decentralized offices
External Stakeholders		
Direct beneficiaries of FAO's services: <ul style="list-style-type: none"> • Government and parastatal agencies directly involved with or affected by FAO's work • Communities and groups targeted by FAO's work • Global initiatives targeted by FAO's work 	<ul style="list-style-type: none"> - Recommendations of the evaluation should result in improvements in work related to partnerships with civil society organizations and more generally in improvements in the way the Organization works. 	<ul style="list-style-type: none"> - Representatives of the main beneficiary groups will be consulted mostly during country visits.
Partners in FAO's work with the civil society organizations: <ul style="list-style-type: none"> • Civil society organizations • International organisations/UN agencies • International processes/initiatives 	<ul style="list-style-type: none"> - Can benefit from clarification on FAO's role with the civil society organizations and from improvements in how FAO collaborates with partners. 	<ul style="list-style-type: none"> - Representatives of the main partners of FAO will be consulted during the evaluation, with attention to balance standpoints and possible vested interests
<ul style="list-style-type: none"> • FAO resource partners 	<ul style="list-style-type: none"> - direct interest for those supporting civil society-related activities 	<ul style="list-style-type: none"> - Consultations with key relevant partners - Report will be circulated to resource partners

4.3 Deliverables

26. The evaluation will produce the following main products, including some intermediary documents:⁴
- i. Evaluation Terms of Reference (ToRs);
 - ii. Evaluation Matrix
 - iii. Short notes synthesizing key information drawn from meetings and team discussions at the end of the inception meetings;
 - iv. Synthesis of previous evaluation reports from FAO Office of Evaluation and other Evaluation offices
 - v. Final Evaluation Report

4.4 Evaluation Timeline

27. The evaluation will be organized according to the following sequenced phases of work and will be presented to the 129th session of the FAO Program Committee in the autumn of 2020:
28. **Preparation and organization of the evaluation.** During this phase, ending with the finalization of the present TOR, the evaluation management team will work on identifying and hiring the team members; organizing country visits in liaison with FAO country stakeholders; arranging labor distribution within the team; continuing the background research and desk review work; developing and refining evaluation tools and developing reporting formats
29. **Evaluation inception and main data collection.** The inquiry phase of the evaluation will start with an inception meeting organized virtually by the Office of Evaluation to provide consultants with a common understanding of the evaluation subject, objectives and approach, and organization of the data collection work. This will be followed immediately after by interviews of key stakeholders.
30. The inquiry phase following will comprise the main part of the data collection work. It will include desk reviews of specific areas of work, country and institutional visits and interviews of key informants. The evaluation team will separate into smaller teams who will be assigned to various visits and tasks, and report according to the templates provided.
31. **Analysis and validation.** Once the data collection will be done, the teams will gather again into one in FAO headquarters to undertake required follow-up meetings, seeking to validate some of the evidence gathered in the field of through the interviews; and start assembling the evidence together into evaluation findings, and emerging conclusions and recommendations.
32. **Preparation of report.** While the final report is ultimately the responsibility of the team leader, drafting the report will be a collaborative team endeavor. Each team member will therefore provide inputs to the overall report, as per the responsibilities they will have been assigned at early stages.

⁴ Some of the above products will be public documents once the evaluation is finalized.

References

- FAO.** 2012. *FAO Organization-Wide Strategy on Partnerships*. Rome. (also available at: <http://www.fao.org/3/a-bp169e.pdf>).
- FAO.** 2013. *FAO Strategy for Partnerships with Civil Society Organizations*. Rome. (also available at: <http://www.fao.org/3/mf999e/mf999e.pdf>).
- FAO.** 2014. *Report on the Implementation of the Strategies for Partnerships with Civil Society and with the Private Sector*. Rome. (also available at: <http://www.fao.org/3/a-ml780e.pdf>).
- FAO.** 2015. *Progress Report on FAO Strategy for Partnerships with Civil Society Organizations*. JM 2015.2/3. Rome. (also available at: <http://www.fao.org/3/a-mo715e.pdf>).
- FAO.** 2016. *Progress Report on FAO Strategy for Partnerships with Civil Society Organizations*. JM 2016.2/5. Rome. (also available at: <http://www.fao.org/3/a-mr971e.pdf>).
- FAO.** 2017. *Progress Report on the Strategies for Partnerships with the Private Sector and civil society organizations*. JM 2017.2/3. Rome. (also available at: <http://www.fao.org/3/a-mu836e.pdf>).
- FAO.** 2018. *Progress in implementation of the strategies for partnerships with the private sector and civil society organizations*. JM 2018.2/4. Rome. (also available at: http://www.fao.org/fileadmin/user_upload/bodies/Progr_Comm/PC_125-documents/MX387e.pdf).
- United Nations Economic Commission for Europe (UNECE).** 2003. *UN System and Civil Society – An inventory and analysis of practices*. Geneva, United Nations. (also available at: <https://www.unece.org/fileadmin/DAM/env/pp/ppif/UN%20SYSTEM%20AND%20CIVIL%20SOCIETY.doc>).
- United Nations General Assembly (UNGA).** 1998. *Arrangements and practices for the interaction of non-governmental organizations in all activities of the United Nations system*. Report of the Secretary-General. P. 2. (also available at: <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N98/202/59/pdf/N9820259.pdf?OpenElement>).
- United Nations.** 1945. *UN Charter*. Art. 71. (also available at: <https://www.un.org/en/sections/un-charter/un-charter-full-text/>).

Appendix 1. Country Case Study selection

Region	Mission/desk review/online interviewing	Country
Africa	Online interviewing	Ghana (Regional Office)
	Online interviewing	Niger
	Online interviewing	Cabo Verde
	Desk-based review	United Republic of Tanzania
	Online interviewing	Sierra Leone
	Field work (locally based consultant)	Mali
	Field work (locally based consultant)	Senegal
Asia and the Pacific	Online interviewing	Thailand (Regional Office)
	Online interviewing	Nepal
	Desk-based review	Philippines
	Desk-based review	Lao People's Democratic Republic
	Desk-based review	Viet Nam
	Desk-based review	Mongolia
	Desk-based review	Indonesia
Europe and Central Asia	Online interviewing	Hungary (Regional Office)
	Online interviewing	Moldova
	Online interviewing	Kyrgyz Republic
	Online interviewing	Tajikistan
	Field work (Locally based consultant)	Georgia
	Field work (Locally based consultant)	Portugal (FAO Office in Lisbon, CPLP)
Latin America and Caribbean	Online interviewing	Chile (Regional Office)
	Online interviewing	Brazil
	Online interviewing	Colombia
	Online interviewing	Guatemala
	Online interviewing	Paraguay
Near East and North Africa	Online interviewing	Egypt (Regional Office)
	Online interviewing	Jordan
	Online interviewing	Lebanon
Global	Mix of online and in-person interviewing	Formalized partnerships (global/regional/country-level)