

# Evaluation of FAO's support to climate action (SDG 13) and the implementation of the FAO Strategy on Climate Change (2017)

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# **Evaluation of FAO's support to climate action (SDG 13) and the implementation of the FAO Strategy on Climate Change (2017)**

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS**  
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## Abstract

This evaluation assesses the extent to which FAO adopted an effective, coherent and transformative approach to its work on climate action from 2015 to 2020, by contributing to the achievement of SDG 13 targets and the Paris Agreement. The methodology included portfolio analysis, quantitative content analysis of over 500 documents, participatory stakeholder workshops, desk reviews, interviews with 488 stakeholders, analysis of key FAO products, 3 global surveys, and 13 country case studies. The evaluation's findings are (i) FAO's Strategic Framework is aligned with SDG 13 and the Paris Agreement. However, FAO has not expressed a long-term vision on its leadership role in agriculture for climate action; nor does FAO governance yet reflect a clear and strategic focus on its mission on climate action; (ii) The 2017 Climate Change Strategy has effectively supported FAO's work, but it is not fully integrated into corporate decision-making; (iii) FAO has made relevant contributions by supporting national capacity building for climate action; (iv) FAO's contributions to SDG 13 and the uptake of products and tools are not systematically monitored and reported; (v) There is little alignment of portfolios between divisions and no systematic approach to trade-offs. Consequently, the root causes of climate change on agriculture are not being addressed in an integrated way; (vi) FAO has strong capacity, but the current business model results in uneven distribution of human and financial resources and in fragmented, short-term projects reach; (vii) FAO contributed to climate adaptation and mitigation by collaborating with Members and other partners, although it has engaged less in innovative partnerships with the private sector, financing institutions and civil society; (viii) FAO has progressed on the inclusion of gender-specific climate action initiatives.

The recommendations of the evaluation include developing a corporate narrative on climate change and food systems; formulating a new Climate Change Strategy and action plan; improving the climate change labelling of its project portfolio; mainstreaming climate action into all offices, divisions and levels, and including coordination and guidance to embed procedures in the project cycle, quality assurance and learning mechanisms; adopting a climate action-focused programmatic approach; running an assessment to identify capacity gaps, needs and opportunities and, accordingly, strengthening the capacity of staffing, funding and inter-office communication; enhancing its partnerships and seeking out innovative partnerships; and mainstreaming the core "leave no one behind" by including women, youth, the extreme poor, indigenous peoples and other vulnerable groups.



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## Acronyms and abbreviations

AFOLU	Agriculture, forestry and other land use
CCA	Climate change adaptation
CCAM	Climate change adaptation and mitigation
CSA	Climate-smart agriculture
DRR/M	Disaster risk reduction and management
FAO	Food and Agriculture Organization of the United Nations
FCPF	Forest Carbon Partnership Facility
GCF	Green Climate Fund
GEF	Global Environment Facility
GHG	Greenhouse gas
IFAD	International Fund for Agricultural Development
IPCC	Intergovernmental Panel on Climate Change
MICCA	Mitigation of Climate Change in Agriculture
NAP	National Adaptation Plan
NAP-Ag	Integrating Agriculture in National Adaptation Plans
NDC	Nationally determined contribution
NGO	Non-governmental organization
OECD	Organisation for Economic Co-operation and Development
SDG	Sustainable Development Goal
SFDRR	Sendai Framework for Disaster Risk Reduction
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change



## Executive summary

1. The evaluation of FAO's support to climate action (SDG 13) and the implementation of the FAO Strategy on Climate Change (2017) is both a summative and a formative evaluation. It assesses the extent to which the Food and Agriculture Organization of the United Nations (FAO) adopted an effective, coherent and transformative approach to its work on climate action from 2015 to 2020, by contributing to the achievement of SDG 13 targets and the commitments of the Paris Agreement. It also identifies FAO interventions with more potential for transformational change. It assesses the relevance, effectiveness and emerging impacts of FAO's work on climate change across the Organization at country, regional and global level. It was conducted entirely during the COVID-19 pandemic.
2. **Strategic Framework and narrative.** FAO's Strategic Framework and Medium Term Plan 2018–2021 are aligned with SDG 13 and the Paris Agreement (FAO, 2019a). However, FAO has not expressed a long-term vision on its leadership role in food and agriculture for climate action; nor does FAO governance yet reflect a clear and strategic focus on its mission on climate action. To offer a clear and ambitious vision and instil key messages on its priorities, positioning and programming, FAO should develop a corporate narrative on climate change, agriculture and food systems to become a global ambassador for climate action in food and agriculture. This should feature in the new FAO Strategic Framework 2022–2031, steer a new Strategy on Climate Change and permeate FAO. It should be accompanied by a targeted communications strategy.
3. **FAO Strategy on Climate Change.** The 2017 Strategy on Climate Change has effectively supported FAO's work on nationally determined contributions (NDCs) and National Adaptation Plans (NAPs), but it is not fully integrated into corporate decision-making to support climate action at the global level and lacks alignment with the transformational features of the 2030 Agenda (FAO, 2017a). The Strategy on Climate Change should be better aligned with the 2030 Agenda, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction (SFDRR) (United Nations, 2015). It should include a solid theory of change defining how FAO plans to achieve climate action targets by 2030 and address institutional strengthening, capacity development and resource mobilization. It should be operationalized through a five-year action plan that includes monitoring and reporting mechanisms for all FAO levels and units, and which takes into account the COVID-19 pandemic and the green recovery.
4. **Contribution to SDG 13, the Paris Agreement and SFDRR.** FAO has made relevant contributions to SDG 13 targets, elements of the Paris Agreement, and SFDRR by supporting national capacity building for climate change adaptation and mitigation. FAO was key to the inclusion of agriculture in global climate change negotiations and instrumental in linking agriculture to NAPs and NDCs. FAO's work on avoided deforestation and low emission approaches have contributed to emission reductions. FAO's knowledge products and monitoring tools are widely used for climate action by external stakeholders, but internally underutilized.
5. **Monitoring and reporting.** FAO's contributions to SDG 13 and the uptake of products and tools are not systematically monitored and reported. There are no clear strategies or plans for systematic learning from experience on climate action or upscaling. The use of Organisation for Economic Co-operation Development (OECD) policy markers has improved monitoring and reporting, but inadequate governance and quality assurance has led to inappropriate tagging and inaccurate reporting on climate financing. FAO should

improve and make mandatory the climate change labelling of its project portfolio, while ensuring compliance with the OECD climate change marker guidelines and SDG targets. It should revise climate budget reporting accordingly and provide necessary in-house training on climate change labelling.

6. **Mainstreaming climate action.** FAO has not yet mainstreamed its work on climate action. There is little alignment of portfolios between divisions that work on climate action and no systematic approach to trade-offs. Consequently, the root causes of and solutions to the effects of climate change on agriculture are not being addressed in an integrated and coherent way. Direct assistance to stakeholders is effective at local level, however, needs to be articulated in policy processes and ideally incorporated into integrated, multi-country, longer-term programmatic approaches. Anchored in the corporate narrative and reflected in the new Strategy on Climate Change, FAO should systematically mainstream climate action into all offices, divisions and levels, and include coordination and guidance to embed procedures in the project cycle, quality assurance and learning mechanisms.
7. **Internal resources for climate action.** FAO has strong capacity when it comes to climate action, but the current business model results in the uneven distribution of human and financial resources and in fragmented, short-term projects with limited geographic and thematic reach. FAO lacks coherent planning and coordination to optimize resources at the decentralized level and at headquarters. The creation of the Office of Climate Change, Biodiversity and Environment (OCB) and the inclusion of climate risks in the project cycle are good first steps. FAO has done well in mobilizing public climate financing, but private sector financing and investments remain lacking. To improve its contribution to SDG 13, FAO should adopt a renewed strategic, long-term and climate-resilient climate action-focused programmatic approach. This should include an integrated assessment to identify capacity gaps, needs and opportunities and, accordingly, strengthen the capacity of headquarters and decentralized offices in terms of staffing, funding and inter-office communication and collaboration.
8. **Partnerships.** Building on its technical knowledge, expertise and convening power, FAO contributed to large-scale, structural and sustained (transformational) change in climate adaptation and mitigation by collaborating with Members and other development partners. It has engaged less in innovative partnerships with the private sector, financing institutions and civil society. FAO still needs to make greater use of its comparative advantage by engaging more on cross-sectoral issues, synergies and trade-offs. Partnerships should be based on comparative strengths, rather than competition for themes, institutional prominence or funding.
9. **Leaving no one behind.** FAO has made good progress on the inclusion of gender- and women-specific climate action initiatives, but transformative results are not clearly visible yet. FAO's inclusion of indigenous peoples and youth in climate action is insufficient. FAO needs to mainstream the core "leave no one behind" principle of the 2030 Agenda into its climate change work by including women, youth, the extreme poor and other vulnerable groups in transformative actions in agriculture and food systems. FAO should strengthen its Indigenous Peoples Unit, systematically link indigenous peoples and pastoralists to climate action work, and value innovative solutions that indigenous peoples bring to climate action, while reducing their risks and vulnerabilities.



# 1. Introduction

## 1.1 Purpose, scope and objectives

1. At its 127th session in November 2019, the Programme Committee of the Food and Agriculture Organization of the United Nations (FAO) endorsed the Indicative Rolling Work Plan of evaluations 2020-2022, which included an evaluation of FAO's support to climate action (SDG 13) and the implementation of the FAO Strategy on Climate Change (2017).<sup>1</sup> Because of the strong links between SDG 13 targets and the United Nations Framework Convention on Climate Change (UNFCCC), the evaluation also includes FAO's contribution to the commitments of the Paris Agreement (FAO, 2019a; United Nations, 2015).
2. This is the second SDG-based evaluation conducted by FAO's Office of Evaluation (OED). The first was the evaluation of FAO's work in support of SDG 2 – zero hunger; this evaluation builds on its methodological basis (FAO, 2020a).
3. The overall objective of this evaluation is to assess the extent to which FAO has adopted an effective, coherent and transformative approach to its work in support of SDG 13 and the Paris Agreement from 2015 to 2020. It assesses the relevance, effectiveness and emerging impacts of FAO's work on climate change, covering all delivery channels and partnerships at country, regional and global level.
4. The purpose of the evaluation is to assess the degree to which FAO's work has generated effective climate action as a contribution to the SDG 13 targets and the commitments of the Paris Agreement. Its specific objectives are to:
  - i. Assess the relevance and effectiveness of FAO's programme and project portfolio to support SDG 13 and its targets, taking into account the associated targets, tools and mechanisms of the Paris Agreement.
  - ii. Assess FAO's institutional capacity, processes and programming (from headquarters to regional, subregional and country offices) to undertake transformational change that effectively contributes (directly or through other SDGs) to the targets of SDG 13, the Paris Agreement and associated international commitments, including the principle of "leaving no one behind".
  - iii. Assess the relevance and effectiveness of FAO's partnerships (within the United Nations System and with other development organizations, climate change-related global initiatives, research organizations, civil-society organizations (CSOs), the private sector, regional partners, through South–South and Triangular Cooperation, for instance) to enhance impact, building on its own competitive strengths and institutional niche.
  - iv. Recommend improvements to the FAO Strategy on Climate Change, Action Plan and current results framework to optimally support SDG 13 and the Paris Agreement, based on an assessment of the effectiveness and (emerging) impact of the FAO Strategy on Climate Change.

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<sup>1</sup> In line with SDG 13, Climate Action is needed to combat climate change and its impacts. Hence, Climate Action comprehends climate change mitigation and adaptation. Good adaptation leads to resilience and, therefore, the report considers 'adaptation' and 'resilience' as part of the same process and where Climate Action is mentioned, this can be understood as all deliberate actions that lead to Climate Change Adaptation, Mitigation and Resilience.

- v. Serve as an institutional baseline for future assessments pertaining to SDG implementation, including mid-term reviews and final evaluations.
5. Three overarching evaluation questions – each detailed further in the Evaluation Framework (see Appendix 3 Evaluation Framework) – were developed from extensive consultations with FAO management and personnel, as well as some external stakeholders:

*EQ1: Is FAO making a relevant and effective contribution to globally agreed climate action targets?*

*EQ2: Is FAO fit for purpose to significantly contribute to globally agreed climate action targets?*

*EQ3: Does FAO optimally engage partnerships that leverage the effect of its work on climate action towards impact generation?*

6. This evaluation covers the period from January 2015 to January 2020 (interventions that started before 2015 but ended in 2015–2020 are also covered) and builds on the Evaluation of FAO's Contribution to Climate Change Adaptation and Mitigation (2010–2015) (FAO, 2015). It spans FAO's efforts to support both developing and developed countries in setting and achieving their SDG 13 targets, building on FAO's Strategic Framework, programmes, roles and typologies. Due to the interconnected and indivisible nature of the 2030 Agenda, the evaluation also examines FAO's efforts to support the achievement of targets related to other SDGs but directly linked to SDG 13.

## 1.2 Methodology

7. This evaluation has a summative and a formative aspect. The summative aspect assesses FAO performance so far, including but not limited to actions under the FAO Climate Change Action Plan Results Framework, while the formative aspect identifies factors for success and/or areas for improvement.
8. The evaluation process comprised three main components: i) setting the stage (inception); ii) performance assessment (summative); and iii) structure, strategies and partnerships for transformative change (formative). These components are not entirely distinct, but are strongly interrelated: many elements of the first component are inputs to the second and third components, while the third builds strongly on the results of the second component (see Annex 1 Terms of Reference). A wide array of techniques was used to carry out this evaluation:
  - i. *Portfolio analysis*. As a basic step in this evaluation, FAO's entire portfolio was mapped against its contribution to SDG 13 (directly or through other SDGs)
  - ii. *Quantitative content analysis*. A total of just over 500 project documents and evaluation reports of FAO projects that were related directly or indirectly (through other SDGs) to SDG 13 targets were processed and analysed with the support of quantitative content tools (MAXQDA) to scope particular themes and results.
  - iii. *Desk review of background materials*. This comprised internal FAO documents (such as key documents identified through quantitative content analysis) and relevant publications by FAO and other stakeholders. It included, but was not restricted to: FAO strategy documents, project and programme descriptions, reports and evaluations, policy papers, technical papers, tools, statistical products, news stories, public speeches, FAO's website and opinion pieces.
  - iv. *Interviews with 488 FAO and non-FAO stakeholders* at the global, regional, country and local levels. Interviews were semi-structured to maintain the relationship with the

- evaluation questions, but allowed interviewees to speak freely on related issues (see Appendix 2 for the list of all interviewees).
- v. Because of the magnitude of the FAO portfolio, key FAO products and services were sampled to assess their contribution to SDG 13: climate change in fisheries and aquaculture; forest carbon-related programmes and projects; climate-smart agriculture (CSA); mitigation of climate change in agriculture (MICCA)/monitoring and assessment of greenhouse gas (GHG) emissions and mitigation potential in agriculture; climate-smart livestock management; disaster risk reduction and/or management (DRR/M); land restoration and prevention of desertification; projects and programmes related to National Adaptation Plans (NAPs) and nationally determined contributions (NDCs), food systems, mobilizing climate financing, and gender and climate change.
  - vi. *Country case studies* were organized according to the relevance of FAO's work in climate change in the country in question. They were a crucial step in the evaluation, to assess field-level contributions and the alignment of FAO country and regional programmes with the policies and strategies of Members and other development partners. The criteria for country selection included:
    - representativeness for the situation of climate change in the region
    - regional balance
    - balance in terms of degree of economic development
    - presence of initiatives (projects) in different thematic areas
    - participation in regional initiatives
    - presence of climate action initiatives by other development partners
    - coincidence with SDG 2 evaluation
    - feasibility of including transversal themes (gender, indigenous peoples, human rights)
    - availability of in-country consultants
  - vii. Thirteen countries were selected in the following regions for the evaluation of FAO's work on climate change: Asia and Pacific (Nepal, Fiji, Bangladesh and Viet Nam), Africa (Uganda, Senegal and Kenya), Latin America and the Caribbean (Ecuador, Honduras, Uruguay and Haiti), Europe and Central Asia (Turkey) and the Near East and North Africa (Jordan). These assessments were conducted by country-based, national or regional consultants under the guidance of the core evaluation team.
  - viii. *Surveys targeted three groups*: FAO personnel (172 respondents), key external stakeholders from primary partner organizations (66 respondents) and indigenous peoples (77 respondents). The internal survey was disseminated to FAO employees to assess which of FAO's climate change approaches had been effective, what needed to be modified for greater impact and where partnerships could be strengthened. A global survey targeted development partners, agencies and organizations from different sectors (other United Nations agencies, non-governmental organizations (NGOs), private foundations, multilateral financial institutions and funding mechanisms, bilateral donor agencies and research institutions) to explore their perceptions of FAO's main contributions to climate action, most effective delivery models, main challenges and gaps. The survey of indigenous peoples was shared with global group leaders.

- ix. *Stakeholder consultations through online workshops.* Several elements of the evaluation required an interactive process with key stakeholders both within and outside FAO. A series of facilitated workshops was organized (online) to discuss the evaluation process and deliverables, from conceptual phase to validation of findings, conclusions and recommendations (see Appendix 2 for the list of all participants in the consultations).
- x. *Information processing.* All information (from interviews, data gathering, background information, country studies) was labelled, linked to the deliverables and evaluation questions and triangulated as necessary.
- xi. *Findings for the deliverables of component 2 and 3.* Each evaluation team member developed findings based on the relevant information processed. These findings were developed in line with the evaluation questions for each deliverable, ensuring they were coherently integrated. The main deliverables of the evaluation are:
  - a mapping of FAO's portfolio and its contribution to SDG 13 and related targets in other SDGs (see Annex 4 Portfolio analysis);
  - an assessment of the interrelation between FAO's work and SDG 13, and other SDG mapping synergies and trade-offs;
  - a REDD+/UN-REDD scoping study;
  - meta-analysis of FAO Office of Evaluation (OED) climate change-related evaluations (see Annex 2 Synthesis of FAO climate change-related evaluations);
  - meta-analysis of FAO OED Global Environment Facility (GEF) evaluations (see study 9 on the Global Environment Facility);
  - study on interactions between SDGs, with a focus on SDG 13, to assess trade-offs and co-benefits (University of Bern/Centre for Development and Environment) (see Annex 3 Assessment and interpretation of the Global Sustainable Development Report database subset availed to FAO);
  - analysis of the contribution of international development partners to SDG 13 (United Nations agencies, international financial institutions, bilateral cooperation agencies and research institutions) to identify FAO's institutional niche compared with other development partners (see study 8 on the assessment of FAO's niche in the climate action space);
  - thirteen country case studies to assess FAO's initiatives on climate change at country level, including specific thematic areas (see Appendix 5 Summary of country case studies);
  - evaluation of the global project Integrating Agriculture in National Adaptation Plans (NAP-Ag) (see study 7 Executive Summary of the Final Evaluation of the project "Integrating Agriculture into National Adaptation Plans Programme (NAP-Ag)");
  - sectoral studies by evaluation team members to analyse FAO's work on climate change in relation to agriculture, livestock, DRR, gender, fisheries and aquaculture (see the sector level study 1 in Agriculture, sector level study 2 in Disaster Risk Reduction and Management, sector level study 3 in Fisheries and aquaculture, sector level study 4 in Forests and climate change with special focus on REDD+, sector level study 5 in Gender and Social inclusion and sector level study 6 in Livestock);
  - report with survey results (see Annex 6 Global Surveys).

### 1.3 Limitations

9. Due to the COVID-19 pandemic, stakeholder interviews and consultations took place remotely. Restrictions on travel and movement limited the evaluation team's capacity to make field visits. All interviews with external and FAO stakeholders at global, regional and subregional level were conducted online, as were many country-level interviews. Stakeholder workshops and meetings were also held online.
10. The country case studies to assess FAO's work on climate change in the field were supposed to be conducted by international experts, but were undertaken by national evaluators because of COVID-19 restrictions.
11. It proved to be difficult to identify all of FAO's work on climate change and SDG 13. The Organization still lacks systematic and comprehensive tagging of climate change-related initiatives. Furthermore, FAO projects are not systematically linked to the SDGs. Consequently, the evaluation team carried out its own mapping of climate change and SDG-related initiatives. To minimize the risk of oversight, this exercise was conducted and carried out, cross-checked with the SDG 2 evaluation team and peer-reviewed internally.
12. The evaluation assesses the period from 2015 to 2020. Much of the FAO portfolio developed during this period is just starting. For instance, the GEF seventh replenishment period funds many FAO projects on climate change, but most of them are just beginning, or in their first or second year of implementation. The same is true for most Green Climate Fund (GCF) funds. This nascent portfolio therefore yields few observations on effectiveness or early impact. Nevertheless, such ongoing work and recently started initiatives were included depending on their relevance to climate action, the FAO Strategy on Climate Change and the reconstructed theory of change (see Appendix 1 Theory of Change).
13. A considerable portion of FAO's work is related to DRR, in line with targets 13.1. and 2.4. Many climate-related disasters can be linked to short-term effects of climate change, such as more frequent severe floods, more frequent extreme droughts and more frequent intense hurricanes. FAO's work on DRR is broader than just climate change, however, covering other natural disasters (seismic and volcanic) and human-induced emergencies. Lastly, there is a group of natural disasters that may or may not be climate change related, such as locust plagues and disease outbreaks; these were not included for feasibility reasons.
14. This evaluation was executed during ten months in total. In that period, there were development and changes in response to gaps and challenges that were identified during inception. In fact, several times the evaluation team's recommendations were only partly implemented. During the evaluation period, FAO went through rapid and fundamental transformations due to a number of factors, the most important ones being: i) the enter on duty of a new Director-General, requiring a number of radical internal transformations, such as a new organizational structure, the incipient conceptualizing of a new Strategic Framework, the launching of a new Office of Climate Change, Biodiversity and Environment (OCB); and ii) the COVID-19 crises leading to deep global transformation and response. For evident reasons, not all these changes are fully reflected by the evaluation.
15. Finally, building on the consultative process set within the framework of the evaluation with FAO management, some of the gaps and challenges identified during the inception phase were actually addressed by FAO during the ten months of evaluation execution. This report recognizes these actions where effective or will mention that they are in process.



## 2. Main findings

### EQ 1. Is FAO making a relevant and effective contribution to globally agreed climate action targets?

*EQ 1.1. What have been FAO's main contributions to SDG 13 (directly or indirectly through other SDGs) and the Paris Agreement, and how relevant are these contributions?*

**Finding 1. FAO has contributed to DRR/M on agreed climate action targets in many countries, in line with SDG 13 targets, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction (SFDRR). It has supported the formulation of national and regional policies that have been translated into national DRR plans. To foster the coherence and mutual reinforcement of United Nations resilience building efforts, and to ensure the implementation of a risk-informed and integrated approach to the SDGs, FAO has coordinated and reported its contribution under the umbrella of the United Nations Plan of Action on Disaster Risk Reduction for Resilience (SDG Target 13.1, resilience to disasters).**

16. FAO sees SDG 13, the Paris Agreement and the SFDRR as the nexus of sustainable development, DRR/M and climate change adaptation (CCA),<sup>2</sup> creating an opportunity for integrated action and greater coherence and consistency between DRR/M and CCA planning and implementation (Bojić, D., Baas, S. and Wolf, J, 2019). In line with its Strategy on Climate Change, FAO's work on DRR/M is anchored in: i) mainstreaming DRR into agricultural development planning; ii) strengthening Early Warning Early Action (EWEA) capacities and disaster impact monitoring in agriculture;<sup>3</sup> and iii) promoting coherence between DRR and CCA processes. As climate-related hazards become more frequent and severe, FAO has prioritized DRR as an entry point to CCA for resilience (FAO, 2019b). FAO's work contributes to SDG Targets 13.1 and 13.2, and to other risk -related SDG Targets (SDG 2.4, 1.5.2 and 1.5.3). Its work on DRR and CCA also contributes to the Paris Agreement, specifically, Articles 7.1<sup>4</sup> and 8.1<sup>5</sup> and Targets B, C, E and G of the SFDRR.<sup>6</sup>
17. FAO has helped to create capacity to mainstream DRR and EWEA, to promote coherence between CCA and DRR, and for DRR/M performance monitoring in over 40 countries. From 2018 to 2019, 43 countries and 3 regional institutions formulated strategies and plans for DRR and crisis management (FAO, 2020b). FAO reported that a total of 52 countries and 5 regions had improved their risk monitoring systems to enhance early warning, while 34

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<sup>2</sup> Throughout this report, the term 'climate adaptation' is used for the process adjusting ecological, social, or economic systems in response to actual or expected climatic stimuli and their effects or impacts (<https://unfccc.int/topics/adaptation-and-resilience/the-big-picture/what-do-adaptation-to-climate-change-and-climate-resilience-mean>). In this concept, good adaptation leads to building resilience. Therefore, the report considers 'adaptation' and 'resilience' as part of the same process and where CCAM or Climate Action is mentioned, this is understood as Climate Change Adaptation, Mitigation and Resilience. Where useful and necessary for understanding, particularly in the context of DRR, the term 'resilience' will be used separately.

<sup>3</sup> For the purpose of this document agriculture sectors comprise crops, livestock, fisheries and aquaculture and forestry. When 'agriculture' is mentioned, it refers to all these sectors until otherwise specified

<sup>4</sup> Enhancing adaptive capacity, strengthening resilience and reducing vulnerability to climate change, with a view to contributing to sustainable development and ensuring an adequate adaptation response.

<sup>5</sup> Averting, minimizing and addressing loss and damage associated with the adverse effects of climate change, including extreme weather events and slow onset events, and the role of sustainable development in reducing the risk of loss and damage.

<sup>6</sup> Target B: Reduce the number of affected people globally; Target C: Reduce direct economic loss in relation to GDP; Target E: Number of countries with national and local DRR strategies; Target G: Available of early warning systems and DRR information.

countries and 2 regions had improved their capacity for resilience and vulnerability analysis. Technical measures for risk prevention and reduction were implemented in 37 countries, while 33 countries applied socio-economic measures to reduce the vulnerability of communities exposed to threats and crisis. Some 41 countries benefited from FAO's support to adopt standards, guidelines and practices for emergency preparedness. In addition, FAO also provided timely and gender-responsive emergency assistance in 38 countries and regions affected by crisis (FAO, 2020b).<sup>7</sup>

18. These figures and corresponding impact studies<sup>8</sup> show how FAO's Early Warning Early Action support protects the lives and livelihoods of the most vulnerable through targeted social protection measures. FAO is the lead agency responsible for the monitoring of SFDRR indicator C-2 and contributing agency to SDG indicator 1.5.2 (UNDRR, 2015).<sup>9</sup> Signalling the high quality of FAO's tools and services, 42 countries have used FAO's methodology for monitoring loss and damage caused by disasters on agriculture under SFDRR indicator C-2. FAO is co-chair of the Capacity for Disaster Reduction Initiative (CADRI) partnership<sup>10</sup> with the United Nations Development Programme (UNDP). It contributed to the CADRI processes in nine countries and territories, as well as the global-level consolidation of data for monitoring and trend analysis.

**Finding 2. FAO has provided tools, databases, guidance and learning materials to enhance national capacity to design, implement and report actions in line with global climate agreements. FAO's knowledge products include state-of-the-art assessments on adaptation, mitigation and related statistics. FAO knowledge products have been used in UNFCCC negotiation processes, the Intergovernmental Panel on Climate Change (IPCC) and policy dialogue. In several countries, FAO's products have influenced the policy framework on agriculture, food, fisheries and aquaculture, encouraging the inclusion of sustainability criteria (Target 13.2.1, adaptation capacity, plans, strategies).**

19. FAO has developed a series of normative products that support countries' capacity to plan, implement, monitor and report on climate action, targeting both climate mitigation and adaptation. FAO's forest activities have a longer history than other sectors, such as agriculture and fisheries and aquaculture, in terms of developing knowledge products, tools and assessments, as forestry was included in global climate agreements prior to agriculture. Since 2015, nature-based solutions approach<sup>11</sup> to climate change has featured in all FAO's sectors. Modelling System for Agricultural Impacts of Climate Change (MOSAICC), AquaCrop water productivity model, Agroecological Zoning (AEZ) and the Tool for Agroecology Performance Evaluation (TAPE) have been developed with a focus on capacity development of national experts and institutions to carry out the impact assessments (FAO, n.d.a.). These tools are internationally recognized and endorsed by

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<sup>7</sup> For the purposes of this document, agriculture and food systems refer to all agricultural sectors (crops, livestock, fisheries and aquaculture, and forestry) and all stages along the food supply chain from production to consumption and disposal, unless otherwise specified.

<sup>8</sup> FAO carried out impact studies on Early Warning Early Action (i.e. 2018 Horn of Africa; 2019 Colombia; 2020 The Philippines)

<sup>9</sup> Direct agricultural loss attributed to disasters in relation to global gross domestic product (GDP).

<sup>10</sup> CADRI is a global partnership composed of 20 organizations working to achieve the SDGs by providing countries with capacity development services to help them reduce climate- and disaster-related risk.

<sup>11</sup> Even though the term "nature based solutions" is not present in FAO's Strategy on Climate Change or the Medium Term Plan of FAO's Strategic Framework, the SFAR2020 explains how the activities to tackle complex challenges, including climate change adaptation and mitigation in particularly the forestry and land and water-divisions, but also in crops agriculture, livestock, fisheries and aquaculture, in fact should be considered nature-based solutions.

- diverse organizations, including the World Bank's Forest Carbon Partnership Facility (FCPF), BioCarbon Fund, UNFCCC, GCF.
20. The free and open-source Open Foris software toolset, its System for Earth Observation Data Access, Processing and Analysis for Land Monitoring (SEPAL), and its Collect and Collect Earth tools are major achievements that contribute directly to SDG 13 and the Paris Agreement. SEPAL has more than 4 300 registered users in 160 countries with easy-to-use, cloud-based access to satellite data and supercomputing power. Seventy percent of the 60 REDD+ submissions to UNFCCC have used Open Foris tools or platforms. Collect and Collect Earth are also widely used, for example, by FCPF countries and World Bank staff and are deemed essential to delivering the FCPF and BioCarbon Fund's Initiative for Sustainable Forest Landscapes.
  21. A comprehensive peer-reviewed study (Neeff, T. and Piazza, M, 2020) found that in most of the 38 countries assessed, the majority of which were receiving FAO support, national forest monitoring data have helped to bring issues to the attention of policymakers, support policy design and the evaluation of public policy, and frequently contributed to national REDD+ and climate change strategies.
  22. The Integrating Agriculture in National Adaptation Plans programme produced knowledge products to build an evidence base, enable systematic learning on the effectiveness of adaptation options and update climate information. The most relevant guidelines address agriculture in NAPs, gender in adaptation planning and the promotion of gender-responsive adaptation in the agricultural sectors (crops, forestry, livestock, fishery and aquaculture) (FAO, 2017b). They also promote the strengthening of monitoring and evaluation for adaptation planning in the agriculture sectors, as well as a toolkit for value-chain analysis and market development integrating climate resilience. The normative work generated by NAP-Ag is consolidated in the NAP-Ag Knowledge Tank (FAO, n.d.b.).
  23. In fisheries and aquaculture, FAO produced normative guidance to address some key drivers of climate change (FAO, 1995). FAO's fisheries statistics, though not yet explicitly addressing climate, provide a large database to support climate projections on emerging trends in fisheries. The main messages of an FAO knowledge product on fisheries and aquaculture and climate change were taken up by the Special Report on the Ocean and Cryosphere in a Changing Climate of the IPCC and used as a blueprint for NDCs, NAPs and the development of GCF and GEF projects (FAO, 2018).

**Finding 3. At national level, FAO supports countries in developing climate action in agriculture and mainstreaming climate actions into sectoral plans through a project approach. This includes piloting and analysing technical options for sustainable agriculture and managing landscapes, forestry and fisheries through targeted projects and investments with considerable local impact, but in most cases these have not yet been mainstreamed nationally (Target 13.2.1, adaptation capacity, plans, strategies).**

24. FAO's most frequent method of delivery for supporting countries in climate action is through individual projects, executed by country offices, regional offices or headquarters. As FAO has become successful in developing a portfolio of GEF projects (it is now the third-largest GEF agency in terms of project funds) and, more recently, GCF projects, many field-based projects are now piloting and analysing technical options for sustainable agriculture, livestock, fisheries and aquaculture, and forestry management. Based on a portfolio analysis undertaken for this evaluation, FAO manages a total of 419 projects (January 2015-January 2020) that exclusively target climate change or have climate change as a co-benefit. More

- than half of these are GEF or GCF funded. Due to national and donor interest, they have a strong field focus, supporting local stakeholders by promoting best practices.
25. According to reviewed project reports and evaluations, most of the finalized projects have generated much practical experience and knowledge. Although FAO has not produced an aggregate figure for its impact on adaptation, its project management reports show that it has increased the resilience of hundreds of thousands of people. It has implemented projects to promote climate-smart agriculture and agroecological practices by producers of different crops, provided climate information services and facilitated market access. Projects reported to have bolstered resilience in the livestock sector, through applying the Global Livestock Environmental Assessment Model (GLEAM), among other things, in 25 countries (FAO, 2019c). It has implemented sustainable forest management and monitoring in hundreds of thousands of hectares of forest and introduced soil and water conservation techniques to avoid land degradation. In fisheries, FAO has undertaken several projects to reduce the vulnerability of fisheries and aquaculture-dependent communities, foster adaptation and promote good practices towards building sustainability and reducing disaster risks.
  26. In general, field-based projects have components that target research and tool development. According to various project evaluations, including strategic evaluations, most field-based projects do not target scaling or policy development, though various lessons and knowledge products have been included in national agricultural policies, NDCs and NAPs. In theory, stakeholder-supported projects through field-based activities should feed into national and policy elements to support policy development and normative work. However, many country case studies and project evaluations suggest there is a challenge in this regard. Many projects are rated “effective” by their evaluators, but political sustainability (adoption at national level and scaling) tends to be lower. While GEF projects are a positive exception on this trend and do usually apply an approach that strengthens the policy enabling environment, the meta assessment of GEF project evaluations shows challenges with policy embedding and sustainability also for GEF projects. GCF projects have significant potential for national uptake and upscale, although it is too early to assess results.
  27. Apart from the field-based stakeholder-supported projects – with or without a national policy component – there has also been a series of individual projects that specifically generated policy support and normative work. Budget-wise, there is a significant difference between the two types of project. Full-size GEF projects that target specific geographic areas within a country<sup>12</sup> tend to have budgets of USD 4 million to USD 10 million. GEF projects that fund enabling activities to support the application of tools and reporting to UNFCCC, the Convention on Biological Diversity (CBD) and the United Nations Convention to Combat Desertification (UNCCD) tend to have less than this for a dozen countries or more<sup>13</sup> or are medium-sized projects for just one country.<sup>14</sup> Here, it should be considered that many field-based projects have a policy and governance component and TCP are meant to strengthen these aspects. Respondents noted in the internal survey that “support to institutional development, governance, coordination and planning” was the delivery model that needed most improvement to deliver transformational change.

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<sup>12</sup> For example, GEF ID 10207, 10362, 10364, 10395.

<sup>13</sup> For example, GEF ID 5119, 5136, 9980, 9981, 10003.

<sup>14</sup> For example, GEF ID 10155, 10450.

**Finding 4. The United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation (UN-REDD/REDD+) is a successful example of FAO's contribution towards achieving SDG 13. Its programmes aim to reduce global emissions by enabling the use of FAO-led measuring, reporting and verification (MRV) methodologies; mobilizing large-scale, results-based payments; connecting global ambitions to national commitments; implementing actions to cut agriculture, forestry and other land-use (AFOLU) emissions; and mainstreaming climate change into normative forest products (Targets 13.2.1 and 13.2.2).**

28. FAO, together with its UN-REDD partners, UNDP and the United Nations Environment Programme (UNEP), have supported 34 countries in advancing their national REDD+ strategies and action plans. Beyond UN-REDD, more than 80 countries across the Global South have received FAO support in their REDD+ readiness and implementation phases. The work has focused on measuring, reporting and verification, forest reference emission levels and national forest management systems, but also contributed to national REDD strategy, action plan and investment plan formulation, and to improving forest governance, in particular, land tenure. At present, FAO is assisting 30 countries in the planning and implementation of REDD+ mitigation actions, which are reflected in their REDD+ strategies and NDCs.
29. In the Asia-Pacific region, FAO has made a major contribution to regional REDD readiness work by supporting national forest monitoring, measuring, reporting and verification in most countries where UN-REDD is active and in selected FCPF countries. In other countries, UN-REDD initiatives have been continued by other, broader-scope projects. In Ecuador, for example, FAO collaborated with UNDP on a USD 45 million Amazon conservation GCF project, which includes the implementation of the national REDD+ action plan. In Paraguay, a similar collaboration is in place with a UNEP-led GCF project. In Côte d'Ivoire, FAO has led the formulation of a recently approved USD 12 million GCF project that promotes zero deforestation cocoa production.
30. Several interviewees highlighted the relevance of FAO's support in forest monitoring at country level. Almost half of all external survey respondents (45 percent) believed that FAO's forest carbon-related programmes ranked among the most important initiatives in the climate action sphere. Argentina, Chile, Colombia, Costa Rica, Ecuador, Mexico, the Democratic Republic of the Congo, Ghana, Mozambique, Indonesia and Viet Nam are examples of countries benefiting from FAO support and which are now front-runners to unlock results-based finance for carbon-emission reductions through the GCF, World Bank's FCPF's Carbon Fund or the BioCarbon Fund Initiative for Sustainable Forest Landscapes.

**Finding 5. FAO has aided greenhouse gas emission reductions by preventing deforestation and forest degradation and promoting low emission approaches in agriculture and livestock. Beyond REDD+, however, evidence of the impacts is often lacking. GHG emissions and stock monitoring and reporting have been successful in the forestry sector and are being developed in the agriculture sector. To monitor and report on emission reductions, FAO has developed a series of methodologies and tools focusing on methane, nitrous oxide and carbon dioxide (Target 13.2.2 on emissions).**

31. FAO is making an important contribution to reducing emissions through its work on avoided deforestation and forest degradation. FAO is seen as providing key outputs for transformational change to enable a move towards results-based payments for improved forest and land management and towards leveraging large-scale funding. The vast majority

- of external survey respondents (63 percent) said FAO's forest carbon-related programmes and projects contributed to transformational change. External REDD+ stakeholders interviewed highlighted at least one transformational element of FAO's REDD+ support, particularly in relation to relevance (for example, the link to NDCs) and systemic change, with a focus on capacity development in areas pertinent to the Paris Agreement and the associated Katowice Climate Package, which makes it operational (UNFCCC, n.d.).
32. FAO's REDD+ role has been particularly effective in carbon monitoring. The Organization has traditionally been a global player in forest inventories and reporting. The UN-REDD supports MRV, National Forestry Monitoring Systems and Forest Reference (Emission) Level (FRL) development, and capacity building in 64 countries to measure and report emission reductions from avoided deforestation, with approximately 70 percent of that support directly from FAO. Of the 50 countries that had submitted Forest Reference (Emission) Levels to the UNFCCC Secretariat as of January 2020, 29 (around 60 percent) have received UN-REDD support. According to the UN-REDD 2020 consolidated progress report (Neeff, T. and Piazza, M, 2020), the UN-REDD Programme has supported 45 countries in developing National Forestry Monitoring Systems, while 18 countries have received support for and made progress on their National Forest Inventories. FAO has also supported 11 countries in reporting capacity through two projects (on AFOLU and the forest sector) under GEF's Capacity Building Initiative for Transparency trust fund (FAO, n.d.c).
  33. FAO is engaged in emerging work on emissions reduction and monitoring in the agriculture and livestock sectors. Since the Copenhagen Climate Change Conference in 2009 (COP 15), the MICCA programme targets emission reductions in agriculture by promoting CSA, the development of tools for the measurement and reporting of GHG emissions from agriculture and, in particular, capacity building in 21 countries in Asia, Africa and Latin America. MICCA makes FAOSTAT statistical data available to countries and helps to interpret and develop it (FAO, 2014). This is key for Members when it comes to improving their national capacity to address UNFCCC reporting requirements and to designing climate policy actions (such as GHG inventories, Nationally Appropriate Mitigation Action (NAMAs) and NDCs) for the AFOLU sector. External survey respondents also cited MICCA among the initiatives leading to transformational change (65 percent).
  34. FAO was one of the first agencies to promote CSA, a concept that combines sustainable productivity, adaptation to climate change and emission reductions, and 60 percent of respondents named CSA in their top five initiatives in the climate action space. Under FAO's Global Agenda for Sustainable Livestock (GASL), for example, one project targeted ruminant system productivity and food security while reducing GHG emissions intensity of livestock production systems in 13 countries (FAO, n.d.d.). FAO developed the GLEAM tools to ensure the comprehensive and consistent analysis of GHG emissions from livestock production systems and supply chains. GLEAM is now being piloted in 25 countries and used in the development of NAMAs to set a baseline scenario for identification and priority setting in the livestock sector (FAO 2019c). Subsequent projects targeting climate-smart livestock farming used a package of technical mitigation techniques; by using GLEAM, the involved production systems managed GHG reduction ranging from 14 to 41 percent. The project laid the foundation for mitigation policy actions, such as NAMAs, and provided a framework for measuring, reporting and verification (for UNFCCC).
  35. In fisheries and aquaculture, mitigation was not considered a priority. However, options for reducing fuel use and GHG emissions were considered and some exploratory work was undertaken, including opportunities to reduce fuel use and GHG emissions in capture

fisheries by 10 to 30 percent. A few expert consultations were held and there were some publications on GHG emissions in fisheries and aquaculture, but no evidence of uptake or follow-up actions could be found and no impact was reported on reduced emissions from this sector.

36. FAO calculates that as of March 2019, FAO-GEF projects had removed 532 million tonnes of CO<sub>2</sub> equivalent (CO<sub>2</sub>.eq) from the atmosphere (FAO, n.d.e.), but the evaluation team has not attempted to verify this figure. However, the emission impacts of FAO projects are not well known, as, with the exception of GEF-funded projects, most FAO field projects do not set clear quantitative mitigation, emission reduction or carbon stock enhancement targets, and do not systematically monitor and report on carbon impacts, even when projects are mitigation- oriented.

**Finding 6. FAO has successfully helped to mobilize public climate financing for nationally executed mitigation, adaptation and DRR activities. Public climate change funding initially stemmed largely from bilateral sources, but GCF and GEF have dominated in recent years (Target 13.A on climate financing).**

37. Mobilizing climate financing is a key target of SDG 13. FAO has contributed by developing projects on mitigation and adaptation. According to the FAO Strategy on Climate Change Action Plan Results Framework 2018–2019, total finance mobilized with FAO's support for climate change adaptation and mitigation (CCAM) in food and agriculture was USD 1.2 billion. This figure may be incomplete due to difficulty in categorizing projects according to their relationship to climate change. Climate finance mobilized is in support of both nationally executed projects and of FAO's operations to support the countries' activities.
38. Before the Climate and Environment Division (CBC, now the Office of Climate Change, Biodiversity and Environment, OCB) was formed, these funds stemmed principally from bilateral agencies, which targeted specific climate action projects by technical divisions, such as forestry and plant production. Around and after COP 15, major funds were raised for UN-REDD and MICCA from Norway, Germany and Finland, among others. For the work of the Office of Emergencies and Resilience (OER), two staff are funded from FAO's core budget and the rest from several projects. FAO became accredited as a GEF implementation agency in 2006 and GEF became an important partner from 2010, during its fifth and sixth replenishment periods, particularly in the focal area of land degradation and biodiversity.<sup>15</sup> While these projects did not have a climate change focus, they did have climate change co-benefits, for example, through GEF-REDD projects under the Sustainable Forest Management programme. While the GEF climate change focal area was mostly mitigation-oriented (energy), the direct climate change window has been the GEF Special Climate Change Fund. According to both interviewed FAO and GEF Secretariat representatives, the seventh replenishment programme of GEF (GEF-7) and its integrated Impact Programs, are more aligned with FAO's comparative advantages in the larger sustainable agriculture space than ever before. Also, GEF-7 has greater links to climate change mitigation through its reporting requirements on emissions for every project.
39. As of July 2020, the total FAO-GEF portfolio was USD 1.09 billion, of which an estimated 29 percent was for climate change, mostly adaptation (21 percent). Once multi-focal-area financing is disaggregated, the climate change share increases to 30 percent – 21 percent for adaptation and 8 percent for mitigation. FAO has improved the efficiency of its resource

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<sup>15</sup> GEF Focal Area BD2: mainstreaming biodiversity in productive landscapes.

mobilization from GEF since the last replenishment round, under which the Organization's share of grants was 7 percent. FAO accounts for 15.7 percent of all GEF-7 grants and is its third biggest agency after UNDP and the World Bank. FAO has also recently been accepted as an accredited agency for the Adaptation Fund (2020).<sup>16</sup>

40. Since 2018, GCF has become FAO's top priority for climate financing. As of November 2020, 13 projects had been approved, with USD 437.1 million in GCF financing and USD 326.8 million in co-financing – four of which were prepared with support from the FAO Investment Centre (CFI) (GCF, n.d.). In addition, there are five approved projects where FAO is a partner to another Accredited Entity (i.e. UNEP, UNDP), for approximately USD 8.9 million. Thus, FAO could have 18 GCF projects under implementation by the end of 2020 and USD 800 million in total GCF financing (grant and co-financing). Furthermore, FAO has supported the development of 40 approved Readiness projects<sup>17</sup> for Nationally Designated Authorities in 36 countries, for a total of USD 23.4 million (FAO, n.d.f.). By November 2020, the GCF portfolio of approved projects was nearly USD 800 million, with over USD 1 billion in pipeline for the next funding cycle (FAO will be the lead agency on three of those, worth USD 122 million).
41. FAO has an opportunity to influence GEF and GCF strategies and better position agriculture and its climate change-related needs. According to GEF Secretariat representatives, FAO could influence GEF strategies through its GEF agency partnership. While the final decision on GEF programming lies with the GEF member countries, the partnership does have an advisory role. FAO has a good policy dialogue with GCF on areas of FAO's comparative advantage, still there is little evidence of the extent to which FAO has succeeded in influencing decision-making to date. Interviews with both GCF and FAO personnel suggest that dialogue is taking place on ways that FAO can make itself even more relevant and effective at scale.
42. Results-based payments through REDD+ are a specific modality for climate financing. To date, GCF has approved five results-based payment projects, all in Latin America, and while they are not all implemented by FAO, they are based on the UN-REDD programme, in which FAO was one of three partners. As of September 2020, Colombia had received USD 28.2 million for 7 million tonnes of emissions avoided, and Chile had received USD 63.6 million for 12 million tonnes of emissions avoided. Argentina's RBP project was approved in November 2020. The results-based payment element of REDD has the potential to mobilize private-sector financing, alongside the current focus on public funding. Unfortunately, the global carbon market has not yet materialized which hinders opportunities for private-sector participation.

**Finding 7. FAO has made useful contributions to SDG 13, related SDGs and globally agreed climate action targets on mainstreaming gender issues. Its inclusion of other societal groups has been variable. It has contributed to SDG 13 and other goals through its work with indigenous peoples, pastoralists, migrants and youth. FAO's work with the extreme poor tends to be interwoven with that of other societal groups, while there is no evidence of specific work with persons with disabilities. FAO focuses particularly on small island developing States (SIDS) and their specific challenges in supporting climate action (Target 13.B).**

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<sup>16</sup> FAO's accredited agency page: [www.adaptation-fund.org/ie/food-and-agriculture-organization-of-the-united-nations-fao/](http://www.adaptation-fund.org/ie/food-and-agriculture-organization-of-the-united-nations-fao/)

<sup>17</sup> The GCF's Readiness Programme provides resources for countries to efficiently engage with GCF (see: <https://www.greenclimate.fund/readiness/process>).



43. FAO contributed to the area of gender under the UNFCCC Framework, by supporting the 2019 adoption of the Enhanced Lima Work Programme on Gender and its Gender Action Plan (FAO, 2020c). It has helped to bring women's voices from the national to the global level at UNFCCC by training agricultural negotiators, including women involved in UNFCCC. It is also contributing to the area of gender under the UNFCCC framework by developing gender-responsive NAPs (NAP Global Network & UNFCCC, 2019). Thus, FAO has been able to influence systematic reform to integrate gender considerations into NAP planning and budgeting. However, more needs to be done to achieve transformation. For instance, in Africa, NAP-Ag was unable to influence the inclusion of actions to address inequalities of access to land ownership or to propose gender-responsive climate-smart agricultural technologies
44. A review of 64 FAO Office of Evaluation (OED) climate change-related evaluation reports showed that vulnerable groups are addressed in approximately 50 percent of all evaluated projects, with youth and indigenous peoples mentioned in 40 percent. With some exceptions, e.g. in DRR/M work, concepts such as pro-poor development, social inclusion, social protection and the human rights/rights-based approach do not really feature. Only 6 percent of respondents to the internal survey judged FAO to be "very strong" in its capacity to include different societal groups and address their needs. Despite recent developments of inclusion of different vulnerable societal groups, it was deemed one of FAO's three weakest areas.
45. FAO contributed to SDG 13 by supporting the inception and launch of the UNFCCC local Communities and Indigenous Peoples Platform (LCIPP) (FAO, 2020d). Examples of FAO submissions include those on existing policies and practices for the participation of indigenous peoples and local communities; an exchange of experiences and sharing of best practices on climate change mitigation and adaptation; and views on possible activities related to the implementation of the function of the LCIPP. Another positive example is how UN-REDD helped to design and consult on a new phase of the community-based REDD+ initiative, with two new goals: to serve the UNFCCC LCIPP and to promote the participation of indigenous peoples in country NDC processes. UN-REDD is working to establish social and environmental safeguard (information) systems in 65 partner countries. The FAO GCF Unit has extensive engagement with indigenous peoples on several projects including in Guatemala and Colombia, where indigenous peoples were included at formulation stage.
46. Most FAO subregional offices have integrated vulnerability assessments into their DRR/M work, so that the gender and social inclusion of the most vulnerable groups, such as indigenous peoples and migrants, are part of their interventions. Social protection is linked to their DRR/M and CCA strategies. These promising results, such as targeting cash transfers to vulnerable groups as part of anticipatory actions (FAO, 2018b), have yet to be mainstreamed and scaled up. Community vulnerability assessments have also been integral to FAO's work on climate change in fisheries and aquaculture.
47. FAO has not focused on people living with disability in climate change interventions. However, FAO and its partners from the UN Climate Resilience Initiative A2R, have implemented a global crowdsourcing contest on innovative ideas for anticipatory action. The winning proposal promoted the idea of developing a specific early warning sign language for deaf people in the Philippines. Based on the winning proposal, FAO and A2R partners led by UNDP initiated a process for the development of a regional project for Asia, to be presented to the Adaptation Fund with the aim of mainstreaming disability into climate action.

48. FAO is giving greater priority to youth globally. In October 2020, the Committee on Agriculture (COAG) endorsed the Rural Youth Action Plan, which presents opportunities for FAO to contribute to SDG 13 and related SDGs in future. FAO has made policy contributions on youth and climate change to NDCs. The Organization is also part of the Youth and United Nations Global Alliance (YUNGA), a partnership between United Nations agencies, civil society organizations and other entities that work with children and young people (FAO, n.d.g). YUNGA aims to raise awareness among the youth and encourage them to contribute to food security and climate change.
49. There are emerging concrete initiatives that focus on youth empowerment in the area of climate change. One example is the Youth Employment Initiative, which works with youth organizations as service providers. In Uganda, the BRIDGE project has developed a sustainable food value chain tool and promotes youth engagement in sustainable agricultural value chains. In Lebanon, work to eliminate child labour is taking place in conjunction with the Ministries of Education and Agriculture. The Ministry of Agriculture will address climate change in its youth policy. In Latin America, there are active efforts by FAO to include youth in subregional bodies such as SICA and MERCOSUR. Because of their recent date there are no concrete results reported yet.
50. Among countries with specific vulnerability, FAO mainly focuses on SIDS, which make up about 7 percent of the mapped FAO-GEF climate change portfolio. It is supporting a number of SIDS<sup>18</sup> in integrating agricultural hazards into national plans establishing Early Warning Early Action systems and reporting damages and loss to agriculture from disasters. Part of the support is addressing the lack of data sets. In January 2020, empowering women in food systems and strengthening the local capacities and resilience of SIDS in the agriculture and food sectors was launched under the Resilient and Sustainable Food Systems programme, to be implemented in Barbados, Comoros, Samoa, Sao Tome and Principe, Palau and Saint Lucia. The project aligned with the Commitments of the SAMOA Pathway (Small Island Developing States Accelerated Modalities of Action). Interviewed FAO personnel working in SIDS highlighted the specific difficulties for FAO in these countries because of the small offices, long distances and low number of technical staff in country government agencies.

**Finding 8. A significant share of FAO initiatives which are targeted to other SDGs have concrete, sometimes significant, CCAM co-benefits. However, climate change is not yet explicitly and strategically mainstreamed and many key climate change-related achievements remain unreported.**

51. As FAO's work on climate change is cross-sectoral, it is undertaken by its technical divisions, decentralized offices and Strategic Programme teams. In practice, a significant share of FAO initiatives contributes indirectly to SDG 13 target indicators, though their main focus is on another SDG. The portfolio analysis conducted for this evaluation showed that only 2 percent of FAO's initiatives target SDG 13 as their main focus, while almost 33 percent contribute to SDG 13 targets through another SDG.<sup>19</sup> Some of the main contributions to SDG 13, such as FAO's REDD+ work, MICCA and climate-smart agriculture have a joint focus on SDG 13, SDG 15 (life on land) and SDG 2 (zero hunger). Other forestry initiatives where climate action is a clear co-benefit of another main goal are forest (and) landscape restoration, sustainable land management, forest law enforcement, governance and trade

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<sup>18</sup> Saint Lucia, Barbados, Fiji, Haiti, Dominica, Dominican Republic, Timor-Leste, Guinea-Bissau, Trinidad and Tobago.

<sup>19</sup> Mainly SDG 1, 2, 3, 6, 7, 12, 14 and 15.

(FLEGT), fire management and peatland management. For example, in agriculture, work on agroforestry and agroecology focuses on food security (SDG 2) and biodiversity (SDG 15) but also has SDG 13 targets as co-benefits (FAO, 2020e). A clear example is FAO's work on plant health, which is not only relevant in terms of increasing productivity, but also plays an important role in climate-related pest and disease control. FAO hosts the Secretariat of the International Plant Protection Convention (IPPC), which has climate change as a cross-cutting issue and for which FAO is developing international standards.

52. As there are no guidelines for mainstreaming climate change in FAO projects, the climate change co-benefits of other initiatives are generally unplanned and unreported. For instance, Action Against Desertification (AAD) focused on SDG 15 (increase in vegetation cover) which is a potential emission reducer, but it does not explicitly address SDG 13 targets or indicators. At country level, the link between FAO's work on drylands and to combat desertification, on the one hand, and climate change, on the other, is evident and often executed by the same departments, without using similar planning and reporting strategies. In fisheries and aquaculture, all work is relevant to SDG 14 (life under water) and has good synergies with SDG 13 objectives. There are many innovations in fisheries and implications for CCAM – fossil energy use, fishing techniques, the reduction of fish losses, processing and market access. The climate co-benefit might be evident, but remains only partially explored and not expressed in SDG 13 targets. This unplanned targeting and lack of reporting leads to missed opportunities for contributing to SDG targets or, in the worst case, maladaptation.

*EQ 1.2. Is the climate agenda mainstreamed across FAO's portfolio of programmes and projects to ensure enhanced relevance and coherence with FAO's mission on Climate Action, SDG 13, the Paris Agreement and the evolving international climate agenda?*

**Finding 9. There are many synergies between climate action and other goals in FAO's portfolio of programmes and projects. While there are solid and crucial links between sectors both conceptually and operationally, there is only limited portfolio coherence between the Climate and Environment Division (CBC)/Office of Climate Change, Biodiversity and Environment (OCB) and other divisions. FAO's sector-focused approach has caused it to miss opportunities to enhance the inclusion of climate action in agriculture and hinders efforts to find systemic solutions to the root causes of negative climate change trends.**

53. FAO's work on climate action is dotted around the Organization. While CBC/OCB has significant initiatives on climate change and hosts the FAO-GEF and FAO-GCF Coordination Units, much work has been done at decentralized level, as well as by the Land and Water (NSL) Division and the forestry, fisheries, agriculture and consumer protection departments.<sup>20</sup> Significant climate change-related work is also carried out by the Office of Emergencies and Resilience (OER), the Statistics Division (ESS) and the Investment Centre (CFI). Among others, there is ongoing coordination between the CFI and OCB to develop guidance on the integration of climate change considerations into agricultural investments. Lastly, FAO's work on climate change is not only developed and executed by offices and technical divisions at headquarters, but also by the decentralized offices. The fact that so many divisions and offices carry out climate change work and have many synergies, does not mean climate change is mainstreamed in terms of coordination and complementarity.
54. By default, almost any initiative in the food and agriculture sector is affected by or has an effect on climate change, which suggests a need to mainstream climate change in the

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<sup>20</sup> Recently split into Plant Production and Protection Division (NSP) and Animal Production and Health (NSA).

project cycle. Nonetheless, the portfolio analysis conducted during this evaluation showed that a direct or indirect link to climate change could not be identified in around 50 percent of FAO's projects. A review of the FAO project-cycle guide (2012a) suggests that there is no guidance on integrating climate change into the project cycle and no requirement to assess carbon impacts during the project cycle, from planning to monitoring, or in a post-project assessment (FAO, 2012b).

55. At the divisional level, there are mainstreaming strategies. Since 2012, the FAO Investment Centre (CFI) has had comprehensive guidelines for incorporating climate change into agricultural investment programmes at project design. In all Investment Centre-supported project designs, the analysis of carbon impacts, the use of the Ex-Ante Carbon-Balance Tool (EX-ACT), GLEAM-a or Livestock Sector Investment and Policy Toolkit (LSIPT) is required for livestock, but no hard data were available on actual use. The Statistics Division (ESS) manages all climate-related statistics, except for forestry, fisheries and aquaculture which, according to staff, is better coordinated. REDD+ is coordinated by the Forestry Division (NFO), which collaborates with the Land and Water Division (NSL) and the FAO-GEF and FAO-GCF Coordination Units. Still, REDD+ remains largely a forestry initiative, despite the need to deal with cross-sectoral drivers of deforestation and the potential co-benefits, such as biodiversity and social development.
56. Crop production-related climate action is scattered across FAO. CSA is a concept rather than a specific programme, so there are climate-smart agriculture activities done by CBC/OCB (MICCA, MOSAICC and GLEAM), in animal production (climate-smart livestock) and in various activities by the Animal Production and Health Division (NSA), and the Plant Production and Protection Division (NSP). Also, CSA is conceptually different from agroforestry and agroecology. While CSA focus is centred around CCAM along with sustainably increasing productivity, agroecology is a broader concept: it applies ecological concepts and principles to optimize interactions between plants, animals, humans and the environment (FAO, n.d.a.). Agroforestry is an ecologically based, natural resource management system that, through the integration of trees on multi-crop fields and in the agricultural landscape, diversifies and sustains production for increased social, economic and environmental benefits for land users at all levels (FAO, n.d.h.). This implied that both agroecology and agroforestry have many CCAM elements along with other ecological and social benefits and can be considered as climate smart as CSA. However, patchy implementation and conceptual differences of crop production-related climate action have led to missed opportunities for better inclusion of climate action in agricultural activities. Multiple initiatives are not aligned and there have even been uncoordinated presentations or side events at global conferences. The Global Alliance for Climate-Smart Agriculture (GACSA) network coordinates well with more than 500 members globally to scale-up CSA initiatives (private sector, academia, NGOs, civil societies, intergovernmental organizations and countries). Nevertheless, GACSA is not integrated into all relevant FAO divisions and initiatives.
57. Across all divisions, FAO personnel recognize the existence of synergies and the lack of coordination and collaboration of FAO climate change related work. In the internal survey, 40 percent of FAO respondents noted that different FAO initiatives in the area of climate change were not cooperating well. This causes missed opportunities to i) increase efficiency and effectiveness in FAO's work; ii) deliver improved services to countries by pooling expertise and resources; iii) develop a narrative for the integration of climate change in other sectors (food systems, biodiversity, DRR/M, etc.); and iv) strategic positioning and the

management of systemic risk. Interviewed FAO headquarters personnel cited the need to break down FAO silos.

58. The drivers and sources of GHG emissions and low emissions development pathways receive surprisingly little attention considering that these issues are at the core of the UNFCCC and the Paris Agreement. There is some evidence of a shift towards more integrated, multipurpose land-use and sectoral approaches that pay greater attention to climate change, including climate-smart agriculture and sustainable land management, especially in GEF-financed projects. Newer projects appear to focus more on addressing the underlying, cross-sectoral drivers of carbon emissions related to unsustainable land use than pre-2015 projects.

**Finding 10. DRR/M and CCAM are fragmented at global level, which is reflected in the FAO portfolio. Still, initial cooperation on governance between the two lines of work has been promising.**

59. DRR/M for climate resilience is an adaptation priority in all regions, particularly in East and Southeast Asia and Oceania, South Asia, Central America (Crumpler, K. *et al*, 2020) and sub-Saharan Africa. According to FAO, 84 percent of 134 countries refer to DRR/M in their NDCs, but disaster risk governance is rarely addressed at the sectoral level in NDCs. Project work on DRR and resilience is not fully coordinated with other FAO divisions, particularly at headquarters (FAO, 2016a). According to staff, projects in other divisions make the link to DRR/M and climate change, but still do not consider it in activities. The distinction made between climate- and non-climate-related risks tends to create unnecessary divisions. The silos tend to be influenced by the type and drivers of risk. However, the COVID-19 pandemic has shown the systemic nature of risks and the importance of a multi-hazard approach. Climate change contributes to exacerbating systemic and multiple risks and how they interrelate. FAO has also observed missed opportunities to leverage expertise and knowledge products from the crops, livestock, fisheries and forestry sectors for long-term resilience to disasters.
60. After the recent restructuring of FAO, the themes of climate change and disaster reduction and management are represented at office-level, but the Office of Climate Change, Biodiversity and Environment (OCB) and Office of Emergencies and Resilience (OER) do not yet have a clearly identified role. There is generally a growing consensus between OCB and OER that, to link DRR/M and CCAM and mainstreaming them into resilient agriculture and associated sectors, sectoral boundaries and institutional parallelism must be overcome. Here, governance is key (see also Finding 14). In 2019, OCB and OER jointly published guidelines to support policy practitioners and planners in exploring opportunities for and constraints on convergence from a governance perspective, in addition to integrating DRR/M and CCA action on agriculture. More recently, they have been advocating for good governance when it comes to managing multi-hazard, multisectoral systemic risk. This work is in the early stages and it remains unclear how OCB and OER will jointly pursue it.

**Finding 11. FAO's work on food systems links different entry points to a more complex and articulated vision and actions in CCAM. References to climate change in FAO's work on food systems are conceptually evident, but not yet visible at operational level.**

61. Only after the release of the IPCC Special Report on Climate Change and Land in 2019 did FAO embrace an integrated food-systems approach. Conceptually, this approach connects many different areas of FAO's work, as well as programmes and initiatives, for example, Food Loss and Waste Reduction, Food Safety and Quality, Nutrition, AgrInvest and the FAO

Urban Food Agenda and related programmes such as the Climate-Resilient City Region Food Systems programme in the Plant Production and Protection Division (NSP). By focusing on the importance of food loss and waste reduction and making clear references to the environmental sustainability of food systems and its links to climate change and SDG 13, the *State of Food and Agriculture Report 2019* presents a more holistic approach to food systems (FAO, 2020f). It lays-out how interventions to reduce food loss and waste can contribute to reduce GHG emissions and highlights the importance of energy-efficient technologies for food processing and preservation, as well as trade-offs that are possible in the food systems context. Additionally, the report points to the importance of climate change adaptation to cope with a higher frequency of extreme weather events and erratic weather (FAO, 2020g). At regional level, some initiatives to link food systems and climate change are underway.<sup>21</sup> Similar to OCB, the new Food Systems and Food Safety Division (ESF) is connecting with other offices and divisions and is fully involved in the preparation of the Food System Summit 2021.<sup>22</sup> This is an area with great potential for FAO's positioning in the climate arena: it was the initiative that generated the strongest consensus in terms of potential for transformational change in the evaluation survey (95 percent of respondents cited it). Delving into some of the elements of food systems (production, post-harvest management, transport, trade, consumption and disposal) shows that there is need to further integrate FAO's internal work and thinking and underscores how climate change is insufficiently mainstreamed across food systems.

62. FAO's work on food loss and waste reduction can strongly link to FAO's work on climate change as per entry points described in the SOFA 2019: reducing food loss and waste can contribute to food security and decreases of GHG emissions per unit of food consumed; increased energy use efficiency and sourcing from renewable sources for food production; processing and preservation can support food quality management with lower emissions per unit of food; and strategies for the reduction of food losses in a scenario of climate change can consider adaptations due to increased risks associated with extreme and erratic weather events. In 2011, FAO became a key player in the climate agenda linking food loss and waste to agricultural emissions in global communications (FAO, 2011). Reductions in food losses are not commonly accounted for in NDC for GHG reductions (only 11 percent of NDCs include food loss; none include food waste). The SAVE FOOD initiative,<sup>23</sup> linked to the Marrakech Partnership, was present in a number of awareness raising actions and projects on the ground.<sup>24</sup> However, most initiatives still do not refer explicitly to the climate change dimension of food loss reduction and tend to focus on nutrition and food security. Some FAO partnerships are supporting SIDS on the use of renewable energy for food production, processing and preservation, contributing to reduces in food losses (FAO, n.d.j). Similarly, FAO's Food Loss and Waste in Fish Value Chains website has no clear link to climate change (FAO, n.d.k).
63. The FAO/World Health Organization (WHO) definition of healthy diets in the context of diet-related NDCs follows on from the 2019 IPCC Special Report and the EAT-Lancet Commission report on healthy diets from sustainable food systems, which found that the

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<sup>21</sup> E.g. APCR 34 paper on "Building sustainable and resilient food systems in Asia and the Pacific" <http://www.fao.org/3/nb842en/nb842en.pdf>

<sup>22</sup> European Union-funded Food System Assessments; Rapid Urban Food System assessments (tested in Dakar and Nairobi).

<sup>23</sup> FAO launched the Global Initiative on Food Loss and Waste Reduction, also known as SAVE FOOD, in conjunction with trade-fair organizers Messe Düsseldorf and UNEP (FAO, n.d.i).

<sup>24</sup> Awareness raising for small entrepreneurs in Timor-Leste; capacity building for food loss reduction in the Near East; a study on the root causes and "mechanics" of value chain losses in India; and FAO, 2016a.

adoption of healthy diets through sustainable food systems could reduce GHG emissions from food systems and simultaneously improve health outcomes (Willett, W. *et al*, 2019). However, this has not led to strategized nutritional education and consumer awareness actions on climate, land use and healthy diets through sustainable food systems. For example, FAO has not identified major drivers of climate change and deforestation that could be addressed through consumer awareness and behavioural changes, such as balanced diets that include less red meat and fewer processed meats and products. In addition, while there are a number of field activities connecting biodiversity and nutrition, there are few interventions on nutrition and climate.

**Finding 12. There are trade-offs between economic priorities and long-term climate action agendas, between social and livelihood needs at community level and climate action, and between various intersectoral priorities, even within the area of climate action.**

64. Trade-offs between climate change and other goals are inevitable when the aims and activities of FAO initiatives are not aligned with climate change objectives, with a negative impact on CCAM. This is the case when initiatives to boost food production or farmer incomes cause more GHG emissions through unintended deforestation or increased fertilizer or fossil energy use. Changes in land use systems (for example, from perennial crops to annual crops) or techniques (such as rain-fed to irrigated cultivation) can cause more emissions (less biomass, more fossil energy use). Development-oriented initiatives can also lead to less adaptive capacity, for instance, by promoting less farm-system diversity, higher dependence on external inputs or greater need for credit or insurance. The evaluation team identified a number of potential trade-offs specifically between, but not limited to, SDG 13 and SDG 2 (zero hunger) and SDG 8 (economic development). Even within sectors, there can be both synergies and trade-offs, for example, between forest and landscape restoration and climate mitigation and adaptation. There is an obvious co-benefit between nature-based solutions and increasing carbon stocks and strengthening ecosystem and society resilience. On the other hand, REDD+, for instance, aims for an immediate impact on the carbon stock, while forest and landscape restoration aims to maximize multiple services. People's livelihood needs do not always align with broader climate/management needs, as the latter focus more on long-term actions with no immediate benefit. A good example is Myanmar, where the Government has had to juggle the need to concentrate efforts and resources on macroeconomic and development priorities with crucial longer-term climate imperatives. FAO has tried to address the dilemma by linking the country's climate and livelihood agendas in two synergic GEF projects. Overall, no strong evidence was found of FAO addressing such trade-offs in a systematic, analytical manner, although the Organization is increasingly interested in studying trade-offs from a food-system perspective. In the evaluation team's portfolio analysis of 165 FAO-GEF projects, fewer than a quarter of project documents and evaluations made explicit mention of trade-offs in the context of climate change. There is an obvious co-benefit between nature-based solutions and increasing carbon stocks and strengthening ecosystem and society resilience.

**Finding 13. Climate risk safeguards are not being systematically applied across FAO's programming and operations and have tended to be limited to GEF and GCF projects. FAO is working to support practitioners by updating its Environmental and Social Management Guidelines (ESMG) to include climate risk screening, standards and practices.**

65. To manage climate trade-offs and avail of synergies, project risk screening needs to have a climate dimension. Social and environmental safeguards need to be implemented

throughout the project cycle, something lacking to date. Currently, most social and environmental safeguards in FAO initiatives are donor-driven. FAO's GEF and GCF Units require the inclusion of safeguards, including on climate change, and both Units work closely with the OCB to ensure climate risks are adequately addressed in their projects.

66. FAO is reviewing its ESGs and introducing a new Standard on Climate and Disaster Risk. The document sets out new mandatory elements that to be integrated into FAO's project cycle, including reporting through the Field Programme Management Information System (FPMIS).<sup>25</sup> Under the revised ESGs, Environmental and Social Standard (ESS) 3 on climate change and disaster risks acknowledges GHG emissions from agriculture and food systems as a significant cause of climate change in parallel with the vulnerabilities of the agriculture sector. ESS 3 requirements include GHG emission and carbon sinks and adaptation to climate change and disaster risks.
67. In 2020, FAO-GEF produced a guidance note with the OCB Climate Risks Team to support FAO practitioners in climate risk screening and assessments over the FAO-GEF project cycle. The climate risk screening includes hazard identification, exposure and vulnerability assessments, as well as adaptive capacity and climate resilience assessments. Gender, poor and vulnerable groups are taken into account. Fisheries are included in the assessment of specific risks (acidification, salinity, sea surface temperature and sea-level rise). Risk of diseases (such as COVID-19 and malaria) are also considered. The guidance note provides links to tools to estimate GHG emissions from agriculture, including the FAO Ex-Ante Carbon-Balance Tool and Farm Carbon Calculator. Fisheries practices are not specified, however, as the note is focused on AFOLU. It also does not seem to include post-harvest emissions. FAO-GEF and OCB are currently piloting the climate change screening on the entire FAO-GEF portfolio and more than 60 projects have already been screened by team members at FAO headquarters. In 2021, FAO-GCF will also develop a guidance note for its projects.

*EQ 1.3. What types of initiative have been or are likely to be most effective in achieving significant and sustainable results and why (for example, policy advisory, governance and institutional development, data, information and knowledge management, direct assistance to stakeholders, South-South and Triangular Cooperation, farmer organizations, traders, schools and resource mobilization)?*

**Finding 14. FAO has produced evidence-based policy support on the cost and benefits of DRR/M investment. The results vary by country context, level of engagement and ownership. Pathways for upscaling and resilience outcomes need to be developed.**

68. FAO has supported the development of Early Warning Early Action systems in about 39 countries facing multiple hazards, such as drought, floods, cyclones, hurricanes and typhoons, to their crop, livestock and fisheries sectors with varying results. For example, an impact study of Early Warning Early Action intervention in La Guajira, Colombia (FAO, 2019d), showed that drought was going to exacerbate a major food crisis for indigenous peoples, such as the Wayúu, on top of a migrant crisis from neighbouring the Bolivian Republic of Venezuela. FAO's resilience index measurement and analysis (RIMA) tool showed that families benefiting from rapid recovery model for agricultural production

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<sup>25</sup> For the purposes of these Guidelines, "programming" is generally understood as supported activities with defined results and resources over which FAO has significant organizational influence. "Projects" and "programmes" are typically the entry points at which environmental and social safeguard policies and procedures are applied.



became significantly more resilient within the year of intervention and that the intervention had a high return on investment at household level (1:2.6). The Philippines, meanwhile, with long experience of managing multiple hazards, is a prime example of how to embed an agricultural resilience plan that involved long-term FAO support. Its NDC and NAP-Ag have solid governance structures and implementation mechanisms, are reasonably resourced with operational results-based monitoring and evaluation system. These achievements are based on an iterative process of adjusting plans. In the case of Paraguay, adjustments are being made to its national four-year multi-sub-sectoral DRR-CCA plan. According to the FAO Subregional Office, the country has not yet managed to fully respond to the complexity of climate change. The plan was too ambitious, lacked flexibility and did not fully reflect human, technical and financial capacities. However, a social protection scheme is being implemented (FAO, 2019e).

**Finding 15. FAO has few effective initiatives focusing on climate change and social inclusion. Some have mainstreamed gender into climate change projects and women-specific initiatives have largely been successful. However, only a few initiatives have yielded transformative gender results, as most have addressed participation and inclusion and produced sex-disaggregated data without really addressing gender gaps.**

69. The 2030 Agenda principle of “leaving no one behind” is included in Target 13B of SDG 13, which calls for a focus on women, youth and local and marginalized communities in capacity building for effective climate change-related planning and management. According to consulted project evaluations, FAO has demonstrated an effective gender-inclusive approach and women-specific initiatives on climate action. The evaluation team’s analysis of the FAO climate change portfolio shows that 57 percent of the 1 024 projects tagged as contributing to adaptation and/or mitigation, were tagged with gender markers. About 50 percent of REDD+-related projects evaluated referred to gender mainstreaming, but only 30 percent cited gender analysis or assessment, and fewer than 1 percent mentioned gender budgeting.
70. A number of the initiatives have yielded significant gender results. FAO’s REDD+-related work has paid attention to gender equality: FAO and UN-REDD have published several useful tools to provide guidance on gender mainstreaming in the context of REDD+.<sup>26</sup> Project-based gender and social inclusion has varied. Like climate change, gender is a cross-cutting theme in FAO’s strategic framework, so it is no surprise that the evaluation’s portfolio analysis showed mentions of women in 93 percent of the project documents reviewed. However, only 50 percent mentioned youth and most did not refer to engagement with local indigenous communities or minority ethnic groups. Nonetheless, GEF project evaluations highlight a number of initiatives that have done a “highly satisfactory” job of engaging with marginalized communities, including the creation of income-generating opportunities. Ten GEF project evaluations directly addressed the inclusion of indigenous peoples and other marginalized groups. More than half concluded that inclusion had been at least “mildly satisfactory”.
71. FAO has a number of programmes and project that have been effective in mainstreaming gender into climate change projects. For instance, NAP-Ag, in partnership with UNDP, has supported the integration of a gender perspective into NAPs and the implementation of NDCs. GCF readiness projects are addressing gender inclusion at policy level. Farmer field schools (FFS) and the Dimitra Clubs in Africa have proven to be socially inclusive

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<sup>26</sup> Including the Methodological Brief on Gender, the Checklist on Gender Responsive Workshops and the UN-REDD Gender Marker Information Brief.

mechanisms that increase the participation of rural women and men in community decision-making.<sup>27</sup> In a CCA context, the approach boosts women's leadership in decision-making processes, improves social cohesion and gender equality and facilitates access to information and knowledge for the most vulnerable and marginalized, including rural women and youth (FAO, 2019f). The GEF independent evaluation report highlighted *Building Climate Change Resilience in the Fisheries Sector in Malawi* as a best practice in project design (GEF IEO, 2018). In 2020, OCB started a new project on scaling up the implementation of the UNFCCC Enhanced Lima Work Programme on Gender and its GAP in Agriculture, and the Koronivia Joint Work on Agriculture (KJWA),<sup>28</sup> that will support countries to develop gender-sensitive policies; strengthen countries' capacities to develop and implement gender-sensitive policies and climate actions in line with the revised NDCs and the KJWA.

72. Although there are some positive examples of women's empowerment, only 28 percent of respondents to the internal survey agreed with the suggestion that FAO's gender approach had helped to improve CCAM. In practice, FAO's gender mainstreaming focuses on participation and inclusion and producing sex-disaggregated data, without really addressing the gender gaps. Where there is adequate focus on the number of women at the operational level, little attention has been paid to removing structural barriers, gaps and disparities. In the absence of stronger indicators, gender mainstreaming may have been confined to counting the number of men and women taking part in project activities.

**Finding 16. There are isolated examples of the inclusion of marginalized and vulnerable groups in FAO's work on climate change. It has a few national initiatives on climate change and indigenous peoples and pastoralists. There are vulnerability assessments underway in some countries to identify the extreme poor and ensure their inclusion, along with some work on migration and climate change with conflict refugees.**

73. Initiatives that work with indigenous peoples generally have positive results for climate action. All UN-REDD projects in countries with indigenous peoples presence involve them as stakeholders in the readiness process. While their involvement in UN-REDD is within UNDP's mandate, in countries like Honduras, Myanmar, Panama and Paraguay FAO has been actively involved to including indigenous peoples not only in measuring, reporting and verification but broader national forest monitoring systems in their own territories, and national REDD governance. FAO has also boosted the capacity of indigenous technicians and traditional authorities in forest management and governance. Kenya, Senegal and Uganda country case studies for this evaluation showed FAO working with pastoralists on a number of projects. Livestock and drylands programmes focus on pastoralists. In agropastoral production systems, FAO has helped countries to integrate resilience measures by developing the Self-evaluation and Holistic Assessment of climate Resilience of farmers and Pastoralists (SHARP) tool (FAO, n.d.l). In addition, Early Warning Early Action impact studies in Africa have shown it to be useful to livestock pastoralists in times of recurring and severe drought, ensuring that pastoralist families do not herd their weak and exhausted livestock vast distances in search of water and grazing.
74. Beyond REDD+, the limited number of climate change initiatives including indigenous peoples seem to mirror the corresponding limited commitments by the Organization to the effective inclusion of indigenous peoples. This is also shown by the limited capacities

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<sup>27</sup> FAO and GEF project: Mainstreaming ecosystem-based approaches to climate-resilient rural livelihoods in vulnerable rural areas through the Farmer Field School methodology.

<sup>28</sup> This project will be implemented in Ethiopia, Kiribati, Myanmar, Nepal, Solomon Islands, Senegal and Uganda.

of the Indigenous Peoples Unit, currently counting one professional staff and decreasing yearly budgets.

75. Senegal was the only country case study done for this evaluation that targeted the extreme poor: out of the seven projects analysed, three targeted the extreme poor. One is exclusively dedicated to vulnerable women: a total of 10 000 women will be economically empowered through access to water for consumption and the development of income-generating activities.<sup>29</sup> The targeting strategy included a vulnerability assessment comprising a survey as well as participatory mapping to identify vulnerable villages and households using RIMA.<sup>30</sup> There is no systematic inclusion of migration issues in vulnerability assessments. Migrants and migrant sending households/communities may have specific needs in terms of climate vulnerability that deserve to be accounted alongside other vulnerable groups. In Bangladesh, FAO is implementing a project with Rohingya migrants in Cox's Bazar aimed at stabilizing the landscape and improving the livelihoods of camp residents. Several climate action-related projects in Turkey and Jordan are focused on supporting Syrian, Iraqi, Palestinian and Yemeni (in the case of Jordan) refugees. The evaluation did not find evidence of how FAO manages interventions that could unintentionally lead to disruptions of migration patterns and even displacement.

**Finding 17. FAO has contributed to major UNFCCC decisions, such as REDD+, the Koronivia Joint Work on Agriculture and the Enhanced Lima Work Programme on Gender. It has been instrumental in putting fisheries and aquaculture on the global climate agenda. This has transformative potential, aligning sectoral and global climate priorities, which should produce more strategic actions and mobilize related financing.**

76. Lobbying and advocacy have enabled FAO to influence global negotiations linked to SDG 13. FAO was among the first United Nations UNFCCC stakeholders, during and after COP 15, to advocate for and help in the preparations for the Paris Agreement that saw the inclusion of agriculture. Since then, it has dedicated numerous high-ranking staff to UNFCCC delegations and been actively involved in preparations and country support. Though FAO staff organizing the UNFCCC delegations cite insufficient staff at COP to meet demand, there have been significant achievements.
77. FAO has given agriculture a prominent role in the climate change agenda. It was partly responsible for the Koronivia decision to recognize the role of agriculture in tackling climate change, playing a key role in the Subsidiary Body for Scientific and Technical Advice and the Subsidiary Body for Implementation. FAO knowledge products are used in UNFCCC negotiations and policy dialogue, where FAO has highlighted the importance of the agricultural sector to CCAM for its potential to enhance food systems and allow rural populations to build resilience and enhance food security. Also, its direct support at national level (particularly to the African Group of Negotiators) has helped to create a joint G77 stance demanding the inclusion of agriculture in the global climate change agenda. In Latin America, FAO and the Economic Commission for Latin America and the Caribbean (ECLAC) share the Secretary of the Latin American Platform for Climate Action in Agriculture (PLACA).<sup>31</sup>

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<sup>29</sup> Strengthening the resilience of vulnerable women in Senegal and the Sahel through adaptation to climate change, agro-ecology and the diversification of livelihoods.

<sup>30</sup> Senegal Country Case Study.

<sup>31</sup> Launched at COP25 (2019) this platform is integrated by ten countries and eight associated agencies: <http://www.fao.org/about/leadership/leader-detail/en/c/1287859/>

78. FAO's work has put fisheries and aquaculture on the global climate change agenda. It is an active partner of the global ocean community in UNFCCC, whose work was instrumental in securing the inclusion of oceans in the climate dialogue and, eventually, in UNFCCC's official work programme in 2019. FAO's other lobbying and advocacy efforts in the area of fisheries include its contribution to the Ocean Dialogue at the 52nd session of the Subsidiary Body for Scientific and Technological Advice of COP 25 in 2019 to ensure adequate representation of fisheries and aquaculture in the UNFCCC Working Group on Adaptation in Coastal Areas, its input to the Oceans and Coastal Zones Climate Action Pathways document for the Marrakech Partnership (FAO, 2020h), and its input and proposal to the UNFCCC Standing Committee on Finance for the Forum on Finance for Nature-based Solutions with a focus on aquatic food production systems (FAO, 2020i).
79. FAO's REDD+ role is mainly to provide UNFCCC with global forest resources assessment (FRA) data and estimates of GHG emissions from the AFOLU sectors, which are widely used in international fora. According to interviewees, global FRA data, despite some inaccuracies, have been an asset to the climate change debate as they are the only globally accepted data and enjoy country ownership. UNFCCC routinely uses FRA data to compare FRA and AFOLU GHG emissions with country reports as part of the review process. FRA data are also used to support the work of the IPCC, including its assessment reports, and the Rio Conventions (the Convention on Biological Diversity and the United Nations Convention to Combat Desertification).
80. In line with the Sendai framework, FAO has provided data to raise awareness of the impact of climate-related disasters and the associated damage and loss to the agriculture sector. However, FAO studies also show that 92 percent of all agriculture-related overseas development assistance for DRR/M from 2004 to 2016 was allocated to emergency response. Only 5 percent went to agriculture-related relief, recovery and rehabilitation measures and just 3 percent was allocated to prevention and preparedness (FAO, 2019f).

## **EQ 2. Is FAO fit for purpose to make a significant contribution to globally agreed climate action targets?**

*EQ 2.1. To what extent are FAO's Strategic Objectives, Results Framework and strategies (current and forthcoming) aligned with global policies and strategies, such as the 2030 Agenda and the Paris Agreement?*

**Finding 18. Climate change is a cross-cutting theme in FAO's Strategic Framework and its targets are aligned with SDG 13. However, FAO Strategic Framework guidance remains more advisory and aspirational than operational. The real impetus for FAO's work often comes from national governments, donors, statutory committees and international climate change-related conventions, processes and decisions, such as the Paris Agreement.**

81. The way climate change is addressed by FAO's Strategic and Results Framework has evolved over time. The reviewed Strategic Framework 2010–2019 introduced FAO to a new way of working, through a conceptual framework with cross-sectoral, interdisciplinary approaches to interconnected challenges, as expressed by the SDGs and the Paris Agreement. The Strategic Framework has five Strategic Objectives (SOs), plus a sixth objective on technical quality, statistics and cross-cutting themes (climate change, gender, governance and nutrition) (FAO, 2017c). As a cross-cutting theme in the Strategic Framework, climate change should be considered in and across all FAO activities, programmes and policies.

82. Climate change is also explicitly addressed in two Strategic Objectives: SO2 (to increase and improve the provision of goods and services from agriculture, forestry and fisheries in a sustainable manner) and SO5 (to increase the resilience of livelihoods to threats and crises). FAO's Medium Term Plan 2018–2021 established a set of indicators to track global trends at SO level, aligning its results framework with the SDGs. However, initially, the Strategic Framework did not reflect climate change-specific targets or policy and strategy elements that would be crucial to assessing the agency's achievements on climate change. The formulation of the Strategy on Climate Change and the Results Framework tried to address this.
83. The Medium Term Plan responded to Members' priorities, creating closer links to SDG targets. Of the 55 targets and indicators in FAO's Medium Term Plan, five refer to three SDG 13 targets (13.1.1; 13.2.1 and 13.3.1), linking them to SO2,<sup>32</sup> SO5<sup>33</sup> and SO6.<sup>34</sup> Probably due to the fact that FAO is not a custodian of any SDG 13 targets, apart from performance indicator 6.6A and outcome indicator 2.3.B, the evaluation team did not find any SDG-level reporting on SDG 13 throughout FAO. In 2019, for the first time, FAO reported achievements under its Strategy on Climate Change Results Framework. Reporting was based on the Strategy on Climate Change outcomes targets and there was no direct link to the SDGs.
84. The FAO Strategy on Climate Change and SO structure provided an opportunity to realize cross-sectoral, integrated approaches. However, as the *Evaluation of FAO's Strategic Results Framework* (FAO, 2019g) highlighted and the SDG 2 Evaluation (FAO, 2020j) confirmed, the matrix structure, which should have suited multidisciplinary approaches, did not percolate down to subregional and country office levels nor help FAO overcome the silos. This has led to the suboptimal dissemination of climate change guidance and a lack of coordination throughout the Organization. The Strategic Framework is all encompassing and sufficiently general to fit most FAO initiatives, including the cross-cutting climate change work. However, there is a dearth of guidance on how to put the cross-cutting aspect into practice. Also, while the Strategic Framework sets out FAO's high-level aspirations, many staff develop initiatives based on donor priorities or Country Programming Frameworks (CPFs), with strategic guidance from statutory committees and conventions such as UNFCCC.

**Finding 19. The new organizational structure and the establishment of the Office of Climate Change, Biodiversity and Environment (OCB) present an opportunity to put climate change on a par with the rest of FAO's work, in terms of technical divisions, operations and finance, to elevate it at global, regional and country level and to stimulate mainstreaming and coordination**

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<sup>32</sup> 2.3.B: Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other) (SDG 13.2.1).

<sup>33</sup> Ibid, plus 5.1.C: Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula (SDG 13.3.1).

<sup>34</sup> 6.6.A: Number of countries supported by FAO to implement and/or further develop the agricultural components of their Nationally Determined Contributions under the Paris Agreement (SDG 13.2.1).

6.6.B: Number of policy financing and/or technical dialogues related to climate action at global and regional levels where FAO takes the lead in promoting the integration of food and agricultural perspectives (for example, GCF, UNFCCC, Agenda 2030).

85. FAO is currently engaged in a strategic thinking process that will lead to the formulation of a new Strategic Framework 2020–2029. To this end, FAO has presented a new organizational structure.<sup>35</sup> Among other things, this will elevate the position of the Climate and Environment Division (CBC) to that of an Office (Climate, Biodiversity and Environment, OCB), giving it official status as a cross-cutting function within the Organization. In addition, among the seven sectoral offices, two others are relevant to this evaluation: the Office of Emergencies and Resilience (OER) and the Office for SDGs. In June 2020, FAO initiated the strategic planning for the future Office of OCB as a participatory process involving headquarters and the decentralized offices. The results of the present evaluation aimed at informing this planning processes.
86. The office structure aims to ensure new ways of working and coordinating between technical divisions and levels. This is providing a good opportunity to elevate climate change to cross-cutting level across the natural resources, socio-economic, partnerships and outreach streams. The technical divisions within these work streams house FAO's technical, economic and social expertise or provide enabling operational and logistical support. OCB could thus integrate all climate change work and divisional support, including the development and application of technical solutions as well as normative work and policy support. It is not yet clear how this communication or coordination will function in practice, or how coordination with other (related) Offices will work, in particular with OER. Importantly, OCB coordinates GEF, GCF and Adaptation Fund-related work, so the major climate financing capacity rises in the FAO hierarchy. With this in mind, FAO is currently drafting an FAO–GEF strategy.

*EQ 2.2. Does FAO have clear and articulated institutional strategies and plans to support climate action?*

**Finding 20. FAO's Strategy on Climate Change is aligned with SDG 13 and refers to the Paris Agreement and Rio Conventions. It links to the work of most technical divisions, as well as FAO's thematic priorities as they relate to the international agenda and the need for greater coordination. It is FAO's general framework for climate change work, planning and reporting and it is useful in communicating FAO's commitment to climate change.**

87. FAO's 2017 Strategy on Climate Change aims to enhance the institutional and technical capacities of Members (outcome 1), improve the integration of food security, agriculture forestry and fisheries within the international climate agenda (outcome 2) and enhance the internal coordination and delivery of FAO's work (outcome 3). Its plan of action, under outcome 1, includes work streams, currently implemented mainly under CBC/OCB leadership but also by other divisions, such as NDC implementation, integrating agriculture, food and climate into national policy, increasing knowledge and technical support to countries on CSA, promoting access to climate financing for food and agriculture sectors; organizing technical and policy exchanges; producing normative work in support of food, agriculture and climate, and building institutional capacity to generate, collect and use data to enhanced ability to address CCAM and tools for dissemination and reporting. Through this, the FAO Strategy on Climate Change connects with the work of most FAO divisions. The strategy cross-references its action plan with the (then) Strategic Programme for coherence.
88. Through its second outcome (improved integration of food security and nutrition, agriculture, forestry and fisheries considerations within the international agenda on climate

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<sup>35</sup> FAO Organizational chart: <http://www.fao.org/about/org-chart/en/>

change through reinforced FAO engagement) the Strategy describes FAO's role in contributing not only to UNFCCC but also to the Convention on Biological Diversity and the United Nations Convention to Combat Desertification, showing the formulators' intention to frame a holistic approach to Climate Action.

89. The Strategy also addresses FAO's work on climate action with donors, at international fora and with strategic partner organizations (within and outside the agriculture and climate sector) making specific reference to youth involvement. This shows the integration of FAO's Strategy on Climate Change with different global conventions and its inclusiveness and collaboration with partners. The Strategy on Climate Change has a strong focus on country support and the development of NDCs, policy integration and capacity improvements, including for financing. Because it is presented as FAO's general framework for climate change work planning and reporting, it is regarded as useful by donors and international partners to communicate on FAO's commitment to climate change.

**Finding 21. The need to focus on women, youth and indigenous peoples is articulated in FAO's Strategy on Climate Change. However, at corporate level, the principle of leaving no one behind is not clearly defined, understood or being implemented by all units.**

90. "Leaving no one behind" is a key principle of FAO's 2017 *Strategy on Climate Change* (FAO, 2017a). "Prioritizing the most vulnerable groups and countries" is at the heart of the Strategy and is implemented in the context of the *FAO Policy on Gender Equality (2020-2030)* (FAO, 2020k) and *FAO Policy on Indigenous and Tribal Peoples* (FAO, 2010). Other than women, the Strategy does not expand on vulnerable groups or individuals that tend to be left behind, such as youth, people living with disability, migrants and the extreme poor. This gap in defining vulnerable groups has led to generalization and a lack of focus on certain groups. The Strategy addressed youth and migrants under the (former) Strategic Programme 3, but the Strategic Programme structure has now been disbanded.
91. The Strategy "considers gender-specific vulnerabilities and needs, along with opportunities and capabilities regarding climate change". The *FAO Policy on Gender Equality: Attaining Food Security Goals in Agriculture and Rural Development* (2013) addresses climate change in two of its objectives, which focus on women, youth and local and marginalized communities in least developed countries and SIDS. There is also a focus on ensuring women's rights and access to natural resources, linking these to resilience. The insufficient inclusion of underrepresented vulnerable groups, such as youth, indigenous peoples, women's groups and pro-advocacy groups, in FAO's work on climate change is underlined by the *Evaluation of the FAO Strategy for Partnerships with the Private Sector* (FAO, 2019h) and the *Evaluation of FAO's work on gender*, which noted that "FAO has lagged in forging collaborations with non-state actors to promote gender issues and women's empowerment" (FAO, 2019i).
92. In the case of GCF and GEF projects, FAO developed systematic procedures to include marginalized groups such as women and indigenous peoples. For example, all GCF funding proposals must include a Gender Action Plan.

**Finding 22. FAO's Strategy on Climate Change is poorly aligned with the transformational dimension and interconnected and indivisible nature of the 2030 Agenda. It lacks a solid theory of change on FAO's climate-related work and does not address key areas of FAO's work on climate risks and food systems, or make explicit reference to trade-offs. Its outcome indicators and targets are weak. The absence of a clear reference to transformational change in the context of the 2030 Agenda reduces the Strategy's utility, visibility and viability.**

93. The Strategy on Climate Change has no solid theory of change that aligns with the transformational dimension of the 2030 Agenda. While the Strategy was a good framework for FAO's work on the NDCs, NAPs, climate financing and all other "pure" climate change-related actions, it is not a good framework for the cross-fertilization of sectors or mainstreaming climate change into FAO's work, and does not harmonize with the interconnected and indivisible nature of the SDGs
94. The FAO Strategy on Climate Change prioritizes the agriculture sectors in relation to climate change, rather than climate change itself. Its language is agriculture-centred, for instance, concentrating on NDCs in food and agriculture sectors, climate financing for those sectors and the integration of climate change-related issues into the agriculture and food sectors. The Strategy fails to look at how climate change interacts with food, agriculture and other (directly or indirectly) related sectors. While agroecology and agroforestry are recognized as integrated and holistic approaches to climate change adaptation and mitigation, the Strategy action do not refer to these. The Strategy also needs to tackle the interaction of climate with other sectors, such as employment, migration, transport and trade. There is only one mention of FAO engaging in forums that do not specifically deal with agriculture. This lack of connection does not chime with the interconnected and indivisible nature of the SDGs.
95. The Strategy on Climate Change Results Framework lacks quantitative indicators and impact statements linked to a theory of change. Outcomes and outputs are mostly activity-oriented (number of countries supported, new tools developed, workshops organized, etc) rather than result- or impact-oriented. The third Outcome, for example, is to strengthen coordination and delivery of FAO's work on climate change, but does not say how this should be done. Output indicators cite staff numbers, budget, partnerships and climate-specific outputs. There are no operational changes or official coordinating structures and climate change is not vertically or horizontally connected.<sup>36</sup> Also, while the strategy talks of prioritizing most divisions that work on climate change (food security and nutrition, agriculture, forestry and fisheries and aquaculture, rural livelihoods and natural resource management and conservation), it fails to mention areas clearly connected with climate change, such as climate risk, food systems and trade-offs. Moreover, reporting on the Strategy on Climate Change only began in 2019, using only adaptation and mitigation policy markers to track the climate change portfolio, so this reporting is incomplete.<sup>37</sup> This limited reach and detail reduces the Strategy's visibility and utility.

**Finding 23. The Strategy on Climate Change lacks sufficient concrete guidance on most of FAO's climate change-related work. It is not well known internally and the work tends to be steered more by global processes, NDCs and regional and national priorities.**

96. FAO's Strategy on Climate Change was designed to set the course for SDG 13. However, most FAO personnel interviewed for this evaluation said it does not guide their work and most did not know its details. This was confirmed by the internal survey, in which a third of respondents (from headquarters and the decentralized offices) said they were unfamiliar with it. Although the corporate SOs and results reporting systems were deemed too general to guide FAO's climate change work, this was not seen as an issue, thanks to other guidance associated with FAO-supported initiatives. For example, in the case of REDD+, FAO's main

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<sup>36</sup> Coordination from global to country offices (vertical) and between thematic offices/units (horizontal).

<sup>37</sup> There was no peer review of climate change policy markers, so projects tagged with adaptation and mitigation policy markers could not correctly estimate the climate change portfolio for 2018-2019. Taking a random sample of 50 projects, the evaluation estimated that only 12 percent of projects were correctly tagged with climate markers



guidance comes from the UN-REDD process; the Organization has adopted its objectives, working principles and decisions. At national level, most of the demand for FAO support is steered by other strategies (the UN-REDD process, NDCs and donor funding priorities).

97. The Strategy lacks a systematic framework to ensure the mainstreaming of climate change into sectoral priorities and to monitor how (or whether) they are being achieved. For instance in fisheries and aquaculture projects, climate change is a cross-cutting theme and there is strong interest in addressing climate change processes and strategies at all levels within the division, but it still requires mainstreaming in actions. FAO's early emphasis on climate change was based on the concerns and recommendations of successive Sessions of FAO's Committee on Fisheries and remained largely Member-driven. However, the convergence between FAO's primary focus on sustainable fisheries and aquaculture systems and the climate agenda remains weak. The lack of a unifying framework to mainstream CCAM results ignores the climate implications – including the positive ones – of FAO's non-climate change fisheries and aquaculture projects

**Finding 24. FAO has other strategies and plans that directly or indirectly target climate change. FAO actively addressed climate change in the United Nations Sustainable Development Cooperation Framework (UNSDCF) where it had a recognized role in the area. Some regional climate agendas and CPFs – particularly in countries with a large forestry sector or high vulnerability to climate change and disasters – have included climate action early on and dedicate significant resources to it. While these are not always aligned or coordinated, they guide FAO's work on climate action.**

98. At national and regional level, FAO has other strategic documents that guide its climate change work, including regional initiatives. Of the 148 countries with reframed CPFs, 81 cited climate change as a key priority (23 in previous CPFs, prior to 2015), while 28 indirectly address adaptation and mitigation strategies to build resilience to climate change. The majority of these countries are in Latin America and the Caribbean, Africa and Asia-Pacific. All Regional Offices and their Members have developed regional initiatives that specifically target climate change. Country case studies showed a number of earlier CPFs that included climate change as a priority, even before the Paris Agreement, Koronivia or the FAO Strategy on Climate Change, underscoring that country demand for climate work preceded the FAO strategies.
99. On a sectoral basis, FAO's climate change work has a longer history and certain sectoral strategies have been in place for more than a decade. Interviewees cited forest carbon (UN-REDD) and CSA/MICCA as positive examples of mainstreaming. FAO's work on mainstreaming climate change predates the formulation of SDGs and the Paris Agreement. FAO's Strategy for Fisheries, Aquaculture and Climate Change (2011–2016) and its successor draft framework for 2017–2020 are well harmonized with global climate action targets. Interviews showed that the real impetus for FAO's climate change work often comes not from its own strategic priorities, but from donor priorities, from the Committee on Fisheries and those national governments who, as FAO's main partners, play a significant role in influencing the scope, strategy and direction of projects. FAO has also responded to special regional needs, such as those of SIDS in the context of climate change. FAO's work on ciguatera fish poisoning, for example, was based on its occurrence in the South Pacific, Indian Ocean and Caribbean.
100. The UN reform is considered an opportunity for FAO to capitalize on its own and other UN entities comparative advantages and technical expertise, both at country level (through the UN Cooperation Framework) and at regional level.

101. In countries where FAO already has a clear recognized comparative advantage in climate action, FAO actively contributed to defining the climate change priorities under the UNSDCF. For example in Jordan, where FAO co-leads the Climate Action Group (CAG), that is currently engaged in updating the National Climate Change Policy, FAO contributed to climate change relevant priority targets under the UNSDCF and accordingly submitted a joint FAO-UNDP, GCF proposal.
102. In Uganda, FAO as co-chair of the UNSDCF development team contributed to shaping the UNSDCF Strategic Priority II Outcome 2 on climate change and disaster risk.
103. FAO strategic documents (CPFs and regional initiatives) are well aligned with the incipient UNSDCFs. For example, in the case of SIDS, FAO is an active signatory of the UNSDCF for the Pacific (2018-2022). The UNSDCF is a five-year framework for the collective response of the UN system to the development priorities of the 14 Pacific Island Countries and Territories (PICTs), including Fiji. This response is tailored to each country's priorities, responding to Pacific leaders' call to the United Nations to align their work programmes and operations to support internationally agreed obligations, including the SDGs. The UN Pacific Strategy has six outcomes with climate change being the focus of Outcome 1 – climate change, disaster resilience and environment protection. Twenty three (23) UN agencies are signatories to the document. The FAO Multi-Country Programming Framework for the Pacific Islands (CPF) for 2018-2022 is in line with the UN Strategy for the Pacific.

*EQ 2.3. How is FAO's mission on climate action reflected in the Organization's governance and operating structure?*

**Finding 25. Although climate action is gaining importance within FAO's governance structure, it is still an emerging corporate priority. There is a lack of clear focus on climate action, with suboptimal communication on the Strategic Objectives and limited internal coordination on the climate agenda. This also translates into gaps in its systemic approach to CCAM, as well as missed opportunities for outreach and promotion.**

104. FAO Senior Management (including the Director-General) is alert to climate change priorities and communicates frequently on its impact, as well as climate change-related opportunities. An analysis of 40 speeches by the FAO Director-General in 2020 saw "climate change" mentioned on average 1.2 times in every speech. Topics other than climate change were mentioned more frequently (for example, "food system" was mentioned 6.5 times, "production/ productivity" 2.9 times and "hunger" 2.3 times). The evaluation also shows there is room to improve climate change governance and noted earlier in this report (Finding 9) the lack of a clear operating strategy on the cross-cutting theme of climate change. As noted (Findings 22 and 24), management has included climate change as a thematic issue for many divisions, but it is not mainstreamed or coordinated effectively within and across divisions.
105. As the analysis of the Strategy on Climate Change and other multiple strategic entry points has shown (EQ 2.2), the Organization does not have a clear, common climate change narrative, nor an effectively communicated position and strategy on CCAM. This lack of a coordinated corporate vision on climate change weakens FAO's outreach and clarity of message. FAO personnel and external stakeholders find other United Nations agencies more visible in the climate change debate. In the survey of FAO personnel for this evaluation, only 19 percent of respondents said they agreed with the statement that "FAO effectively communicates its role towards climate action" – the lowest score on any

question on FAO's work – while 35 percent disagreed. FAO personnel noted that in internal communications, there tends to be a greater focus on fundraising for climate change projects than on the impact of FAO's climate change work. It was mentioned that FAO does not have a high-level political champion on climate change and that its overall climate change communication is relatively poor. One high-level member of a FAO governance body observed that, "unless the DG starts to talk about climate change in all his speeches, FAO Management will not start to mainstream climate change".

106. Personnel noted that funding for most of FAO's climate change work, including impactful work with Members, came from extrabudgetary funds and was executed by consultants. They interpreted this as indicating a lack of clear strategy and priority by FAO Senior Management at all levels.
107. One reason for FAO's relatively low profile in the field of climate action, as well as its lack of a guiding strategy and limited mainstreaming, is the relatively recent inclusion of agriculture in the UNFCCC and, thus, within FAO. The Strategy on Climate Change is just three years old, as was the Climate and Environment Division (CBC), and the narrative is only developing. In these three years, as initiatives have been added, coordination has become increasingly challenging. While FAO has played a key role in the areas of climate change mitigation (REDD+, MICCA), adaptation (fisheries) and DRR/M for at least a decade, its profile could be better. Another reason might be the frequently cited sluggishness of FAO's operating and decision-making systems. Interviewees cited long delays in implementing and launching projects, delays in recruiting personnel, failure to take timely measures to ensure project follow-up and day-to-day bureaucratic formalities that severely reduce a project's ability to deliver results. Recent decisions taken ahead of the new Strategic Framework, such as the creation of OCB and the Hand-in-Hand Initiative on South-South Cooperation suggest a more streamlined approach to climate action is imminent.

**Finding 26. There is little coordination between FAO's operating structures on the vertical or horizontal mainstreaming of climate action. There is scant evidence of functioning institutional mechanisms, or formal coordination or communication on climate change between the Office of Climate Change, Biodiversity and Environment (OCB), divisions and decentralized offices also in operating areas such as donor coordination, human resources and decision-making.**

108. There are no clear, institutionally defined links between decentralized offices and headquarters when it comes to the Strategy on Climate Change, leading to the fragmented actions and hindering constructive feedback on strategic operationalization. Almost half of FAO respondents to the internal survey thought FAO's initiatives in the area of climate change fell short on cooperation. While regional initiatives contain explicit and intentional links to climate change, in most cases there are no explicit links to FAO's Strategy on Climate Change. The evaluation found considerable constraints on conducting more integrated cross-sectoral work and sharing resources within the Organization, such as a lack of corporate incentive to increase intersectoral work, administrative/budgetary limitations and the siloed work culture. Competition for limited budgets was cited as another reason for the lack of collaboration.<sup>38</sup> COP preparations, UNFCCC submissions and

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<sup>38</sup> Quote from interview from headquarters personnel member "We have issues of internal competitiveness for resources, scattered initiatives, we should focus on identifying priority programmes, we need a programmatic approach to deliver in the next five or ten years. We need to cluster those needs and focus on a programmatic approach."

other key climate change events provided opportunities for coordinated work involving technical divisions and decentralized offices but according to involved staff, these were not optimally employed for that reason.

109. FAO's Strategy on Climate Change has not supported cross-collaboration as it lacks a systematic framework to ensure the mainstreaming of climate change into sectoral priorities and to monitor whether and how these are being achieved (Finding 23). There is an absence of effective institutional learning mechanisms. While there are several coordination mechanisms between staff when it comes to climate action, all of these are informal and mostly ad hoc. The Technical Network on Climate Change holds regular meetings and online exchanges and is probably the only operational and truly horizontal mechanism on FAO internal regular climate change dialogue, however it is not a formal mechanism. In addition, while there are FAO officers in charge of climate change in decentralized offices, these do not have clear reporting lines to CBC or OCB. As a result, while the technical information flows and backstopping may be effective, it has been occasional, has not led to systemic learning and has not been monitored. Any good examples of integrated and coordinated work – such as the FRA team and ESS working effectively together to develop AFOLU GHG emissions statistics and the Forest and Landscape Restoration Mechanism cooperating on restoration work with experts in the Climate, Biodiversity, Land and Water Department – they are often based on personal relationships or initiatives.
110. Integrated, cross-sectoral work was easier in decentralized offices when there was adequate human resource capacity. For instance, the Regional Offices for Asia and the Pacific (RAP) and for Latin America and the Caribbean (RLC) have a Natural Resources and Environment Group (NRM) that works in an integrated manner, with SDG 13 as its main topic. The GCF and GEF project development groups are placed within NRM to support countries in accessing financing to scale up their CSA, CCAM and DRR efforts in the agriculture and land sectors.

**Finding 27. The use of Organisation for Economic Co-operation Development (OECD) policy markers has improved monitoring and reporting on FAO climate change projects presenting an opportunity to mainstream climate change into the project cycle. However, the lack of quality assurance, leads to inappropriate tagging and inaccurate reporting on climate financing.**

111. FAO's introduction of OECD policy markers in July 2019 – a three-tier scoring system identifying project linkages to CCAM among others – enabled the classification of projects associated with climate change. Prior to this, estimating climate change projects was generally carried out using a text search in FPMIS. The markers were also used to measure and report on climate finance under the FAO Strategy on Climate Change Action Plan Results Framework 2018–2019. Ninety percent of FAO projects have now been tagged retroactively against policy markers, allowing those associated with climate change to be identified.
112. The tagging of climate change markers is currently undertaken by project formulators and budget holders at the project formulation stage, when a new project proposal is created in FPMIS. Currently, there is neither quality assurance nor peer review of climate change markers to ensure compliance with the criteria in the OECD climate markers handbook (OECD, 2011). OCB is developing a guidance note to improve climate change aspects of the project cycle and FPMIS; this should be finalized by the end of 2020. The process will

also include advice for project formulators and budget holders on how to code FAO projects against new policy markers on climate change in FPMIS.

113. The portfolio analysis conducted for this evaluation found that climate markers were not assigned correctly in six out of ten projects. This included the incorrect assignment of adaptation or mitigation concepts; the wrong identification of climate change-related projects; failure to identify climate change-related projects; the omission of adaptation objectives; failure to detail activities for specific adaptation objectives; confusion of mitigation of climate change with mitigation of risks; and, in general, failure to meet the eligibility criteria of the OECD Handbook on climate markers. Consequently, FAO's current climate financing reporting based on the OECD markers is not accurate.

*EQ 2.4. How relevant and adequate are FAO's delivery mechanisms, human and financial resources and monitoring systems when it comes to addressing country or regional needs and planning, budgeting, monitoring and communicating FAO support in achieving the SDG 13 and Paris Agreement targets?*

**Finding 28. FAO's work on climate action is highly valued for the competency of its staff, and the excellence of the tools and resources it can deploy at country level. In spite of this strength, its lack of human and financial capital is widely seen as the main constraint on the expansion and impact of its work.**

114. External stakeholders interviewed for this evaluation commended FAO for its strong technical knowledge in many areas related to climate change. At the same time, the evaluation team found some decentralized offices to be struggling to deliver high-quality support and climate change proposals for lack of capacity. External stakeholders were vocal in their criticism of FAO's growing use of consultants, due to variances in the quality of inputs, high management fees and ineffective use of capacity.
115. According to FAO managers, there are several reasons for the widespread use of consultants. The main reason is FAO's dependence on external funding. A large portion of FAO's main work on climate change, such as that related to NDCs and NAPs, is carried out thanks to extrabudgetary funding, which weakens the long-term sustainability of core climate change interventions. In addition, with only short-term funding in place – typically for externally funded projects – it is difficult to hire permanent staff. Consultancy fees are lower and the conditions for hiring are easier. Thus, in many divisions and decentralized offices, an overwhelming proportion of staff are hired as individual consultants. This leads to a lack of continuity, staff turnover, a lack of institutional memory and variable quality. The evaluation of Strategic Objective 5 highlighted the implications of a minimal core budget for DRM/M (FAO, 2016b). To this day, this issue has not been sufficiently addressed and there are significant budgetary shortfalls at subregional and country levels.
116. Based on stakeholder interviews, FAO's REDD+ work has been quite well financed up to now and extrabudgetary funding has facilitated an increase in staff numbers over the years. However, when REDD+ moves to the implementation phase, constraints are likely to emerge. REDD+-related funding has also provided key incremental funding for incorporating climate change considerations into other forestry work, especially national forestry monitoring and FRA. Still, both internal and external interviewees observed that FAO's insufficient funding and staff were a principal barrier to effective climate action. No overall funding or human resource needs assessment was found that would allow a comparison of the adequacy of financial and human resources against current and emerging needs.

117. GEF project evaluations have found financial resources to be largely sufficient and financial management to be in order. Project evaluations, however, note that it is difficult to track and decipher precise figures and activities when it comes to the co-financing of GEF projects (in other words, how much of the planned co-financing has actually materialized). Budget readjustments and low expenditure rates leading to no-cost extensions are common, so the pace of implementation is often slow. The uneven distribution of funds and staff has led to irregular deployment of climate change experts. FAO offices have not always been able to provide consistent quality support on priority climate change matters at decentralized level.<sup>39</sup> Better-resourced regional offices have been able to attract more climate financing and create better-quality proposals. Africa, for instance, has only two approved GCF projects (worth a total of USD 20 million), while Asia has three (worth USD 104 million) and Latin America has seven (worth USD 303 million). This, in turn, leads to the unequal deployment of staff, as offices that can successfully fundraise can have larger teams and, consequently, greater capacity to provide adequate support and mobilize new resources. Poorly staffed ones have difficulty developing and executing large projects, must rely on external expertise and find it challenging to access additional funds for the development of quality projects.

**Finding 29. Some FAO climate-related programmes have proven to be good delivery mechanisms, including regional initiatives on climate change. However, FAO's lack of a programmatic approach and its heavy reliance on implementation through individual donor grant-funded projects, including at regional level, hampers its ability to be more strategic and to tactically link medium-term achievements to long-term and transformative outcomes or impact.**

118. External evaluations suggest country office, regional office and headquarters-led projects that pilot and analyse technical options for sustainable agriculture, livestock, fisheries and forestry management at local level, including GEF and GCF projects, have proven to be effective. Policy support and normative work have also been implemented through individual projects. However, funding for such initiatives is substantially lower. Making a project approach the key method of implementation, without lack of a programmatic approach and coordination through separate projects, leads to inconsistent coordination and a lack of cohesion, as well as to the suboptimal utilization of specialized resources (human, technical and financial).<sup>40</sup> Considering their larger size, GCF proposals, and both GCF and FAO priorities could have a better chance to develop into coherent programmes. Formulation processes of GCF project proposals are involving different teams both at decentralized level and headquarters. However, at the moment, the evaluation team found very initial progress towards a real programmatic approach even for GCF projects. Short-term project-based approaches, coupled with (overly) ambitious commitments, have weakened FAO's capacity to deliver transformative outcomes and link to countries' longer-term processes and policies. The project-based delivery model (ultimately determined by the rules of extra-budgetary donors) challenges FAO's capacity to contribute to change at scale and to promote the replication of successful pilots. This is down to a combination of limited duration and scope (most are one-off, single-country, field-based climate change-

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<sup>39</sup> Information on numbers of staff working on climate action, disaggregated by location and type of contract, is based fully on the personal observations of interviewed FAO staff. The Evaluation Team requested a formal count of climate change staff, but FAO was unable to provide one.

<sup>40</sup> See, among others: GEF: Adding Value and Promoting Higher Impact through the GEF's Programmatic Approach; World Bank: Multiphase Programmatic Approach; Serrador, P. & Turner, R, 2015.

focused projects), even when initiatives are folded into longer-term, multi-country programmes. Some of these projects have a policy support component and a research and knowledge management component, but most target field-based, local interventions. Moreover, projects' limited duration is generally not enough to affect changes in policy or plans with transformational potential. This was found to be a limitation, in particular in terms of GEF, DRR and forestry projects (except REDD+ work) and was also observed in the gender and vulnerable groups case study. Transformational change and paradigm shift are explicitly discussed in just a few project design documents, largely linked to capacity development, but there is far less on scaling and the creation of enabling conditions.

119. Difficulties in securing realistic co-financing and a tendency to overestimate budgets were among the constraints found to affect GEF interventions. In certain cases, delivery mechanisms failed when FAO was out of its depth or attempted to cover an excessively large area. This led to haphazard, one-size-fits-all programmes that were not necessarily suited to the local context, with little scope for quality assurance. Limited project duration also stymies FAO's capacity to assess post-project DRR outcomes. As the case of the Philippines demonstrates, DRR outcomes need to be viewed from a long-term, non-linear perspective. FAO is unable to fully monitor and report on the extent of its cumulative achievements. The same can be said of FAO's capacity to monitor resilience of DRRM/CCA at subregional and country levels, where such operations tend to lack consistency and coherence on the monitoring front.
120. New partnerships could present opportunities to change FAO's project-based delivery model. However, FAO has still limited experience in partnering with institutions to scale up financing, such as international financial institutions (IFIs) or regional and national development banks. For example, interviews with staff from the UN-REDD and GCF secretariats suggested that an enormous volume of funding was needed to implement REDD+, requiring a new approach to financing based on a mix of grants, loans and private-sector financing and investment.<sup>41</sup> This could prove problematic for FAO, where the tradition has been to implement smaller grant-based projects and to scramble around for project funding. What's more, there was only limited evidence of FAO agricultural interventions that aimed to leverage private-sector financing for climate action.

**Finding 30. FAO does not clearly communicate its message in the global climate change arena. It lacks a global communications strategy to raise awareness of issues such as food systems and climate, the impact of climate change on crops, livestock, fisheries, aquaculture and forestry, or on key stakeholders, such as women, youth and indigenous peoples.**

121. FAO communicates on its climate change work through global initiatives, including projects (such as NAP-Ag), partnerships, networks (NAP Global Network, the Global Agenda for Sustainable Livestock, the Global Livestock Initiative) and fora (such as the Global Forest Observations Initiative, its partnership with the World Meteorological Organization (WMO), KJWA and COPs through UNFCCC) and publications. The country case studies for this evaluation did not cite any clear examples of FAO communicating its vision to national partners on trade-offs, GHG emissions, drivers of deforestation and other sensitive climate change-related topics.

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<sup>41</sup> See also FCPF approved Emission Reduction Programme Documents (ERPDs; available at <https://www.forestcarbonpartnership.org>) that budget hundreds of millions of USD, based on financing coming from array of funders for REDD+.

122. The FAO climate change home page gives a broad overview of FAO's work, acknowledging GHG emissions from human activity and livestock as drivers of climate change, as well as the effects of climate change on the agriculture sectors (FAO, n.d.m). It does not clearly state FAO's mission or goal on climate action (FAO, n.d.n). FAO is not sending a clear and coherent message to the public through its webpages. On the SDG webpage of FAO's main portal (FAO, n.d.o), the SDG 13 image links to an article focusing on food-systems innovation (FAO, 2019j), access to and conservation of water, innovation in food processing, access to markets and knowledge-sharing on innovation. The article does not clearly state the role of agriculture in climate change and does not mention mitigation; nor does it spell out FAO's contribution to climate action. In addition, the page dedicated to the goals of SDG 13 does not mention agriculture as a driver of climate change (FAO, n.d.p).
123. FAO's communication on climate change, gender and youth happens mostly through publications and initiatives such as workshops on awareness raising and skills-building, as well as through videos and webinars to promote knowledge-sharing. There is no evidence of a consistent communications effort on the importance of mainstreaming indigenous peoples, people with disability, migrants or the extreme poor in relation to climate action.

**EQ 3. Does FAO engage in partnerships that optimally leverage the effects of its work on climate action to ensure they generate impact?**

*EQ 3.1. Do FAO's collaborations with its main (public and private) development partners (United Nations and otherwise) successfully build on FAO's comparative strengths in climate change-related areas?*

**Finding 31. FAO has a potentially unique comparative advantage to mainstream climate change in agriculture and across sectors. Its multisectoral technical capacity and its presence in the field could help to link complex, system-level work in agriculture (for example, in sustainable food systems and related value chains or landscape/ecosystem restoration). However, it does not optimally capitalize on this advantage.**

124. FAO's comparative advantage on climate action lies principally in its expertise in technical areas, such as crop production and supply chains, fisheries and aquaculture, food safety, some areas of forestry, biodiversity, land and soil, livestock and nutrition. This was found to be a key asset in a number of climate-related initiatives and partnerships, such as the NDCs, NAPs and UN-REDD, as well as for GEF and GCF proposals. For instance, 32 percent of the GEF portfolio comprises multi-focal-area projects, which is high compared with other GEF agencies. According to GEF Secretariat representatives interviewed for this evaluation, this is an indication that FAO has been effective in dealing with multiple GEF topics, including biodiversity, land degradation, climate change and sustainable forest management. External stakeholders said FAO's comparative advantage in various interconnected technical areas gives it great potential to mainstream climate change along the food and ecosystem value chain, from sustainable food production, processing and marketing to sustainable food consumption and disposal.
125. In partnerships, FAO has important technical capacity in fields relevant to climate action that partners usually do not have. For example, in the area of forest carbon, FAO has strong technical capacity on measuring, reporting and verification and Forest Reference Level methodology, and remote sensing for strengthening national monitoring of forest carbon; and related capacity development. In global networks and agreements on climate-agriculture-related areas, such as the Global Alliance on Climate Smart Agriculture (GACSA) and IPCC (both hosted by FAO), partners look to FAO for technical expertise and convening



power. Similarly, on food loss and waste, FAO's work complements that of UNEP and the United Nations Industrial Development Organization (UNIDO), with diversified technical capacities on environment, technology, energy and social protection. This potential is not fully used.

126. FAO's field presence and government connections are unique assets for promptly identifying national priorities, building trust and presenting project proposals. This, combined with FAO's widespread presence and convening power and long history of working with line ministries in the agriculture sectors has helped to mainstream climate change in agriculture. This has been recognized by several partnerships that share this goal. Examples are the NAP and NDC networks, which use FAO's convening power to support policy development. FAO, through its work on NAP-Ag, has been able to promote multi-stakeholder partnerships and break down government silos. A strong and coordinated partnership with UNDP succeeded in building and capitalizing on partners' sectoral presence, reach, scale and expertise, particularly with regard to NDC work and long-term relationships with ministries of environment. Aside from its NAP work, FAO has engaged with environment ministries through its NDC, GEF and GCF work. Ministries of environment are not traditional FAO partners and field offices need to make continued efforts to strengthen and secure connections and contacts. A concrete example in the livestock sector is the inclusion of agriculture (mostly climate-smart livestock practices) in the Climate and Clean Air Coalition. This fruitful cooperation has been a crucial element in securing a commitment in the policy frameworks of several countries (Ecuador, Uruguay, Ethiopia, India, Kenya) to reduce the intensity of GHG emissions from livestock. It also turned out to be a valuable financial asset, leading to a rapid increase in GEF and GCF funding.
127. The evaluation found that despite some recent improvements in intersectoral collaboration, FAO does not make the best use of its comparative strengths. Partners said they expect FAO to take its comparative advantage to the next level in terms of technical capacity and field presence, and want it to "connect the dots" between the different agriculture sectors. While FAO is recognized to a certain extent as an organization that can work across different sectors, with initiatives that identify the source, analyse and find solutions to problems in different thematic areas, it is not sufficiently widespread. For example, UN-REDD+ interacts almost solely with the Forestry Division (NFO) and does not liaise with other FAO divisions on areas such as land tenure or indigenous peoples. FAO CSA ties in with other agricultural divisions, but it mainly looks at production and value chains and does little on nutrition and food loss or underlying challenges, such as migration, global trade, biodiversity conservation or impacts on forests. The climate-smart livestock team looks only at its sector and does not work with colleagues on land-use policies or the conversion of livestock farming to other land uses. Thus, while there is good work underway on mitigation and adaptation in all these sectors, it is not sufficiently integrated to target the drivers and underlying causes of the overarching socio-environmental problems.

**Finding 32. FAO draws legitimacy from its role as a neutral, factual and technical partner and has successfully influenced key government decisions. However, FAO is not meeting its full potential in terms of guiding, coordinating and informing crucial discussions on climate change and agriculture between government and non- state actors.**

128. Thanks to its good relationships with governments, FAO has managed to raise global and national awareness on certain factors, affecting climate change. Such as for peatlands, where FAO cooperated with UNEP to lead the Global Peatland Initiative and raise awareness

on peatlands as a carbon sink. The initiative identified key focus countries for direct support. The Democratic Republic of the Congo covers two-thirds of the Cuvette Central Basin, the world's largest tropical peatland. Once oil was discovered at the site, the prospect of extraction threatened the peatland ecosystem and the reservoirs of carbon. The Global Peatland Initiative engaged with convened stakeholders such as civil society organizations, indigenous peoples and UN-REDD to advocate for its conservation. Similar awareness raising and capacity building initiatives were carried out in Indonesia and Peru.

129. Alas, FAO has not taken a similar approach to other top sources of GHG emissions that come under its mandate. For instance, beef (estimated to account for 10–15 percent of all GHG emissions, depending on the greenhouse effect of non-CO<sub>2</sub> GHGs) (Gerber, P.J. *et al*, 2013) and soybean production (at 330 billion tonnes annually, mostly for cattle, the sixth-largest crop)<sup>42</sup> are considered to be among the top causes of tropical deforestation. FAO has been slow to address these issues among others, because of the complexity of measuring and monitoring non-CO<sub>2</sub> GHGs. FAO is now actively working on generating evidence on the cost-benefits of good practices to reduce GHG emissions in countries such as Uruguay, Argentina, Paraguay, Chile and Ecuador (FAO, 2020I & FAO, 2019I).
130. FAO's key climate-smart livestock contributions are valuable and necessary, but not sufficient. It has failed to investigate the linkages between industrial livestock production, diets and climate change, or competing land use and deforestation. It has not built up technical evidence or formulated adequate policy advice at national or global level. What's more, beyond soy as a food crop, FAO has few initiatives on improving soy cultivation for fodder, its trade or environmental impact and is not a member of the global platform for multi-stakeholder dialogue, the Round Table on Responsible Soy.<sup>43</sup>
131. In 2018, by FAO's assessment, food production was still based on "a combination of intensified agricultural production processes and the clearing of forests which caused natural resource degradation and contributed to climate change" (FAO, 2018c). *The Future of Food and Agriculture: Alternative Pathways to 2050* highlighted a number of sensitive topics, including consumer awareness and education, the dietary patterns of high-income countries, trade-offs between agricultural production and sustainability. However, in the broader picture, there is no evidence of FAO spearheading the uptake and discussion with national partners of these sensitive issues. In a country such as Ecuador, where FAO is doing good work on climate change, because of technical (less total GHG emissions) and institutional (no direct demand from country) considerations, there are no efforts underway to work with the two main export crops: shrimp and bananas. Some interviewed donors have noted that while FAO's work is by large related to climate change, it remains focused on the economic pillar of sustainable development, paying less attention to the environmental and even the social pillars. Others believe that FAO does not yet have a strategy that puts a climate lens on all of its operations and that, as long as that is the case, sensitive issues will be sidelined.

**Finding 33. FAO uses its convening power in agriculture to partner with multiple stakeholders on climate change. These include governments, fellow United Nations agencies, academic institutions and others from the global to the local levels. Still, there is little evidence of FAO involving civil-society organizations and vulnerable groups nor the private sector in the long-term, strategic CCAM partnerships.**

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<sup>42</sup> Data from FAOSTAT.

<sup>43</sup> Round Table on Responsible Soy website.

132. FAO's strong partnerships are evident in its many collaborations in the climate action arena. FAO staff cited WFP, the International Fund for Agricultural Development (IFAD), UNDP, UNEP and the World Bank as its most frequent collaborators. Its partnerships include NAP-Ag and SCALA (with UNDP), UN-REDD (with UNDP and UNEP), the Global Peatlands Initiative (with IFAD and UNEP) and the Collaborative Partnership on Forests (with UNDP, UNEP, the World Bank and several other organizations and networks). The Global Partnership for Climate, Fisheries and Aquaculture is an informal grouping consisting of 20 international organizations and sector bodies and is an integral part of FAO's strategy for fisheries, aquaculture and climate change (2011-2016). FAO has worked closely with UNFCCC on the KJWA. It has signed collaborative memoranda of understanding with UNFCCC and UNDP on issues pertaining to food systems transformation (with a view to the Food Systems Summit in 2021), as well as sustainable agricultural management, natural resources, food security and climate change. The memorandum of understanding with UNFCCC has facilitated capacity building and the sharing of technical expertise, while promoting access to knowledge for agricultural smallholders in developing countries. FAO also collaborates with the UNFCCC gender team, and this partnership has been effective in positioning FAO within UNFCCC, drawing on FAO's expertise in the area of gender, agriculture and climate change. Also, OER together with OCB have supported the Marrakech Partnership for Global Climate Action<sup>44</sup> and the UN Climate Resilience Initiative A2R.<sup>45</sup>
133. FAO's strong climate action-related global partnerships are generally limited to agriculture. FAO does not participate in platforms related to the green economy or private sector participation, such as the We Mean Business Coalition,<sup>46</sup> the PAGE Partnership,<sup>47</sup> the Global Resilience Partnership,<sup>48</sup> the EAT Forum<sup>49</sup> or the GCF Readiness Programme.<sup>50</sup> All of these platforms are integrated into the operations of other development partners, including UNEP, UNDP, UNIDO, UNFCCC, GEF, the United Nations Institute for Training and Research (UNITAR) and the United Nations Global Compact.
134. On climate action, FAO's partnerships with state agriculture organizations (ministries, departments, extension organizations, etc) and farmers groups or organizations (for example, producer groups) dominate. FAO's relationships with ministries of environment, mostly the climate change focal sector, has been improved, not least thanks to the development of GEF and GCF projects. With exceptions, FAO has not been as good at establishing partnerships with other ministries outside its regular context, including ministries of finance or industry. FAO also builds fewer and weaker partnerships with civil society organizations and even fewer again with the private sector at national level. There are some examples of partnerships with the private sector, academia and international NGOs at global level, however. FAO is perceived as being less proactive than others in the climate action arena and as usually acting at a government's request, which reduces the effectiveness of its policy engagement (for example, in strengthening the tenure and rights of indigenous people and advocating for initiatives to address climate change).

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<sup>44</sup> Marrakech Partnership for Global Climate Action website.

<sup>45</sup> UN Climate Resilience Initiative A2R website.

<sup>46</sup> We Mean Business Coalition website.

<sup>47</sup> PAGE Partnership website.

<sup>48</sup> Global Resilience Partnership website.

<sup>49</sup> EAT Forum website.

<sup>50</sup> GCF Readiness Programme website.

135. FAO has formed other collaborations and partnerships with United Nations entities and academia on climate action, as its 2017 memorandum of understanding with the WMO to engage in technical cooperation, joint programmes and project development on issues such as climate services in agriculture. One of the results of this arrangement is FAO's contribution (on climate-related risks and impacts) to WMO's Statement on the State of the Global Climate (WMO, 2020). In the area of DRR/M, FAO is working with WFP, UNDP, WMO, CGIAR, and humanitarian organizations, such as the International Federation of the Red Cross and participates in Capacity for Disaster Reduction Initiative (CADRI) partnership. It has mostly contributed to work at the national level, in partnership with a range of different stakeholders at local, national and global levels.

**Finding 34. FAO's potential to promote integrative programmes and projects to address climate concerns through its work with multilateral donors is hampered by the strong competition between United Nations agencies for climate financing, as well as FAO's slow pace and the smaller scale of its projects.**

136. Most external partners and internal consultants (experts, who are not part of FAO permanent staff) interviewed for the evaluation mention the slow pace at which FAO operates. United Nations agencies are considered slow-moving in general and FAO's technically oriented profile prolongs its decision-making processes and slows the implementation of actual work (research, field support and policy development, for instance). Compared with other development partners (bilateral agencies and private foundations), government agencies find FAO sluggish with complex procedures. Therefore, despite establishing effective partnerships, there is a risk that other agencies will take the lead, the credit or the funding for climate change issues where FAO should be leading the charge.
137. A factor limiting FAO's partnerships with other United Nations agencies is competition for funding. All agencies must raise funds for most of their operations, so when a partnership is established, each agency will seek to collaborate, but also likely aim to secure the largest share of the funding available. Specific donor policies can fuel this competition, though some bilateral donors allow joint implementation or cost sharing. GEF allows co-implementation but requires one main implementing agency to take the lead. GCF guidance is insufficiently clear on new modalities, making the already complex formulation process even more challenging.
138. In this sense, UNDP is perceived by FAO personnel as the Organization's strongest competitor. This is based on the facts that like FAO, UNDP is present in almost all countries, but UNDP generally has larger-scale operations in many different areas of work, including climate change, the environment and even agriculture. Where FAO has traditionally focused on relationships with ministries of agriculture, UNDP's main focal ministries are planning and finance and, through them, they work with other ministries, such as environment and agriculture. Thus, even though UNDP is a major FAO partner, it is also a major competitor (for example, for GEF and GCF funding for climate initiatives).
139. Competition can also be found within collaborative programmes. Although the UN-REDD partnership with UNDP and UNEP is working fairly well, there is competition and inadequate coordination at country level on occasion (for example, when it comes to financial management and reporting). Also, when REDD+ moves to the results-based payment stage, there will be greater competition for resources. This evaluation found that the competition on funds has been noted by external stakeholders, including government

partners, which may hamper collaboration opportunities with UN agencies, as well as with country governments, civil society organizations and private sector.

*EQ 3.2. To what degree has FAO's collaboration with Members, development or multilateral partners been effective in leveraging climate action at national and global level?*

**Finding 35. FAO collaborates well with national partners through the NDCs and the NAPs and effectively promotes and participates in international and global agendas and partnerships on climate action. These initiatives could sow transformational seeds.**

140. FAO's 2016 analysis of (intended) NDCs, showed 90 percent of countries referring to the agriculture sectors. Therefore, FAO made NDC implementation support a priority under the framework of its Strategy on Climate Change. A common framework was developed for analysing agriculture and land use in NDCs (FAO, 2020m). FAO developed its work on NDCs along three major axes: i) mitigation, building on existing mitigation work, such as NAMAs and MICCA; ii) adaptation; and iii) transparency. Since its first analysis in 2016, FAO has produced a series of publications to support countries (FAO, 2017d).
141. FAO produces useful materials and tools to support national partners' work on NDCs and NAPs and their potential for transformational change. Most stakeholders interviewed at global and national level consider FAO's work on NDCs to be among its most relevant. Sixty-five percent of respondents to the external survey said NAP- and NDC-related projects and programmes would lead to transformational change. Similarly, in interviews, partners and donors appreciated FAO's contribution to unpacking the NDC and NAP processes at national level.

**Finding 36. FAO has forged only a few strategic partnerships with international financial institutions and national development banks, the private sector, NGOs and civil society organizations. Most partnerships follow the usual fragmented approach, limiting FAO's capacity to expand, adapt, replicate and scale as an agent of transformational change towards low emissions development pathways.**

142. FAO's key areas for collaboration with partners at the national level are in many of its core functions: capacity strengthening, improvement of knowledge, improvement of access to information, testing of adaptation strategies, community vulnerability assessments, sea safety and DRR programmes, support to develop and strengthen community organizations and social inclusion programmes. These national-level partnerships have provided frequent opportunities for mutual learning and for ensuring the sustainability of activities. Still, there is a tendency to view partners as solely for service delivery (in other words, for conducting project activities, frequently at community level). This weakens the scope for more mutually beneficial partnerships.
143. FAO's collaborations with civil society organizations are effective in achieving project results, especially at national level, but rarely go beyond project execution. In Myanmar, for example, a partner civil society organization had considerable experience of working on fisheries co-management programmes, which the FishAdapt project was promoting. Its partnership role, however, was confined to delivering community vulnerability assessments. In the Benguela Current project, FAO collaborated with universities in Namibia and South Africa to implement certain activities, but the collaboration did not take the form of a strategic partnership. There is also a general lack of engagement and partnership with civil society organizations and a piecemeal approach tends to be characteristic of FAO's partnerships.

144. Apart from some recent initiatives, including some Investment Centre (CFI) support for international financial institutions, such as the World Bank, IFAD and regional development banks, FAO has few strategic partnerships with private and multilateral banks. In Africa, the joint effort of FAO, the World Bank and the African Development Bank led to the development of the African Package for Climate-Resilient Ocean Economies. The three agencies coordinate their planned assistance, with access to technical expertise and funding valued at USD 3.5 billion for 2017 to 2023. There is a formal partnership between FAO and the Dutch Entrepreneurial Development Bank, FMO. However, UNEP signed a far larger partnership deal with FMO, led by the Dutch financial institution Rabobank, on deforestation-free, sustainable agricultural production (UNEP, 2020). FAO does not participate in the United Nations multi-agency Partnership for Green Economy or in the Farm to Market Alliance with WFP and the private sector to provide smallholders with access to affordable finance.<sup>51</sup>
145. In interviews, partners and donors highlighted FAO's lack of partnerships with the financial sector as a major area for improvement. GCF mentioned this in relation to blended investment. It observed that collaboration with international financial institutions and regional and other development banks could potentially enable FAO to access funds for food loss mitigation projects and fisheries projects that provided adaptation and income-generating services. Some bilateral donors suggested closer working relationships with banks to increase resource mobilization. International partners also emphasized the need for FAO to engage more with the financial community. One particular example cited was the increasing number of companies that have pledged to be net zero by 2050 and how FAO would be best placed to help with quantifying their pledges when it comes to the AFOLU sectors.
146. In interviews, it was frequently noted that FAO should better link agriculture (crops and livestock) and forestry at country level and use this comparative advantage to leverage complementary technical support and financing through partnerships that extend beyond forestry, to encompass sustainability in agriculture, agricultural commodity supply chains and energy use. Similarly, the volume of funding needed to implement REDD+ on the ground is massive, requiring a new approach to financing based on mixing grants, loans and the mobilization of private-sector financing and investment.
147. This evaluation confirms that most FAO climate change interventions would benefit from a more integrated approach to break down silos and link sectoral efforts. FAO's piecemeal approach to projects raises transaction costs and weakens the impact of interventions. As the evaluation of FAO's Strategic Results Framework observed, FAO's new resource mobilization strategies are an attempt to move towards a more programmatic approach (FAO, 2019g). In this regard, GCF invites accredited entities to upscale and adopt programmatic approaches through multi-partner arrangements. These programmes should help to leverage more co-financing and shift FAO away from more costly individual projects. Thus, to be competitive on climate action programmes, FAO is expected to upscale its programmes through cooperation with international financial institutions and regional and development banks. However, current GCF arrangements do not make partnerships with other accredited entities easy. Agency fees are not sufficient to repay the non-lead agencies and FAO is already subsidizing the formulation of some GCF proposals.

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<sup>51</sup> Farm to Market Alliance: <https://ftma.org/>

*EQ 3.3. Is FAO forging and embracing new, innovative partnerships to support SDG 13 (for example, in financing, know-how, technologies, research and advocacy) and are these showing concrete results?*

**Finding 37. Aside from some positive work with research institutions and the private sector on geospatial tools and data analysis and the inclusion of private companies in the livestock and food sectors, FAO's partnerships with the private sector are insufficient for climate impact. This is seen as a key opportunity for transformative change as well as a key limiting factor.**

148. FAO has innovative partnerships in the area of climate action beyond the traditional partners. Partnerships on geospatial data and remote sensing, very relevant to FAO's work on climate, show the Organization's capacity to maximize opportunities and build creatively on its strengths. Open Foris has been supported by the private sector, including by Google, the Norwegian Space Centre, the International Climate Initiative and SERVIR, a joint venture between the United States National Aeronautics and Space Administration and the United States Agency for International Development. FAO has also benefited greatly from partnerships with universities, research agencies and Members. Open Foris has also engaged companies that provide software, such as Saiku, BitRock, GDA and Amazon's cloud-based computational capacity, in addition to Google.
149. In a similar domain, FRA partnerships with research agencies, universities and private companies (Google, NASA, the Joint Research Centre (European Union), University of Wageningen, etc.) have been used to access and develop new technology for the public good and to give countries easier, better and quicker access to up-to-date remote sensing information at a lower cost. Open Foris is expanding beyond the forest sector with Earth Map, which is a free and open-source tool developed by the FAO–Google partnership to support countries, research institutes and farmers with internet access to monitor their land in an easy, integrated and multi-temporal manner. Such partnerships enable FAO to deliver benefits it could not deliver alone.
150. FAO's work on climate-smart livestock in Ecuador led to a formal partnership agreement with the Spanish public trading company COFIDES<sup>52</sup> and a financial contribution agreement with dairy company Ordeño and national development bank BanEcuador. These agreements are meant to strengthen local farmers' capacity and boost the productive development of small and medium-sized livestock systems in pilot project areas. The objective is to channel funds from private banks to green credit lines for agribusinesses in Ecuador. Another partnership with Telefonica, as part of the "More Cotton" project, assisted family farmers in cutting costs associated with agricultural production by optimizing water usage through the use of sensors and meteorological stations in pilot areas of Colombia, El Salvador and Peru.
151. FAO launched the Global Initiative on Food Loss and Waste Reduction, also known as SAVE FOOD, in conjunction with trade-fair organizer Messe Düsseldorf and UNEP. SAVE FOOD aimed to encourage dialogue between industry, research, politics and civil society, bringing together stakeholders involved in the food supply chain and supporting them in developing effective measures to decrease food loss and waste and raise public awareness. In 2017, SAVE FOOD was one of the Cooperative Initiatives at the Agriculture Action Day of the Marrakech Partnership for Global Climate Action. Several projects and initiatives were launched under SAVE FOOD, but it did not attract additional funding and currently does

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<sup>52</sup> COFIDES: <https://www.cofides.es/en/about-us>

not have any operational projects. The relationship to climate change is not explicit in those projects launched under the initiative.

152. Aside from the aforementioned exceptions, this evaluation confirms the findings of previous evaluations carried out by the FAO Office of Evaluation (OED) in relation to cooperation with the private sector (FAO, 2019h). Private sector partnerships in the area of climate change are rare, hampered by non-conducive FAO rules and procedures and often formed on a project-by-project basis. Most FAO engagements with the private sector have been one-time events, with limited strategic vision and few links to the SDGs. For instance, FAO is not participating in important global climate change platforms on the green economy or the private sector and sustainable financing, such as the We Mean Business Coalition or the Partnership for Action on Green Economy. FAO's poor connection to the private sector is perceived as a lost opportunity, as such connections could help leverage complementary technical support and financing through partnerships encompassing sustainable agriculture, sustainable agricultural commodity supply chains and sustainable energy.

*EQ 3.4. Is FAO using its internal implementation modalities to effectively achieve globally agreed climate action targets by sharing knowledge, best practices and experiences and by adapting, replicating and scaling up CCAM technologies?*

**Finding 38. Many of FAO's knowledge products, normative tools and guidelines are highly valued for their objective reporting, in-depth coverage and accessibility. FAO's knowledge and best practices tools for GHG monitoring are popular at country level and widely used by development partners, including UNFCCC, to cross check national data. Apart from within the FAO Investment Centre (CFI), however, there is still limited internal dissemination and regular use of these tools, which is a sign of FAO's limited capitalization on its knowledge and resources. Also, despite being potentially transformative, FAO has made little attempt to assess the impacts of its climate change-related knowledge products on changing attitudes, practices and behaviour.**

153. FAO produces knowledge products in all sectors that work on climate action. It developed tools, methods and guidelines used by national and international partners and across the United Nations. More than 70 percent of respondents to the external survey said they used FAO's products and services in their work. In addition to livestock sector-specific monitoring tools, such as GLEAM and LSIPT, FAO has strong in-house knowledge, capacity and tools highly relevant to climate action, such as the EX-ACT. The Investment Centre (CFI) regularly uses EX-ACT to formulate GCF proposals and in its work with international financial institutions. EX-ACT is also widely used by the World Bank and IFAD for integrating climate change into agricultural investments, as well as by GEF. Surprisingly, beyond GEF projects, FAO does not systematically use tools such as EX-ACT for its own interventions, and climate considerations have not been systematically integrated into the design of investment projects, probably because it is not a requirement of the project cycle. The evaluation team's review of 137 FAO forest and climate change-related project design documents and 64 climate change-related evaluation reports suggests little attention has been paid to carbon outcomes. Indeed, while FAO does not require a carbon impact analysis or the use of the EX-ACT, these are standard practices, even a requirement, at other agencies (including the World Bank, for all projects that are likely to have a carbon impact). The FAO EX-ACT team and IFAD formed a partnership in March 2019 on "mainstreaming ex ante greenhouse gas accounting into investments in agriculture and their economic and financial analysis". This shows how internal knowledge, tools and best practices are not



being capitalized on and systematically disseminated. Consequently, there is no information available on the carbon impacts of FAO's overall project portfolio.

154. FAO provides guidance on integrating climate concerns, including risks and CSA in agricultural investments, such as through the CSA Sourcebook and the Investment Learning Platform, and has produced several knowledge materials on CSA (practice and policy briefs, curricula, e-learning courses, webinars, guidelines and reports) in order to identify needs at field level, strengthen the enabling capacity of stakeholders and reinforce CSA upscaling. However, the extent to which this guidance is systematically used in project design within FAO is unclear. Also, the guidance has not been integrated into project-cycle guidelines. In the land and water division, several knowledge products on water, soil and land have been developed (AQUASTAT, AQUAMAP, CROPWAT, CLIMWAT, etc.) that support land planning, identify national risks and, thus, contribute to climate action. The Global Soil Organic Carbon map is pivotal to the identification of important soil carbon stocks. These maps are particularly useful to countries that have poor data of their own, though their use greatly depends on the available scale of the maps. In the case of forestry and climate change, FAO is sharing information and best practices on GHG monitoring and carbon accounting through an informal internal cooperation with the Statistics Division (ESS) (for example, with FRA data being used in global statistics for UNFCCC and as a basis for FAO reporting on GHG emissions from the AFOLU sectors). FAO and CBC have contributed to IPCC carbon methodology and UNCCD work by sharing knowledge and best practices on REDD+ carbon accounting and soil carbon through a Global Forest Observation Initiative hosted by FAO and the Global Soil Partnership.

**Finding 39. FAO has produced and disseminated a number of climate change knowledge products on gender and youth, conducting skills training and awareness raising initiatives.**

155. The evaluation found that FAO's work on gender and climate change is supported by a number of knowledge products targeting internal and external project partners, including good practice briefs, training materials and methodological guides (FAO & UNDP, 2019). FAO and CARE, for example, produced a document on Good Practices for Integrating Gender Equality and Women's Empowerment in Climate-Smart Agriculture Programmes (UN-REDD, 2017). A toolkit for value chain analysis and market development integrating climate resilience and gender responsiveness is forthcoming (FAO, 2020n). FAO has also been convening workshops on awareness raising and skills-building in various areas related to gender and climate change; communicating on gender and climate change through videos and webinars; and encouraging countries to share knowledge, for example, through country case studies and good practices on mainstreaming gender in CCA planning.
156. Knowledge products and initiatives in the area of youth and climate change are less systematic. Youth in Action, for example, is a compilation of youth initiatives in agriculture to address impacts of climate change. In 2018, FAO hosted a regional conference in Kigali targeting youth employment (FAO, 2018d) launching a 'Hack against Hunger' as an incentive to foster innovative initiatives in the area of youth. FAO also held a capacity building programme for agriculture technical colleges targeting youth and climate change in Lebanon (FAO, 2019k).

## 3. Conclusions and recommendations

### 3.1 Conclusions

**Conclusion 1.** FAO has made relevant contributions to the targets of SDG 13, elements of the Paris Agreement and the SFDRR by enhancing national capacities for adaptation and resilience to climate change and climate-related disasters, through knowledge products, tools, guidance and learning materials and by mobilizing climate finance for technical assistance projects.

**Conclusion 2.** FAO was key to the inclusion of agriculture and fisheries in global negotiations on climate change and instrumental in linking agriculture to NAPs and NDCs. It has supported Members in developing the analysis, methods and tools for mainstreaming agriculture and fisheries into climate change in the framework of the Paris Agreement and SDG 13.

**Conclusion 3.** FAO programmes and projects have made concrete contributions to emissions reductions through avoided deforestation. Emissions reduction through its other work (CSA, livestock, energy and fisheries) is promising, but not yet systematically monitored and reported.

**Conclusion 4.** While FAO has made good progress on including gender equity in climate actions, country level results are unclear. Women-specific initiatives have been relatively effective, but few have yielded transformative gender results. Inclusion of indigenous peoples and youth is lacking.

**Conclusion 5.** FAO has not yet mainstreamed its work on climate action and climate-related disasters into its programming and operations. While there are many synergies between CBC/OCB and other offices and divisions, there is little portfolio alignment and no systematic way of dealing with trade-offs. Consequently, the root causes and solutions to climate change impact on agriculture and its sectors are not being addressed in an integrated and coherent way.

**Conclusion 6.** Interventions involving direct assistance to stakeholders are effective at local level, but need to be articulated in policy processes including, but not limited to NDCs and NAPs and incorporated into integrated, multi-country, longer-term programmatic approaches. FAO's normative work shows significant and sustainable results in the area of climate action. FAO has done well to mobilize climate financing and learned fast from initial mistakes, ensuring the effective generation of projects and programmes with Members.

**Conclusion 7.** FAO's Strategic Framework and Medium Term Plan 2018-2021 are aligned with SDG 13, the Paris Agreement and the SFDRR through their goal to make agriculture sectors more productive, sustainable and resilient and their inclusion of climate change as a cross-cutting theme. FAO's strategic focus on integration prompted it to create the OCB, which is a positive step towards delivering on its institutional commitment in the forthcoming Strategic Framework.

**Conclusion 8.** The Strategy on Climate Change is not integrated into FAO's decision-making in a way that supports coordinated, cross-sectoral climate action globally. It does not align with the transformational features of the 2030 Agenda, so medium-term interventions lack clear links to long-term goals. FAO has not set out a long-term vision of its leadership role in food and agriculture for climate action. In contrast, FAO has many sectoral strategies, regional plans and CPFs that are effectively guiding its specific work on climate action in various, often uncoordinated directions.

**Conclusion 9.** Institutional governance, such as vertical and horizontal coordination, coherence of all sectors in the food-system, inclusion of stakeholders and the climate and disaster risk management and safeguards, does not reflect a clear focus on FAO's mission on climate action. Elements such as a dedicated office with oversight, internal working groups and inclusion of climate risks in the project cycle are only recently being addressed.

**Conclusion 10.** FAO has strong human capacity in the area of climate action at the global, regional and national level and has greatly increased its ability to mobilize financing and climate initiatives. However, both personnel and Members consider human and financial resources to be limiting FAO's capacity to be proactive, especially at the decentralized level. There is a lack of coherent planning and coordination to optimize climate action-related resources.

**Conclusion 11.** FAO collaborates effectively on climate action with its main development partners, building on its strong technical knowledge and expertise and convening power in agriculture, fisheries, forestry and food systems. Other agencies and government partners value FAO's contributions, but they also believe it needs to further capitalize on its comparative advantage by engaging more on cross-sectoral issues, synergies and trade-offs. High costs, slow procedures and competition for funding have limited FAO's capacity to avail fully of the partnerships it initiated.

**Conclusion 12.** Through its contribution to promoting resilience and emissions reduction via NDCs, NAPs, NAMAs, UN-REDD and the SFDRR, FAO has leveraged climate action in an effort to bring about large-scale, structural and sustained change (transformational change). Most of this contribution has stemmed from collaborations with Members and other development partners and less so from innovative partnerships with the private sector, financing institutions and civil society.

**Conclusion 13.** FAO's knowledge products and monitoring tools are widely used for climate action beyond FAO's direct sphere of operation. FAO does not have a clear strategy to monitor the uptake of its tools or to engage in systematic learning from its experiences on climate action, and there is currently no plan in place to scale up its actions.

## 3.2 Recommendations

### Vision and mission (corporate narrative)

**Recommendation 1.** To offer a clear and ambitious vision to internal and external audiences on its priorities and institutional position and programming, FAO should develop a corporate narrative on climate change and agriculture and food systems. This should be fully reflected in the new FAO Strategic Framework (2022–2031), guide the revised Strategy on Climate Change (see Recommendation 2) and cascaded into programmes, structures, partnerships and processes across all levels from global to local. The corporate narrative should:

- i. be FAO’s vision (desired state), mission (FAO’s commitments to achieving that vision) and global policy concerning climate action;
- ii. give SDG 13 the same importance as the other SDGs FAO is prioritizing, as doing otherwise would undermine FAO’s contributions to SDG 1, SDG 2 and SDG 10;
- iii. acknowledge and respond to the urgency of the unfolding climate crisis;
- iv. inspire and direct FAO’s work and partnerships by explaining why and how the Organization targets climate change across its strategic goals, priority programmes, international, regional and national policy dialogues, technical sectoral work and assistance to Members;
- v. describe how FAO will target the scaling of climate action and contribute to SDG 13, UNFCCC, the Paris Agreement and the SFDRR throughout its agricultural and food systems work (including crops, livestock, forestry, fisheries and aquaculture, and food value chains);
- vi. contribute to the creation of an FAO climate change culture.

### Strategy and plan of action

**Recommendation 2** (operationalized through Recommendations 3, 4, 5, 9,10, 11 and 12).

To improve its contribution to SDG 13, FAO should formulate a new Strategy on Climate Change. This should build on the positive achievements of and lessons learned from the 2017 FAO Strategy on Climate Change and be geared to delivering SDG 13 and other related agriculture sector targets, but be more closely aligned with the 2030 Agenda and its transformational features. The new Strategy must be fully embedded in the new FAO Strategic Framework and its objectives and targets. It should include a theory of change defining how FAO plans to achieve climate action targets by 2030.

To put the Strategy into practice, FAO should develop a five-year Action Plan, with harmonized objectives, targets, indicators, timing, responsibilities, risks, monitoring and reporting. FAO institutional strengthening, capacity development and resource mobilization (Recommendations 9, 10 and 11) are prerequisites to its success. The entire process of creating the new Strategy and Action Plan should be led by OCB and be highly inclusive, involving all relevant FAO divisions and offices at headquarters and the decentralized level.

The new Strategy on Climate Change should:

- i. define pathways for achieving and linking medium- and long-term results; monitor and evaluate corporate achievements; identify and monitor underlying assumptions for adaptive management; assess and manage trade-offs and synergies and anticipate systemic risks;

- ii. include indicators and targets that are harmonized with those of the new FAO Strategic Framework and the 2030 Agenda and aligned with the Paris Agreement milestones and the SFDRR Monitoring Framework, avoiding fragmentation of monitoring and reporting;
- iii. consider multisector external stakeholders to be key partners for its implementation (see Recommendation 10 on partnerships);
- iv. promote climate action that is multisectoral, risk informed, anticipative, adaptive and transformative by explaining how to address climate risks (including extreme and slow-onset events) using CCAM as a basis for programming, and how to identify and manage trade-offs and synergies from work related to other SDGs;
- v. link climate, both strategically and operationally, to other areas of FAO's work including, but not limited to, those areas falling under OCB's direct responsibility, namely, biodiversity, environment and energy;
- vi. carry out a needs assessment to operationalize and develop a resource mobilization plan, including a core budget and external climate financing, leading to realistic financing plans through diversified partnership agreements.

### **Mainstreaming**

**Recommendation 3.** Anchored in the FAO narrative on climate change and reflected in its new Strategy on Climate Change, climate action (related to both mitigation and adaptation activities, considering impacts of climate extremes and slow-onset events) should be systematically mainstreamed into all FAO offices' thematic divisions and levels (headquarters, regional, subregional and country offices). Mainstreaming should include coordination between and guidance to all offices and levels to embed procedures in the project cycle, quality assurance and learning mechanisms. Mainstreaming should be achieved by:

- i. including positive climate outcomes for every type of intervention, be it climate change mitigation or adaptation (for example, the potential to maximize emission reductions wherever relevant, the reduction of risk and vulnerability of communities and ecosystems, and synergies between SDGs resulting in co-benefits), to promote cross-sectoral analysis of the drivers of and solutions to climate change;
- ii. ensuring climate change and related actions are systematically addressed within the programme/project cycle, including multiple and systemic risk and vulnerability analysis and management, and environmental and social safeguards in design, implementation, monitoring and reporting;
- iii. including climate change, in coordination with FAO Members, in CPF objectives and targets and whenever relevant in the UNSDCF;
- iv. including an assessment of climate change achievements, risks and trade-offs in all evaluation practice.

### **Measurement, monitoring and reporting**

**Recommendation 4.** FAO should improve the way it quantifies and reports its positive contributions to SDG 13. To plan, track and report on the GHG impact of FAO's programmes, operations and facilities, and as part of its Action Plan, FAO should:

- i. ensure the monitoring of GHG emissions through target setting and measurement; including for programmes and projects with likely impacts on GHG emissions and carbon sinks;
- ii. ensure, promote and strengthen the dissemination and use of in-house tools for GHG tracking and measurement wherever relevant;
- iii. where relevant, conduct indicator setting and monitoring of climate change adaptation as a contribution to increased resilience of FAO priority target groups;
- iv. monitor outcome-level achievements and progress on impacts contributed through FAO's country level support on NDCs, NAPs and the SFDRR;
- v. geo-reference projects on land-use, forestry, fisheries and aquaculture (wherever relevant) to ensure the tracking and monitoring of results, as well as the use of geo-coded data for assessments, the triangulation of datasets and impact evaluations.

**Recommendation 5.** To strengthen the monitoring and reporting of its climate change work and achievements and provide more accurate reporting on climate financing, FAO should improve and make mandatory climate change labelling of its project portfolio. It should undertake quality control on current and future labelling to ensure compliance with the OECD climate change marker guidelines and introduce SDG markers to improve reporting on SDG targets. FAO should also make sure that adequate training and guidance are provided as part of project-cycle training. As the monitoring of climate action achievements, including climate financing, is directly linked to the climate change markers, climate budget reporting should be revised accordingly. OCB should provide governance and coordinate the overall process.

### **Sustainable food systems**

**Recommendation 6.** To effectively contribute to climate action in an integrated and holistic way, FAO should adopt a coherent, sustainable and inclusive, low emissions and climate-resilient food systems approach and promote it at global, regional and national level. Climate-induced risks, benefits and trade-offs should be explicit in food systems assessments, including the design of interventions aiming to transition food systems to more sustainable and equitable patterns. To ensure that climate change is addressed through tailored operational solutions, links need to be explicit and connected at all food system entry points, from land and water via production and value chains to consumption and waste, including directly associated aspects such as energy efficiency and use of renewable energy. Interventions should be synergic with FAO's global and national work on climate change, such as with the UNFCCC and Paris Agreement policies and processes, including KJWA, FAO's support for NDCs and the SDGs, and the SFDRR regional and national DRR/M plans to be updated by 2020.

The COVID-19 pandemic and the green recovery promoted by the United Nations system should help FAO promote action to transition and transform the agriculture and food systems affected by the socio-economic impact of the crisis. The United Nations Food Systems Summit in 2021 presents another golden opportunity for FAO to position itself as the global leader in supporting countries in their shift to more sustainable food production and consumption patterns in a changing climate.

### **Leave no one behind**

**Recommendation 7.** To ensure the meaningful engagement of all population groups in striving for better and more inclusive climate action, FAO should mainstream the "leave no one behind" core principle of the 2030 Agenda into all its climate change-related work. Guidelines on the inclusion of women and youth, the extreme poor and other vulnerable, marginalized and

discriminated groups, such as indigenous peoples and persons with disabilities, should be clearly defined in climate change-related initiatives. These guidelines should guide empowerment and transformative actions in the broader agriculture and food systems.

- i. Based on gender gap assessments, FAO should integrate gender into its climate action work, recognizing the specific talents, capacities, roles and vulnerabilities of women and men, to address the challenges associated with women's access to and control over resources, benefits and decision-making and to target specific gender-transformative outcomes in all climate change programmes, including but not limited to the inclusion and participation of women. FAO should monitor on-the-ground implementation of projects tagged with climate and gender markers to ensure the expected results are achieved at all levels.
- ii. FAO needs to develop corporative guidelines to institutionalize youth inclusion and participation in all climate change-related programmes. Specific challenges, needs and opportunities for youth should be identified and addressed to make climate action-related interventions more inclusive and effective.
- iii. Inclusion and support for migrants and displaced people, the extreme poor and other vulnerable, marginalized and discriminated groups need to be systematic in climate-related interventions, particularly those on adaptation to multiple climate risks. Inclusion should be based on an understanding of specific capacities, vulnerabilities, risks and opportunities.

### **Indigenous peoples**

**Recommendation 8.** FAO should systematically link indigenous peoples and pastoralists to its work on climate action, ensuring this is mainstreamed into key technical units and at decentralized level. It should value innovative solutions that indigenous peoples' traditional knowledge, territorial management and food systems can bring to climate action in all relevant countries. To maximize effectiveness, FAO should build a better knowledge base on individual and collective tenure and access rights. Its work with indigenous peoples leverages off FAO's work at global level, such as the Global-Hub on Indigenous Food Systems endorsed by the Committee on Agriculture, and it should strengthen its links with the UNFCCC platform on indigenous people. To achieve this target, FAO should strengthen its Indigenous Peoples Unit.

### **Programmatic approach**

**Recommendation 9.** To move away from fragmented, short-term projects by individual divisions with limited geographic and thematic reach, FAO should strategize, plan and invest in a renewed climate action focused programmatic approach that is strategic, long-term and integrated, with the potential for inclusive, low emissions and climate-resilient, large-scale sustainable impacts on livelihoods, landscapes, food systems and societies in line with SDG 13.

- i. As FAO's business model is based on individual projects (on climate action, mostly funded by GEF and GCF), these will need to be incorporated into and coordinated by a programmatic framework that aligns its climate action priorities with other FAO projects. The Organization needs to assert its ownership of activities that are important factors in transformational change (for example, policy development, key normative products and international lobbying) and these need to evolve into more sustainable interventions, possibly funded at their core with regular programme funding and implemented by permanent staff, rather than mostly through extrabudgetary funding and consultants.

- ii. Similarly, at country level, FAO should manage climate action projects through a country programme portfolio approach, sourcing funding from different projects to enable greater impact and alignment with countries' SDG implementation strategies, CPF, NDC, NAP and the SFDRR priorities. Whenever relevant, this should feed into the UN development system repositioning process and the UNSDCF.
- iii. FAO should reduce and strategize its use of local level pilot projects and capitalize on its normative and knowledge products, good practices and institutional experience at sufficient scale to effect transformational change in the most vulnerable countries and regions.

## Partnerships

**Recommendation 10.** FAO alone cannot manage all of the challenges and aspects of integrated, complex climate action areas, such as food systems or integrated land and seascape management. Therefore, it should increase its efforts to develop and deepen partnerships with multisector stakeholders, based on the different parties' comparative strengths, rather than compete for themes, institutional prominence or funding.

To move beyond the routine approach to climate action, FAO should enhance and diversify its partnerships and seek out strategic and innovative partnerships with the private sector (from local agribusinesses to international corporations), producer and consumer organizations, public and private financial institutions, civil society organizations, academia and think-tanks. Such partnerships should aim to transform food systems, and unlock financing for climate-friendly practices in food and natural resource management, including renewable energy efficiency and the replacement of fossil fuels with renewable energy. This will require lighter and more adaptive internal procedures, as recommended by the *Evaluation of FAO's contribution to SDG 2* (FAO, 2020j) and the *Evaluation of the FAO Strategy for Partnerships with the Private Sector* (FAO, 2019h).

## Institutional structure – creating capacity

**Recommendation 11.** To ensure effective and efficient delivery of FAO's work on climate action, FAO should execute an integrated capacity needs assessment to identify possible capacity gaps, needs and opportunities and accordingly adjust staffing, funding and inter-office communication and collaboration at both headquarters and the decentralized offices.

Capacity development and the strengthening of human resources should be differential among all organizational levels. Corporate funding and human resources policies and decisions must follow the capacity needs assessment to deliver the new Strategy on Climate Change and Action Plan.

Building on the experience of the Technical Network on Climate Change and the NDC Coordination Group, as well as pre-COP coordination processes, FAO should establish formal communication networks on climate action and linkages with its key programmes (see Recommendation 9) between related staff at headquarters and in decentralized offices. There needs to be a more robust knowledge management system to capitalize on FAO's knowledge and promote its use, to encourage continuous information exchange and foster mutual learning and capacity building events driven by the corporate narrative. FAO should promote, incentivize and reward collaboration between headquarters and decentralized offices for transformative climate action and actively disincentivize barriers to collaboration, such as competition for funding.

## Communication

**Recommendation 12.** FAO should become a global ambassador for integrated approaches to CCAM in agriculture and food sectors (including inclusive and sustainable food systems with a clear climate focus) and integrated land and seascape management. To support its core narrative and



Strategy on Climate Change, there needs to be a targeted communications strategy for both specialized and general public audiences. The communications strategy should:

- i. raise awareness and inform people on inclusive, low emission, climate-resilient and sustainable food production and consumption; empowering producers, other food value chain actors and consumers to shift their behaviour towards climate-friendly and sustainable practices in food systems;
- ii. further strengthen FAO's leading role in highlighting and addressing the climate change implications for critical issues surrounding food and agriculture, such as food security, food safety and nutrition;
- iii. make use of credible data on the status of renewable natural resources and widely communicate on issues such as productivity, biodiversity loss, deforestation, forest and soil and freshwater source degradation, the unsustainable management of living aquatic resources and the interaction of their drivers with climate change (including diets, food production and consumption);
- iv. take advantage of FAO's leading role in existing platforms such as the One Planet network for sustainable food systems, the Global Alliance for Climate-smart Agriculture and UN-REDD, and the Marrakech Partnership for Global Climate Action, to steer attention to the work of the Organization on climate solutions for inclusive, low emissions, resilient and sustainable food systems;
- v. promote and empower the use of FAO's climate-related monitoring tools by other agencies and conventions;
- vi. ensure a visible presence at key events related to climate change, with strong messages based on the FAO climate narrative, where the transformation of the whole agriculture and food system is part of all critical climate, biodiversity, health and food crisis solutions;
- vii. engage more actively in interagency networks beyond the strict agriculture sectors, such as those on broad food systems, climate finance, health and nutrition;
- viii. link messaging on the increasing frequency, severity and interrelation of multiple climate hazards to the humanitarian-development-peace nexus and the need for a coordinated and anticipatory response to climate-related disasters.

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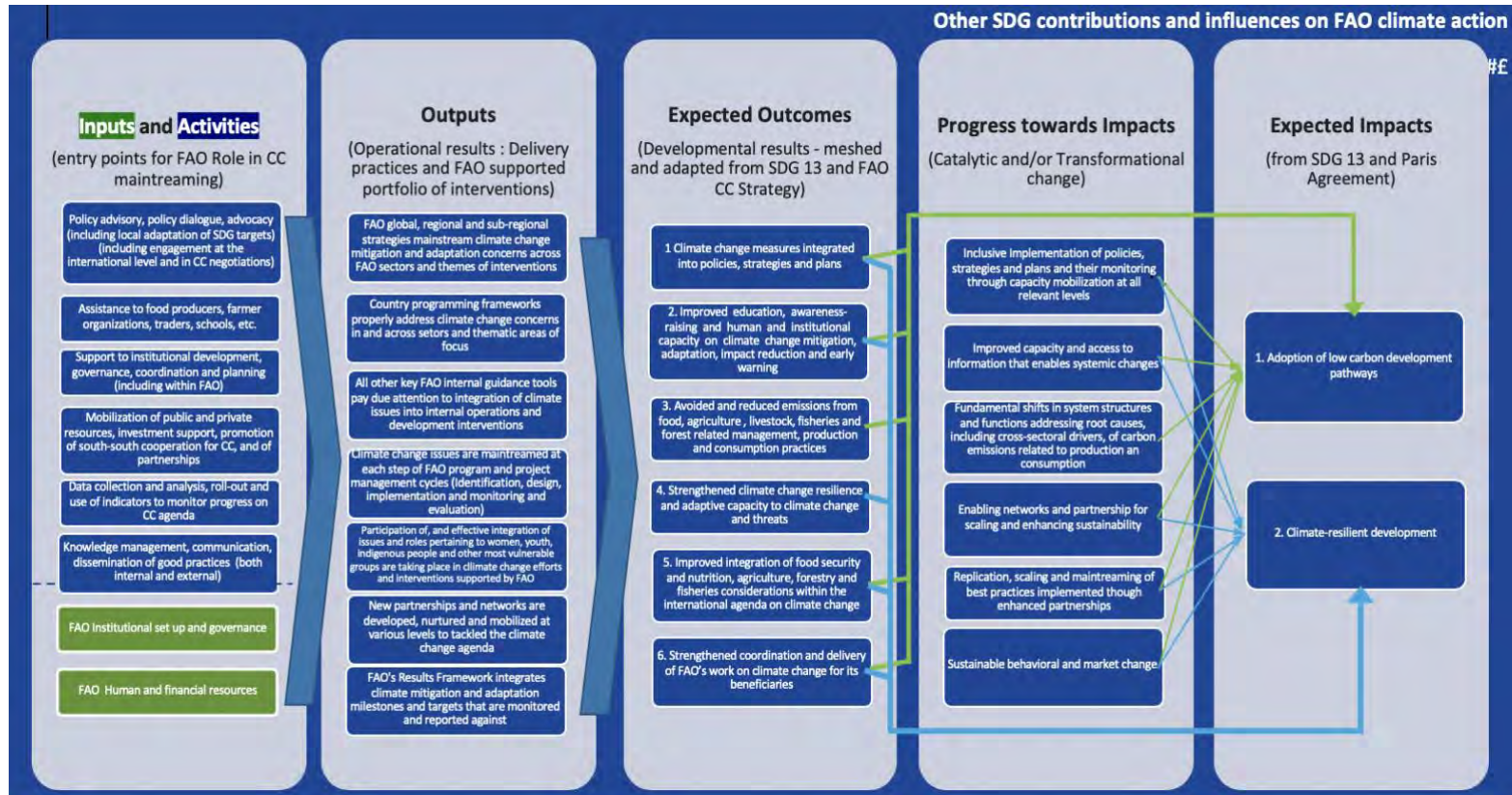
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# Appendix 1. Reconstituted theory of change for FAO climate action (2015–2020)



## Assumptions

- FAO is willing to adequately develop its internal capacity and has the leadership to implement this climate change agenda in its various sectors and sub-sectors of intervention.
- Partner organizations are also committed to act on the climate agenda according to their specific roles and functions and are willing to collaborate, share info etc
- Adaptive capacities cover various types of actors in society and include i) capacity to raise awareness, generate and analyse knowledge and information, ii) capacity to develop policies, strategies and plans based on that information, iii) implementation capacity through strengthened institutions; iv) capacity to monitor and enforce; and, v) capacity to mobilize resources (human, technological, financial and ecological).

## Drivers

- Stakeholder buy-in and ownership
- Commitment at various management levels in the partner country governments to implementing the climate change agenda
- Good coordination in favor of the climate agenda in countries among policies and actions between the relevant ministries, sectors and other key non-state actors
- Effective international negotiation process (UNFCCC)
- Ability of FAO higher management to negotiate positive trade offs between SDGs in favor of the implementation of the Paris Agenda and SDG 13.



# Narrative on the theory of change

## Background and context

1. This theory of change (TOC) is an attempt at reconstituting the overall logic of the climate action being evaluated through this strategic level evaluation. It is meant to be dynamic in the sense that it is schematized as being under the influence of other Sustainable Development Goals (SDGs) being pursued by both the Food and Agriculture Organization of the United Nations (FAO) and/or its partners. Any building block of the logic chain can thus be a potential entry point for this influence. Other SDG goals can sometimes be competing with, sometimes reinforcing the climate action of FAO and its partners.
2. **The main building blocks of this climate action are articulated in the TOC around the basic result chain** of any intervention: from the input level (typically financial, human and institutional resources at the disposal of FAO), up to the impact level, with operational short-term results (outputs) and end of the five-year period developmental results (outcomes). FAO can be directly accountable for inputs, activities and outputs, which should be all under its full control as an organization, while outcomes are typically a joint accountability of FAO and its partners, where ownership by the beneficiary of FAO support is a key driver. Progress towards impacts and impacts themselves are in FAO's sphere of influence and are here considered as longer-term and wider propositions that FAO climate action contributes to, along with other stakeholder under the Paris Agenda and the SDG 13 Agenda.
3. **The theory of change** for the FAO climate change action over the period 2015-2020 **covers the various levels of intervention of FAO as relevant - international, regional, national and local**. For example, strategic advice, mobilization of resources and communication of lessons and good practices to mainstream climate change concerns (which are types of activities) can take place in an FAO food security and nutrition intervention (a specific project defined, implemented and monitored at the output level) active at both the local and national levels, and lead to the integration of climate change measures in the strategies and plans related to food security and nutrition of both the country and the community supported (an outcome). Such measures can then be implemented and replicated as good practices by other communities or countries (progress towards impacts) through support from FAO and/or through new/innovative partnerships, leading to contribution to climate resilient development at the local, national and potentially regional or international scale (the impact).

## Details on the building blocks

4. **The activity level** essentially mirrors the type of FAO activities/roles that has been developed for the FAO SDG 2 evaluation and adapted for the SDG 13 evaluation. These cover all sorts of activities, expertise and know-how that FAO manages and through which it builds its assistance to and with partners, including policy dialogue, technical advice or mobilization of resources and partnerships, to name a few examples. They are considered here as FAO's basic entry points to integrate climate into all its operational and developmental actions.
5. **The output level** covers the types of delivery/management practices, channels and tools that FAO typically uses and through which its activities, expertise and knowhow are crystalized within and applied concretely. They convert at this level into concrete institutional

and programming priorities, and planned and implemented interventions at global, sector, country or programme and project levels to mainstream climate change. This includes strategic programming tools such as the Country Programming Framework (CPF), but also FAO guidance on integration of particular issues such as gender, youth, indigenous people and other vulnerable groups, in addition to concrete projects and programmes that mainstream the climate dimension.

6. **The outcome level** reflects the medium-term (five year) results expected from FAO on climate change and brings together the SDG 13 outcomes and the climate action strategy outcomes, ranging from integration of climate into policies, strategies and plans of beneficiary partners, to more coordinated and coherent action from FAO itself in its array of interventions. Some outcomes refer to both climate change adaptation and mitigation aspects, while others are specific to one or the other dimension.
7. **Progress towards impacts** refers to building blocks of FAO's climate action intervention logic that are beyond the sole control of FAO, but are in its sphere of influence and represent intermediary steps/states that FAO should work towards to achieve the expected impacts of its climate action. This stage refers to transformational and/or catalytic processes and results coming from multi-actor efforts and that are intrinsic to bring adequate scale, scope and momentum to reach the SDG 13 and Paris Agenda commitment espoused by FAO through its climate action and to which it is expected to contribute **at the impact level**. One impact focuses around mitigation longer-term commitments, while the other focuses on adaptation longer-term commitments.
8. **Key qualities to ensure the effectiveness of results achievement by FAO** in this intervention logic is the inclusive and equitable nature of the results achieved at all levels in terms of adequate involvement of different sectors of society (public, private, civil society and academia) and the roles of different vulnerable groups (including women, youth, indigenous people and other disadvantaged groups, etc.) in the FAO climate action development agenda.
9. **Assumptions and drivers** are essential hypothesis and/or enabling elements that must be taken into account in the overall intervention logic of FAO's climate action, to make it a reality. They underpin the logic model and in particular the causal relationship between the various levels of this chain. They must therefore be given due attention in the management process as potential risks and/or external forces to be managed, nurtured and adapted to by FAO if it wants to effectively move ahead towards its expected climate change specific outcomes and impacts.

## Appendix 2. People interviewed

### FAO at headquarters

Surname	Name	Division	Position
Abulfotuh	Dalia	RNE	Rural Development Officer
Agostini	Astrid	FOA	Coordinator for REDD+
Aimable	Uwizeye	NSA/NSAL	Livestock Policy Officer
Alekseeva	Natalia	OCB	Senior Natural Resources Officer
Amaral	Cristina	OSD	Director
Arce Diaz	Eduardo	NSA/GASL	Manager, GASL
Baas	Stephan	SP5	Natural resources officer
Bahri	Tarub	FIA	Fishery Resources Officer
Barange	Manuel	FIA	Director
Barchiesi	Valeria	Mountain Partnership Initiative	Water and Mountains Consultant
Battista	Federica	OER	Emergency and Rehabilitation Officer
Bernoux	Martial	CBC	Senior Natural Resources Officer
Besacier	Christophe	FOA	Forestry Officer
Bicksler	Abram	NSP	Agricultural officer
Bottaro	Mauro	NFO	Gender Focal Point
Bradley	Amanda	FOA	Specialist on forest tenure, gender and Indigenous Peoples for REDD+
Brathwaite	Ronnie	NSP	Senior Agriculture Officer
Braun	Genevieve	DPID	Programme Officer
BuszkoBriggs	Malgorzata	FOA	Senior Forestry Officer
Callens	Karel	SP1	Deputy Strategic Leader
Castro	Rene	CB-ADG	Assistant Director General
Cecchi	Giuliano	NSAH	African Trypanosomosis Expert
Chaya	Mona	SP2	Deputy Strategic Leader
Condor	Rocio	FOA	International AFOLU expert
Corsi	Sandra	NSP	Agricultural officer
DallaValle	Francesca	ESP	Youth Employment Specialist
Dankova	Rimma	DPI	Senior Adviser
Davis	Benjamin	SP3	Programme Leader
De Camillis	Camillo	NSA/LEAP	Manager, LEAP Partnership
Demeranville	Jacqueline Ann	ESP	Migration officer
Dusunceli	Fazil	NSP	Agricultural Officer
Euler	Michael	DDG-N	Associate Professional Officer
Fagan	Jessie	ESP	Decent Rural Employment Consultant
Fattori	Vittorio	ESF	Food Safety and Quality Officer
Fernandez	Diana	FIA	Project Management & Climate Change Specialist
Fernandez Larrinoa	Yon	PSPD	Team Leader (Indigenous Peoples)
Ferrara	Alessandro	OCB	Climate change consultant

Appendix 2. People interviewed

Fox	Julian	FOA	Senior Forestry Officer
Fracassi	Patrizia	ESN	Senior Food Systems and Nutrition Officer
Garrido Gamarro	Esther	FIA	Food Safety & Quality Officer
Gee	Jennifer	FIA	Gender Focal Person
Gennari	Pietro	OCS	Chief Statistician
Genthon	Ariane	ESP	Program Officer
Grandelis	Ileana	ESP	Rural Employment Officer
Griffin	Jeffrey	CBC	Senior Coordinator
Griffin	Jeffrey	DPI	FAO-GEF Coordinator
Growells	Sophie	FFF	Country coach
Grussu	Giorgio	Mountain Partnership Initiative	Project Coordinator
Gujral	Aruna	OSP	Strategy and planning officer
Gustafson	Dan	DDP	Deputy Director-General Programmes
Gutta	Debel	PST	South-South and Triangular Cooperation Specialist
Hagiwara	Takayuki	DPI	Chief, Asia and the Pacific Service;
Helena Semedo	Maria	DDG-N	Deputy Director General Natural Resources
Hemrich	Guenther	SP1	Senior Strategy and Planning Officer
Henning	Steinfeld	NSA/NSAL	chief of NSAL
Heureux	Ana	OCB	Junior Professional Officer
Hewitt	Daphne	FOA	Programme Manager
Hoffman	Irene	OCB	Secretary of the Commission on Genetic Resources (COGERAF)
Jacobs	Heather	CBS	FAO Climate Policy Specialist
Jacome	Angelica	OSL	Director
Jones	Alexander	CBC	Director
Kalas	Patrick	OCB	Natural Resources Officer
Kalikoski	Daniela	SP3	Fishery Industry Officer
Kim	Jeongha	ESP	Decent Rural Employment Officer
Klug	Israel	ESN	Nutrition Officer
Laval	Elizabeth	OCB	Consultant
Lehel	Szilvia	ESP	Gender officer
Lehel	Rosalie	OCB	Gender Focal person
Libert	Marie	CBC	Climate Change Strategy Consultant
Lovatelli	Alessandro	FIA	Fishery Resources Officer (Aquaculture)
Mair	Graham	FIA	Senior Aquaculture Officer
Manssouri	Mohamed	CFID	Director
Mansur	Eduardo	OCB	Director
Manuelli	Sara	Mountain Partnership Initiative	Advocacy Officer
Mascaretti	Alberta	DPI	Chief, Africa Service
Matteoli	Federica	CSA	Project Manager
Mba	Chikelu	NSP	Agricultural officer
Mette	Wilkie	FOA	Director
Mitsugi	Hiroto	FO-ADG	Assistant Director General

Moens	Marc	CFIA	Senior Officer
Mollicone	Danilo	CBC	Forestry Officer
Mondovi	Stefano	NSP	Agricultural officer
Moore	Peter	FOA	Forestry Officer
Morebotsane	Kuena	GEF	Gender Focal Person
Morrison	Jamie	ESF	Director
Mottet	Anne	NSAG	Livestock development officer
Muratebek	Koshoev	NCCA- OCB	Environment Resources Policy Officer
Ndiaye	Tacko	ESP	Senior Gender Officer
Ndisale	Brave	SP1	Strategic Programme Leader
Nelson	Sibyl	OCB	Gender Advisor
Neretin	Lev	ESS	Senior Natural Resources Officer
Njeumi	Felix	NSAH	Gender Focal Person Livestock
Njie	Divine	SP4	Nutrition and Food Systems Officer
Nuutinen	Maria	NFO	Forestry Officer
Ould-Dada	Zitouni	CBC	Deputy Director
Ozkan	Seyda	NSAG	livestock and climate change expert
Pekkarinen	Anssi	FOA	Team Leader
Penarubia	Omar Riego	FIA	Fishery Officer
Petracchi	Cristina	PSUA	Capacity Development Officer
Prati	Giorgia	ESP	Climate change and migration officer
Preetmoninder	Lidder	NSP	Technical Officer
Pressing	John	DPI	Deputy Director
Ramasamy	Selvaraju	OINR	Head of Agricultural Research and Extension
Rezaei	Maryam	ESF	Food Systems Advisor
Ridolfi	Roberto	PS	Assistant Director General
Rolle	Rosa	ESN	Senior Enterprise Development Officer
Rosero	Jose	ESS	Director of Statistics Division
Ryder	John	FIA	Branch Chief, NFIM
Safa	Alejandra	ESP	Gender officer
Salvatore	Mirella	CBC	Statistician
Sanz Herrera	Loreto	FOA	Operations management specialist
Schmidhuber	Josef	EST	Deputy Director
Semedo	Maria Helena	DDN	Deputy Director General
Senesie	Svea	FFF	Fender Focal Person
Sessa	Reuben	OCB	Natural Resources Officer
Shen	Nianjun	FIA	Fishery Industry Officer
Sisto	Illaria	ESP	Gender and Development Officer
Takara	Bruna	PST	South-South Cooperation Specialist
Tartanac	Florence	ESN	Senior Officer
Tefft	James	CFI	Senior Economist FAO Investment Center
Tekola	Berhe	AGA	Director
Thomas	Laurent	DDO	Deputy Director-General
Tijani	Bukar	AGD	Assistant Director General
Timothy	Robinson	NSA/NSAL	Senior Livestock Policy Officer

Torero	Máximo	ES-ADG	Assistant Director General
Tshering	Chado	OSL	Programme Officer
Tubiello	Francesco	ESS	Senior Officer
Vahanen	Tiina	FOA	Chief, Policy and Resources
Valat	Nadine	TCSR	FAO-GCF Team Leader
Vallet	Julien	CFIA	Agriculture Economist
van Anrooy	Raymon	FIA	Fishery Industry Officer
Vannuccini	Stefania	FIA	Senior Fishery Officer (Statistics)
VelascoGil	Gregorio	NSA/NSAG	Manager Pastoralism Knowledge Hub
Villarreal	Marcela	PSUD	Director of the Division of Partnerships and South-South Cooperation
WabbesCandotti	Sylvie	SP5	Emergency and Rehabilitation Officer
Ward	Ansen	FIA	Post-Harvest Specialist
Weining	Zhao	NSAH	Senior Animal Health Officer
Wolf	Julia	OCB	Natural Resources Officer-
Zapata	Jhony	FFF	Country coach
Walter	Sven	NFO	Senior Forestry Officer and Team Leader

### FAO Decentralized Offices

Surname	Name	Division	Position
AbdelMonen	Mohamed	RNE	Chief Advisor
Ager	Martin	SFE	Land and Water Officer
Akiko	Inoguchi	FAO Laos	Forestry Officer
Amrani	Mohamed	SNE	Senior Policy Officer
Ankers	Philippe	SNE	SubRegional Coordinator
Berdegue	Julio	RLC	Assistant Director General
Berrahmouni	Nora	RAF	Senior Forestry Officer
Biaou	Cyprien	SFC	Livestock Programme Officer
Bouallegui	Fatma	SNE	Project Coordinator
Damen	Beau	RAP	Natural Resources Officer
Drame	Djibril	SFW	Agribusiness Officer
Duveskog	Deborah	SFE	Farmers Field School Officer
Extavour	Vermaran	SLC	Project Coordinator
Faures	JeanMarc	RNE	Regional Programme Leader
Francescutti	Dino	SNG	Sub-Regional Coordinator
Funge Smith	Simon	RAP	Senior Fishery Officer
Garcia Olaso	Felipe	FAO Uruguay	Coordinador Componente 2 (co-innovación)
Gbaguidi	Lionel	SFW	Animal Production Health Officer
Guei	Gouantoueu	SFW	SubRegional Coordinator
Gutu	Viorel	SEC	SubRegional Coordinator
Helal	Said	SNE	Field Programme Support and Monitoring Officer
Hofer	Thomas	RAP	Senior Forestry Officer
Kilawe	Edward	SFS	Forestry Officer
Lopez	Dina	SLM	South-South cooperation Officer

Maki	Abdourahman	SNE	Land and Water Officer
Monnereau	Iris	SLC	Regional Project Coordinator-CC4Fish
Muhigirwa	Louis	FAO Madagascar	Emergency Programme Officer
Mujica	Nadia	SLM	GEF/GCF Project Task Manager for Mesoamerica
Muteia	Helder	SFC	Subregional Coordinator
Ouedraogo	Herve	RAF	Programme Officer
Phiri	David	SFE	Subregional coordinator
Riccoy	Anna	RLC	Disaster Risk Management Officer
Sanders	Jessica	SAP	Fishery Officer
Sandoval	Roberto	SLC	DRM Specialist, CC4Fish Project
Sosa	Orlando	SFE	Agriculture Officer
Sungur	Guher	SEC	Field Programme Support and Monitoring Officer
Talakai	Malia	SAP	Former Gender Focal Person for OCB
Talla	Patrice	SFS	SubRegional Coordinator
Tereka	Stella	FAO Uganda	Gender Officer Gender and Climate change
Vallee	Domitille	RNE	Project Manager (Consultant)
VanDerKnaap	Martinus	SFE	Fisheries and Aquaculture Officer
VanOtterdijk	Robert	REU	Agro-food industry officer
Vickers	Ben	RAP	REDD Programme Officer
Woldemichael	Mesfin	SFE	Field Programme and Support Monitoring Officer
Wong	Theresa	RNE	Natural Resources Officer

### Other institutions

Surname	Name	Division	Position
Anand	Anupam	GEF-IEO	Evaluation Officer
Apel	Ulrich	GEF	Senior Environmental Specialist
Batmanian	Garo	World Bank	Lead for Forest, Landscape and Biodiversity
Bell	Johann	Conservation International	Senior Director-Pacific Tuna Fisheries
Boccucci	Mario	UN-REDD Programme Secretariat	Head
Bradley	Amanda	UN-REDD	Gender focal point
Brown	Timothy	World Bank	Senior Natural Resource Management Specialist
Bruzelius Backer	Ellen	NICFI	Policy Director for environmental integrity
Clairs	Tim	UNDP	Principal Policy & Technical Advisor, UN-REDD
Dickson	Barney	UNEP-WCMC	Director of Programmes
Duchelle	Amy	CIFOR	Senior Scientist
Ehrensperge	Albrecht	University of Bern	Head of Land Resources Cluster, Centre for Development and Environment
Fleckenstein	Martina	WWF	Policy Manager
Frechette	Alain	Rights and Resources Initiative	Director
Frick	Martin	UN Food System Summit	Deputy for the Special Envoy
Grandi	Cristina	IFOAM	Chief Food Security Campaigner
Hegde	Gajanana	UNFCCC	Team Leader, Regulatory Development (Energy)

Appendix 2. People interviewed

Heumesser	Christine	World Bank	Economist
Hitchmaan	Judith	URGENCI	President of URGENCI
Hoogeveen	Hans	Embassy of the Netherlands	Ambassador/Representative of the Netherlands
Janssen	Willem	World Bank	Lead Agricultural Economist in the South Asia Region
Jarju	Pa Ousman	GCF	Director, Country Programming Division
Jie	Huang	NACA	Director General
John	Leif	NICFI	Senior Adviser
Jørgensen	Ivar Thorkild	Norad (the Norwegian Agency for Development Cooperation)	Policy Director for Forestry Programmes
Kapos	Valerie	UNEP-WCMC	Head of the Climate Change and Biodiversity Programme
Kohli	Rohini	UNDP	Technical Specialist
Kwan	Stephanie	GCF	Senior Accredited Entities Specialist
Labbate	Gabriel	UNEP	Global Team Leader UN-REDD
Lampiette	Julian	World Bank	Manager for Global Engagement in the Agriculture and Food Global Practice
Leiva	Simon	GACSA	Coordinator
Loboguerrero	Ana Maria	CCAFS	Head of Global Policy Research at the CGIAR
Maletjane	Motsomi	UNFCCC	Lead of Least Developed Countries (LDCs) Unit
Martinez	Pascal	GEF	Senior environmental Specialist
Martius	Christopher	CIFOR	Director & Team Leader for Climate Change, Energy and Low-Carbon Development (CCE)
Mathew	Sebastian	ICSF	Executive Secretary
Meijer	Siet	World Bank	Coordinator, Forest Carbon Partnership Facility (FCPF) & BioCF Initiative for Sustainable Forest Landscapes (ISFL)
Moore	Donald	Global Dairy Platform, USA	CEO of Global Dairy Platform, USA
Nemtiz	Dirk	UNFCCC	Programme Officer
Nilsson	Margareta	The Tenure Facility	Head of Programmes
Okazoe	Naohito	Donor	Japan
Oyhantcabal	Walter	Ministry of Livestock, Agriculture and Fisheries, Uruguay	Director of the Unit of Sustainability and Climate Change Ministry of Livestock , Agriculture and Fisheries
Pham-Truffert	Myriam	University of Bern	Research Scientist, Centre for Development and Environment
Post	Joanna	UNFCCC	Programme Officer-Intergovernmental Support & Collective Progress Division
Rogério	Mauricio	Universidade Sao Joao del Rei - Brazil	Lecturer, member of GASL
Sanz	Maria J.	Basque Centre of Climate Change	Scientific Director
Sapin	Michael	One Planet Network	Policy Advisor
Soto	Doris	INCAR, Universidad de Concepcion	Principal Scientist
Stolle	Fred	WRI	Deputy Directo of Forest Program
Suppiramaniam	Nanthikesan	IFAD	Lead Evaluation Officer
Teng	Julie	UNDP	Climate Change Adaptation Specialist
Velasquez	Jerry	GCF	Director, Division of Mitigation and Adaptation



Virapat	Cherdsak	NACA	Ex-Director General
Wong	Jenny	UNFCCC	Climate Change Secretariat
Yadava	Yugraj	BOBP-IGO	Director
Aberg	Mats	CIDA	Focal Point for FAO
Warnback	Jan	CIDA	Senior Policy Specialist on Climate and Environment

### Participants of stakeholder workshops

Surname	Name	Division	Position
Aburto	Nancy	ESN	Deputy Director
Amaral	Cristina	OSD	Director
Amrani	Mohamed	SNE	Senior Policy Officer
Arguello Lopez	Carmen	REU	Green Climate Fund Advisor
Bahal	Patrick	SFE	Natural Resources Officer
Berrahmouni	Nora	RAF	Senior Forestry Officer
Bojic	Dubravka	ESD	Programme Officer
Braun	Genevieve	DPID	Programme Officer
Bucciarelli	Manuela	AGDR	Project Management, Monitoring and Evaluation Expert
Dankova	Rimma	DPID	Programme Officer
DeSouza	Marlos	CBL	Senior Officer
Duncan	Martina	SLC	Natural Resources Officer
Fattori	Vittorio	AGF/Codex	Food Safety and Quality Officer
Faures	JeanMarc	RNE	Regional Programme Leader
Fernandez-Larrinoa	Yon	PSPD	Team Leader (Indigenous Peoples)
Fracassi	Patrizia	ESN	Senior Nutrition and Food Systems Officer
Francesco	Tubiello	ESS	Senior Statistician
Francescutti	Dino	SNG	Subregional Coordinator
Hemrich	Guenter	SP1	Senior Strategy and Planning Officer
Heng	Lee	AGE	Head Soil and Water Management & Crop Nutrition Section
Heureux	Ana	CBC	Natural Resource Officer
Kalikoski	Daniela	SP3	Fishery Industry Officer
Kozhaya	Mary	PSD	Programme Coordinator
Lehel	Szilvia	ESP	Gender, environment and development consultant
Lieuw	Tanja	RLC	Policy Officer
Manssouri	Mohamed	DPI	Director
Maryam	Rezaei	SP4	Sustainable Food Systems consultant
Monzini	Jacopo	DPIC	Natural Resource Management and Climate Change Specialist
Mujica	Nadia	SLM	GEF Specialist
Njie	Divine	SP4	Nutrition and Food Systems Officer
Oulddada	Zitouni	CBC	Deputy Director
Page	Estelle	SLS	Programme Officer
Patrizia	Fracassi	ESN	Senior Nutrition and Food Systems Officer

Preetmoninder	Lidder	AGPM	Technical Officer
Proano	Maria Mercedes	RLC	Policy Officer
Roncato	Clarissa	EST	Economist
Santivanez	Tania	REU	Agricultural Officer
Sessa	Reuben	SP2	Natural Resources Officer
Steinfeld	Henning	AGA	Coordinator
Bahri	Tarub	FIA	Fishery Resources officer
Uno	Tomoyuki	OSP	Senior Strategy and Planning Officer
WabbesCandotti	Sylvie	SP5	Emergency and Rehabilitation Officer
Wong	Theresa	RNE	Natural Resources Officer
Zipora	Otieno	RAF	Climate Change and NDC implementation expert (International Consultant)

### Persons interviewed in the countries Bangladesh

Surname	Name	Division	Position
Matieu	Henry	FAO-BGD	Chief Technical Advisor
Meisner	Craig	FAO-USA	Senior Technical Advisor
Johnson	Kristofer	FAO-BGD	International Consultant and Team Leader, Environment, Forest and Climate Change Unit
Simpson	Robert	FAO-BGD	Country Representative
Chakma	Karisha	FAO-BGD	National Operations Specialist, GCP/BGD/055/LDF – Climate change and Fisheries
Billah	Mutasim	FAO-BGD	National Consultant, Climate Smart Agriculture
Mahamud	Rajib	FAO-BGD	Senior Forestry Specialist
Hasanat	Md. Abul	FAO-BGD	National Project Coordinator, GCP/BGD/055/LDF – Climate change and Fisheries
Kulsum	Umme	FAO-BGD	National Climate Change and Risk Management Expert GCP/BGD/055/LDF) – Climate change and Fisheries
Haroon	A.K. Yousuf	FAO-BGD	National Consultant: Training Coordinator GCP/BGD/055/LDF – Climate change and Fisheries
Public Institutions			
Ali	Mirza Shawkat	DOE, MoEFCC	Director, Climate Change
Haque	Md. Ziaul	DOE, MoEFCC	Director, AQM
Bhowmik	Subrata	DOF, MoFL	Deputy Secretary
Rahman	Md. Mokhlesur	DOF, MoFL	Senior Assistant Director
Other Institutions			
Bokhtiar	Md. Sheikh	BARC	Executive Chairman
Choudhury	Apurba	BARI	Chief Scientific Officer
Sarker	Babul	BARI	Chief Scientific Officer
Anik	Asif Reza	BSMRAU	Associate Professor
Ahmed	Farid Uddin	Arrayak Foundation	Executive Director

## Ecuador

Surname	Name	Division	Position
Zimmerman	Agustín	FAO	FAO Representative, formerly: Cabinet of DG; Secretary of Program Committee
Flores	Johanna	FAO	Assistant Representative
Calles	Juan	FAO	GEF Portfolio coordinator
Herrera	María Belén	FAO	FAO-PROAmazonia coordinator
Merino	Juan	FAO	
Prieto	Fernando	FAO	
Samaniego	Carlos	FAO	
Enríquez	Geovanny	FAO	
Erreis	Robert	FAO	
Public Institutions			
Sandoval	Carla	Ministry of Agriculture and Livestock	
Jimenez	Wilmer	Ministry of Agriculture and Livestock	
Barriga	Sandra Paulina	Ministry of Agriculture and Livestock	
Villavicencio	Jocelin	Ministry of Agriculture and Livestock	
Re	Humberto	Ministry of Environment and Water	
Salinas	Karina	Ministry of Environment and Water	
Vargas	Gabriele	Ministry of Environment and Water	
Other Institutions			
Andrade	Monica	UNDP	Coordinator of Energy and Environment
Serrano	Patricia	PROAmazonia	REDD+ and Finance Coordinator

## Fiji

Surname	Name	Division	Position
Young	Joann	FAO	Assistant FAO Representative (AFAOR) to Fiji
Brewster	Philippe	FAO	Technical Adviser to Climate and Disaster Risk and Resilience Unit
Daveta	Maika	FAO	AAD National Project Coordinator
Martins	Philippe	FAO	Team Leader
Gonzalez	Itziar	FAO	Policy Officer
Baiculacula	Senimili	FAO	Emergency Assistant
Public Institutions			
Dass	Ritesh	Ministry of Agriculture	Permanent Secretary
Lal	Sanjana	Ministry of Forestry	Conservator of Forests
Bose	Sera	Ministry of Agriculture	Acting Chief Economist
Kocovanua	Talei	Ministry of iTaukei Affairs	Conservation Officer
Vakaloloma	Olivia	Ministry of Forestry	Principal Planning Officer
Nagauna	Solomoni	Ministry of Agriculture	Senior Research Officer (Land Use)
Kumar	Shivanal	Ministry of Economy	Climate Change Adaptation Specialist
Other Institutions			
Mateboto	Jalesi	Pacific Community (SPC)	Natural Resources Management Adviser

## Appendix 2. People interviewed

Senivasa	Eliki	Conservation International	Terrestrial Protected Area Manager
Thomas Moko	Nunia	NatureFiji-MareqetiViti	Director
Sasvari	Gabor	GIZ	Senior Technical Advisor

### Haiti

Surname	Name	Division	Position
Balmir	Mykerlange	FAOHT	National Consultant / National Coordinator
Rival	Jean Robert	FAOHT	Principal National Consultant
De Oliveira	Walter	FAOHT	Deputy FAO Representative
Nicholas	Patrick	FAOHT	FAOR Assistant (Program)
Public Institutions			
Cadet	James	MDE	Climate Change Director
Edmond	Vovener	MDE	Technical consultant in adaptation to climate change
Vital	Raoul	MDE	Communication manager
Joseph	Donald	MARNDR	Head of Defense and Land Restoration Service
Etienne	Stailev	MARNDR	Deputy Director DRFS
Calixte	Christin	MARNDR	Assistant Head of Department / BAC Manager
Lamy	Jean Daniel	MARNDR	Head of Environment and Gender Department
Bertrand	Talot	Civil Society / PROMODEV	Vice-president of the Civil Society Platform

### Honduras

Surname	Name	Division	Position
Medina	Alicia	HN Office	Program Chief
Lazo Ulloa	Amy	HN Office	Responsible IR3
Cáceres	Karla	HN Office	M&E Official
Peralta	Jaime	HN Office	PROMUCLIMA. Specialist in Forestry planning
Acosta Vásquez	René	HN Office	PROMUCLIMA. Project Coordinator. Formerly, REDD+ consultant
Other Institutions			
Samuel Perdomo	Gerson	ICF	Forest Heritage and Information Center. Manager
Medina	Daryl	ICF	Forest monitoring. Technical advisor
Hernández	Ricardo	Commonwealth CAFEG	Manager
Caballero	Omar	Commonwealth MUNASBAR	Manager
Tejada	Francis	Commonwealth MAPANCE	Manager

### Jordan

Surname	Name	Division	Position
Assaf	Nabil	FAO	FAO Country Resident Representative
Ramadneh	Wafaa	FAO	FAO Country Programme Manager

DeMilato	Marco	FAO	Manager of Improving Livelihood and Environments Project
Roberts	Tony	FAO	Former Manager of Improving Livelihood and Environments Project
Al-Quraan	Imad	FAO	Improving Livelihood and Environments Project, Assistant Manager
Masalha	Muath	FAO	Legal Consultant
Public Institutions			
Jumaani	Mahmoud	Ministry of Agriculture	Secretary General
Uleimat	Ahmad	Ministry of Water and Irrigation	Assistant Secretary General
Shqarin	Belal	Ministry of Environment	Director, Climate Change Department
Odeibat	Ashraf	Ministry of Environment	Climate Change department
Nuseir	Omar	Ministry of Planning	Director of Humanitarian Crisis Affairs/ Ministry of Planning and International Cooperation
Rifaae	Mohammad	National Agricultural Research Center	Head New and Introduced Research
Balasmeh	Ammar	JUST University	Professor
Other Institutions			
Abu-Eid	Omar	EU-mission	Programme Manager Energy, Environment and Climate Change
Trevor	SurrIDGE	GIZ	Component Manager
Safi	Wael	GIZ	Assistant Component Manager
Kasasbeh	Aya	UNICEF	UNICEF
Adas	Ala	OXFAM	Project Manager
Ababneh	Suheib	Royal Scientific Society	National Energy Research Center

## Kenya

Surname	Name	Division	Position
Mbatha	Abedih	FAO	Field Officer
Otieno	Zipora	FAO	Climate Change & NDC Implementation Expert
Other institutions			
Kipkogei	Oliver	ICPAC	
Mwamachi	Linah	Local Media Company	

## Nepal

Surname	Name	Division	Position
Adhikari	Srawan (Mr.)	FAO, Nepal	Program Officer
Public Institutions			
Pandey	Bidhya	MoALD	Joint Secretary
KC	Hari Bahadur	Agriculture, MoALD	Joint Secretary
Shrestha	Srijana	MoEF	Under Secretary
Mishra	Gyanendra K.	MoEF	Under Secretary
Other institutions			

## Appendix 2. People interviewed

Paudel	Apar	UNDP, Nepal	Program Officer
Karki	Gyanendra	NAP project, MoEF	Coordinator NAP
Paude	Buddhi Sagar	REDD+ Unit	Focal Point of REDD+
Kharel	Mahesh	NPC	Officer from Agriculture section of NPC
Pradhan	Narendra MB	IUCN, Nepal	Deputy Country Director
Paudel	Naya Sharma	Forest Action Nepal	Chair person
Rai	Tunda Bhadra	NEFIN	Coordinator
Dhakal	Arjun	SEEPOR	Chair person
Pariyar	Sunil Kumar	DANAR Nepal	Chair person
Pathak	Bharati	FECOFUN	Chair Person
Parajuli	Dinesh	FNCCI	Consultant

## Senegal

<b>Surname</b>	<b>Name</b>	<b>Division</b>	<b>Position</b>
Makhfousse	SARR	FAOSN	Country Programme Officer
Ibrahima	FAYE	FAOSN	Associate Programme Officer
Cheikh	THIOUNE	FAOSN	Monitoring and Evaluation officer
Mame Ndiobo	DIENE	FAOSN	Policy and Institution Officer
Alioune	WATT	FAOSN	Monitoring and Evaluation Officer
Cheikh Sadibou	PENE	FAOSN	Agronomist Expert
Fatou	MBAYE	FAOSN	Social Protection Officer and Gender Focal Point
Ndeye Yacine	Ndour	FAOSN	National Project Coordinator
Lamine	MBAYE	FAOSN	Fishery Officer
Fatou	SOCK	FAOSN	National Project Coordinator
Ibrahima Arona	DIALLO	FAOSN	National Project Coordinator
Malick	FAYE	FAOSN	Livestock
Mignane	SARR	FAOSN	National Project Coordinator
John	FONWEBAN	FAO Sub Regional Office	Forestry Officer (REDD+/NFM program)
Patrice	SAVADOGO	FAO Sub Regional Office	Forestry Officer
Mouhamadou	AW	FAO Sub Regional Office	Programme Officer (REDD+/NFM)
<b>Public Institutions</b>			
Sanou	BASSE	MEDD	Programme Officer
Dame	SOW	MEPA	National Director of Livestock
Amadou	NDIAYE	MEPA	Monitoring and Evaluation Officer
Jibril	BA	MEDD	Forestry Expert
Jibril	Badiane	MAER	Head of the climate change Network
<b>Other Institutions</b>			
Sérigne	SEGNANE	CNCR	Natural Resource Management Officer
Arfang	NDOUR	FNDASP	Monitoring and Evaluation Officer
Diaminatou	Sanogo	CNREF	Director
Aliou Badada	KAERE	CSE	Senior Climate Advisor
Aïssatou	FALL NDOYE	DPM	Climate Gender Focal Point

Youssouph	DIEDHIOU	IUCN	Regional Officer World Pratrimoine
Youssou	NDIAYE	COPERES	Member
Bintou Hassedine	DIOUF	ANCAR	Research Programme Officer
Laure	TALL	LNRPV	Director
Lamine	DIATTA	DEEC	AFOLU Officer
Madeleine	Diouf SARR	DREEC	National Designated Authority of Green Climate Fund
Mamadou	NDONG TOURE	IED	Climate Change Adviser
Amadou	SALL	CSE	Programme Officer
Oumar	KONTE	ANACIM	Chief of Climatology and Climate Services
Mamadou	WANE	WFP	Programme Officer
Simon	SAMBOU	C40	Climate Action Planning Advisor
Fatoumata	DIA	COPERES	General Secretary
Moustapha	FALL	DREEC	Regional Director
Cheikh Tidiane	KANTE	DREEC	Regional Director
Penda	KANTE	DREEC	Coordinator of African Group Gender and Climate Change Negotiator
Ndeye Fatou	DIAW GUENE	UNDP	Chief of Climate Change Unit
Bounama	DIEYE	SECNSA	Head of Climate Change Office
Ousseynou	TOURE	PNDL	Planning and Communication Specialist
Ousmane	SARR FALL	COMRECC	Former President
Samba	FALL	ENDA ENERGY	Climate Change Specialist
Antoine	FAYE	COMRECC	Climate Finance Specialist
Abdou Aziz	DIEDHIOU	LBA	Head of Green Fund Department
Jean Michel Waly	SENE	ENDA PRONAT	Programme Officer
Cheikhou	DANSOKHO	DREEC	Regional Director

## Turkey

Surname	Name	Division	Position
Özdemir	Şermin	FAO CO	National Operations Specialist
Akyüz Sönmez	Leyla	FAO CO	Liason Officer
Köksal	Pınar Müjgan	FAO CO	National Operations Specialist
Bozdemir	Fatih	FAO CO	Project Coordinator
Public Institutions			
Güngören	Ahmet Volkan	MoAF	Deputy General Directorate of EU and Foreign Affairs
Arı	İzzet	Ministry of Development	Head of Department, Editor of SDG Report
Nortçu	Hüseyin	District MoAF Director	Project Local Stakeholder
Uğur	Veli	District MoAF Director	Project Local Stakeholder
Other Institutions			
Rehm	Margareth	WFP Turkey	Deputy Country Director
Yüceer	Verda	WFP Turkey	Head of Livelihoods & Area Office
Kıymaz	Taylan	IFAP Turkey	Country Program Officer

Appendix 2. People interviewed

Canbay	Feyhan	IFAD Turkey	Sector Manager
Çakar	Nebahat	Turkey Food and Beverage Producers Association	Director of Corporate Relations
Sakalak	Hatice	Private Sector Partner	Project Local Stakeholder

## Uganda

Surname	Name	Division	Position
Atingi	Andrew	FAO	Focal Person Point/ ACREI
Emuria	Paul	FAO	Programme Officer/ GEF Project
Igbokwe	Kennedy N.	FAO	Team Leader CC/ Manager - GCCA project
Innocente	Sergio	FAO	Technical Advisor to REDD + secretariat
Jawed	Saboor	FAO	Water Shed Management Expert
Kakuru	Willy	FAO	Former Coordinator NAP-Ag
Kintu	David	FAO	Value Chain Expert
Zziwa	Emmanuel	FAO	Assistant CC Team Leader/ National Manager-CRWE project
Lokiru	Michael	FAO	Program Officer/Field Coordinator
Mbabazi	John	FAO	Programme Associate & M&E Officer
Owor	Jacob	FAO	Fisheries and Aquaculture expert
Reumkens	Dominique	FAO	CC Adaptation Expert
Tereka	Stella	FAO	Gender officer
Public Institutions			
Bukirwa	Faridah	Ministry of Agriculture, Animal Industry and Fisheries	Fisheries Inspector
Inangolet -Olaki	Francis	Moroto District Local Government	Production Officer
Isabirye	Paul	Ministry of Water And Environment	Director, Meteorology
Kabango	Freddie	Ministry of Agriculture, Animal Industry and Fisheries	Assistant Commissioner
Kakungulu	Kakungulu	Ministry of Agriculture, Animal Industry and Fisheries	Focal person - Breed Improvement & Nutrition and Principal Nutritionist
Kato-Kayizzi	Ronald	Ministry of Agriculture, Animal Industry and Fisheries, Dept of Agriculture Infrastructure, Mechanization and Water for Agricultural Production	Commissioner
Koma	Stephen	Ministry of Local Government	Commissioner



Mulongo Mahoro	Denis	Ministry of Agriculture, Animal Industry and Fisheries	Senior Pasture Agronomist
Muwaya	Steven	Office of Prime Minister	Focal Person UNFCC for land degradation
Nakamya	Sarah	Nakasongola District local Government	Senior Production Officer
Natifu	Bob	Ministry of Water and Environment	Ag. Commissioner CCD
Ongom	Silver	Moroto District Local Government	District Production and Marketing Officer
Rwamigisa	Patience	Ministry of Agriculture, Animal Industry and Fisheries	Commissioner - Extension
Ssemambo	Mohammed	Ministry Of Water And Environment - CCD	CC- Adaptation Officer
Other Institutions			
Ajjuka	Joshua	Participatory Ecological Land Use Management (PELUM)	Director
Asiimwe	Paul	Embassy of Sweden	Programme Officer
Bakiika	Robert	Climate Action Network (CAN)-U	NDC Partnership Facilitator
Elongat	Solomon	OPM	GEF Focal Point - OPM
Kisitu	Erias	AGRENES- CSO	CEO
Kobusinge	Jalia	European Union	Programme Officer
Kyeswa	Christopher	AFRICA 2000 Net	CEO
Lutalo	Stella	Participatory Ecological Land Use Management	Country Coordinator
Muhumuza	Edwin	Youth Go Green	Founder member and Director
Mujabi	Sarah	UNDP	Programme Officer
Nankya	Rose	Biodiversity International	Scientist
Okiwir	James	Youth Go Green	CEO
Sevume	Rosemary	Embassy of Belgium	Program Officer (GCCA)
Twinomuhangi	Revocatus	Makerere University Climate Change Research and Innovation (MUCCRI)	Coordinator
Van Acoleyen	Koen	Embassy of Belgium	Head of Mission
Walusimbi	Sadhat	Makerere University	Lecturer

## Uruguay

Surname	Name	Division	Position
Plata	Vicente	UY Office	Officer in charge

Appendix 2. People interviewed

Ismail	Mohamed	OED	Consultant. Livestock Specialist
Medina	Santiago	UY Office	Consultant. Project EP/URU/036/UEP Coordinator
Bergos	Maria	UY Office	Consultant. Project GCP URU/034/GFF Coordinator
<b>Other Institutions</b>			
Oyhantçabal	Walter	MGAP - USCC	Director
Martínez	Marcos	MGAP - DGRN	Consultant.
Blum	Alfredo	ME - DINOT	Advisor. Division of Research and Territorial Studies. Focal Point UNCDD
Penengo	Cecilia	ME - DINAMA	Technical advisor
Jones	Cecilia	MGAP - USCC	Climate Change and Sustainability Technical Officer
Andrés	Eduardo	ME - DINAMA	Director
Fragano	Francis	World Bank	Sector Leader for Sustainable Development in the Southern Cone of Latin America and the Caribbean

**Viet Nam**

<b>Surname</b>	<b>Name</b>	<b>Division</b>	<b>Position</b>
Nguyen	Dzung	FAO, Vietnam	Program Officer, Forestry
Le	Uan	FAO, Vietnam	Program Officer, Forestry
Nguyen	Thanh Phuong	UNEP/FAO program, Vietnam	FAO Environment Officer
Anh	Thai	FAO Vietnam	Program Officer
<b>Public Institutions</b>			
Binh	Bui My	MARD, ICD	Head of the Department Also NAP-Ag Coordinator
The	Tran Van	MARD, IEA	Team Leader
<b>Other Institutions</b>			
Nghia	Tran Dai	Institute of Policy and Strategy for Agriculture and Rural Development (IPSARD), MARD	National consultant
Grosjean	Godefroy	CGIR, Vietnam	Country Officer
Thuy	Ngu Yen Thi Thu	Office of the State Committee for Sustainable Forest and REDD+ implementation, MARD	Deputy Director
Quyen	Luu Ngoc	NOMAFSI	Deputy Director
Anh	Tran Thuy	UNWOMEN	Program Officer
Nghia	Tran Dai	Institute of Policy and Strategy for Agriculture and Rural Development (IPSARD), MARD	National consultant
Hein	Bui Viet	UNDP Vietnam	Program Officer

## Appendix 3. Evaluation framework

Evaluation questions	Sub-questions (to be completed)	Relevant deliverables	Examples of indicators
<b>1. Is FAO making a relevant and effective contribution to globally agreed climate action targets?</b>			
<p><i>1.1. What have been FAO's main contributions to SDG 13 (directly or indirectly through other SDGs) and the Paris Agreement, and how relevant are these contributions?</i></p>	<ul style="list-style-type: none"> <li>• What is FAO's concrete contribution (in numbers, if available) to SDG 13 targets and the Paris Agreement?</li> <li>• Are there illustrative examples of the most significant contributions?</li> <li>• Are examples of successful contributions aligned with country and regional policies and programmes?</li> <li>• How sustainable are these contributions?</li> <li>• What are the (internal) factors or (external) conditions that have contributed to or hindered the achievement of contributions?</li> <li>• How much funding did FAO mobilize compared with other agencies?</li> </ul>	<ul style="list-style-type: none"> <li>• 1.2. A mapping of FAO's portfolio and its contribution to SDG 13 and related targets in other SDGs</li> <li>• 1.3. An assessment of the interrelationship of FAO's work with SDG 13 and other SDG mapping synergies and trade-offs</li> <li>• 1.4. REDD+/UN-REDD scoping study</li> <li>• 1.5. Meta-analysis of FAO OED climate change - related evaluations</li> <li>• 1.6. Meta-analysis of GEF evaluations</li> <li>• 2.1. Country case studies and assessments of thematic areas</li> <li>• 2.2. Global survey on the perception of FAO's main contributions to climate action, most effective delivery models, main challenges and gaps</li> <li>• 2.4. Review of the FAO Climate Change Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Reported contribution to SDG 13 targets (quantitative)</li> <li>• Number of successful outcomes that are considered sustainable (political, institutional, social, financial)</li> <li>• Funding mobilized for climate action (for FAO activities or for Members)</li> </ul>
<p><i>1.2. Is the climate agenda mainstreamed across FAO's portfolio of programmes and</i></p>	<ul style="list-style-type: none"> <li>• Are climate change risks referenced in project and programme documents?</li> </ul>	<ul style="list-style-type: none"> <li>• An outline of FAO's resources (organizational structure, governance structure, human capacities, institutional policies) related to climate action</li> </ul>	<ul style="list-style-type: none"> <li>• Number/share of FAO projects (overall) that have climate change considerations in strategies or safeguards</li> </ul>

<p><i>projects to ensure enhanced relevance and coherence with FAO's mission on climate action, SDG 13, the Paris Agreement and the evolving international climate agenda?</i></p>	<ul style="list-style-type: none"> <li>• Are trade-offs between climate action and other goals identified in projects and programmes?</li> <li>• Is climate action included in the outcomes and objectives of project and programme documents?</li> <li>• If climate change has been considered (as a risk or as an objective), have FAO's mission on climate action, the 2030 Agenda, the Paris Agreement, etc., been considered or referenced in the project justification?</li> </ul>	<ul style="list-style-type: none"> <li>• A mapping of FAO's portfolio and its contribution to SDG 13 and related targets in other SDGs</li> <li>• The interrelationship of FAO's work with SDG 13 and other SDG mapping synergies and trade-offs</li> <li>• 2.1. Country case studies and assessments of thematic areas</li> <li>• 2.3. Identification of the degree and effectiveness of mainstreaming climate change in areas of identified trade-offs</li> </ul>	<ul style="list-style-type: none"> <li>• Number of identified examples of trade-offs between climate action and other priorities and how these are managed (narrative)</li> </ul>
<p><i>1.3. What types of initiative have been or are likely to be most effective in achieving significant and sustainable results and why (for example, policy advisory, governance and institutional development, data, information and knowledge management, direct assistance to stakeholders, South-South and triangular cooperation, farmer organizations, traders, schools and resource mobilization)?</i></p>	<ul style="list-style-type: none"> <li>• What kinds of initiative (or combinations of initiative) have been largely used to support climate action?</li> <li>• What are the most effective?</li> <li>• What conditions (funds, technical resources, human resources, partnerships) made each type of initiative successful?</li> <li>• How successful was FAO in capitalizing on particularly impactful climate actions that simultaneously combined mitigation and adaptation benefits?</li> </ul>	<ul style="list-style-type: none"> <li>• An outline of FAO's resources related to climate action</li> <li>• A mapping of FAO's portfolio and its contribution to SDG 13 and related targets in other SDGs</li> <li>• REDD+/UN-REDD scoping study</li> <li>• Meta-analysis of FAO OED climate change -related evaluations</li> <li>• Meta-analysis of GEF evaluations</li> <li>• 2.1. Country case studies and assessments of thematic areas</li> <li>• 2.2. Global survey</li> <li>• 2.4. Review of the FAO Climate Change Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Number of positive examples or types of effective initiative</li> <li>• Survey results (number of positive responses or types of intervention)</li> </ul>

<b>2. Is FAO fit for purpose, to make a significant contribution to globally agreed climate action targets?</b>			
<p><i>2.1. To what extent are FAO's Strategic Objectives, Results Framework and strategies (current and forthcoming) aligned with global policies and strategies, such as the 2030 Agenda and the Paris Agreement?</i></p>	<ul style="list-style-type: none"> <li>• How are global policies and strategies such as the 2030 Agenda and Paris Agreement referred to in FAO's SOs, Results Framework and strategies?</li> <li>• Do outcomes and objectives of strategic planning tools include a focus on climate action?</li> <li>• Is FAO acting as a driver of transformation with regard to the most vulnerable populations affected by climate change, including those discriminated against because of gender identity, ethnicity, disability, age or other forms of social, economic or political disadvantage? Are gender</li> </ul>	<ul style="list-style-type: none"> <li>• An outline of FAO's resources (organizational structure, governance structure, human capacities, institutional policies) related to climate action</li> <li>• An assessment of the interrelationship of FAO's work with SDG 13 and other SDG mapping synergies and trade-offs</li> <li>• 1.7. An overview of the contribution of international development partners to SDG 13</li> <li>• 2.1. Country case studies and assessments of thematic areas</li> <li>• 2.4. Review of the FAO Climate Change Strategy</li> <li>• 3.3. Identification of areas with the most potential for transformational change and partners with the greatest potential to create synergies for the</li> </ul>	<ul style="list-style-type: none"> <li>• Degree of alignment of FAO's strategies, priorities and programmes with the SDGs and the Paris Agreement (quantitative and qualitative)</li> <li>• Number and type of senior management decisions related to climate action</li> </ul>

	<p>and/or indigenous peoples considerations included in SDG 13 projects?</p> <ul style="list-style-type: none"> <li>• Did FAO senior management pay due attention to climate change issues in its communications, policy advice and strategic planning?</li> </ul>	<p>consolidation and sustainability of transformational change</p>	
<p><i>2.2. Does FAO have clear and articulated institutional strategies and plans to support climate action?</i></p>	<ul style="list-style-type: none"> <li>• Does the structure and implementation of the FAO Strategy on Climate Change allow the effective and agile integration of climate change as a cross-cutting theme?</li> <li>• Do the outcomes and objectives of the strategic planning tools of FAO's divisions, Regional and Country Offices include a focus on climate action?</li> <li>• Are divisional, Country and Regional Office projects aligned with institutional policies?</li> <li>• Are the plans of different divisions and Country/Regional offices aligned, coordinated and jointly monitored?</li> </ul>	<ul style="list-style-type: none"> <li>• An outline of FAO's resources related to climate action</li> <li>• 2.1. Country case studies and assessments of thematic areas</li> <li>• 2.2. Global survey</li> <li>• 2.3. Identification of the degree and effectiveness of mainstreaming climate change in areas of identified trade-offs</li> <li>• 2.4. Review of the FAO Climate Change Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Number of strategies, programmes and plans in the climate action field (projects that match national or regional policies)</li> <li>• Number of countries and regions where FAO climate projects coincide with national or regional policies on climate action (or not)</li> </ul>

<p>2.3. How is FAO's mission on climate action reflected in the Organization's governance and operating structure?</p>	<ul style="list-style-type: none"> <li>• Do the current organizational and decision-making structures enable effective and efficient FAO support for climate action to countries and globally?</li> <li>• Is there adequate adaptive management in response to global developments?</li> </ul>	<ul style="list-style-type: none"> <li>• An outline of FAO's resources related to climate action</li> <li>• 2.1. Country case studies and assessments of thematic areas</li> <li>• 2.2. Global survey</li> <li>• 2.4. Review of the FAO Climate Change Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Perception of the alignment of FAO's institutional structure to climate change priorities (survey response)</li> <li>• Number of adaptive management actions at institutional level in response to developments in the global climate action arena</li> </ul>
<p>2.4. How relevant and adequate are FAO's delivery mechanisms, human and financial resources and monitoring systems when it comes to addressing country or regional needs and planning, budgeting, monitoring and communicating FAO support in achieving the SDG 13 and Paris Agreement targets?</p>	<ul style="list-style-type: none"> <li>• Do FAO's delivery mechanisms (project implementation, country support, training, data gathering, knowledge management, etc.) respond to demand from Members?</li> <li>• Do these mechanisms contribute to the effective delivery of climate action?</li> <li>• Do these mechanisms allow for rapid knowledge-sharing and learning, clear communication and county/regional/ global visibility?</li> <li>• Does FAO have adequate human and financial resources to address country/regional needs and to adequately employ its delivery mechanisms?</li> </ul>	<ul style="list-style-type: none"> <li>• An outline of FAO's resources related to climate action</li> <li>• 2.1. Country case studies and assessments of thematic areas</li> <li>• 2.2. Global survey</li> <li>• 2.4. Review of the FAO Climate Change Strategy</li> <li>• 3.2. Identification of successful cases of FAO assistance to Members to leverage resources, policies or new initiatives at country/regional level</li> </ul>	<ul style="list-style-type: none"> <li>• Best examples of effective delivery mechanisms and monitoring systems</li> <li>• Effectiveness of (internal) communication and collaboration strategies</li> <li>• Numbers and description of examples of leverage of resources and new initiatives by third parties (Members)</li> </ul>
<p><b>3. Does FAO engage in partnerships that optimally leverage the effects of its work on climate action to ensure they generate impact?</b></p>			

<p>3.1. Do FAO's collaborations with its main (public and private) development partners (United Nations and otherwise) successfully build on FAO's comparative strengths in climate change-related areas?</p>	<ul style="list-style-type: none"> <li>• What are considered FAO's comparative strengths compared with other organizations?</li> <li>• What are FAO's main collaboration arrangements with other development partners?</li> <li>• Is FAO's institutional niche on climate change well recognized?</li> <li>• Does FAO effectively deliver on its institutional niche while contributing to global, regional and national collaborative initiatives (both with other development partners and with Members)?</li> </ul>	<ul style="list-style-type: none"> <li>• 1.7. Overview of the contribution of international development partners to SDG 13</li> <li>• 2.1. Country case studies and assessments of thematic areas</li> <li>• 3.1. A mapping of the main actors in the climate change arena</li> <li>• 3.2. Identification of successful FAO assistance to Members to leverage resources, policies or new initiatives at country or regional level</li> </ul>	<ul style="list-style-type: none"> <li>• Estimated share of FAO budget versus other agencies</li> </ul>
<p>3.2. To what degree has FAO's collaboration with Members, development or multilateral partners been effective in leveraging climate action at national and global level?</p>	<ul style="list-style-type: none"> <li>• Are there examples of impact generated by others (Members, development partners) thanks to FAO support (beyond direct project outcomes)?</li> <li>• In these examples, what levers of transformational change (capacity, finance, structure, society) have been successfully achieved by FAO together with other partners?</li> <li>• What examples are there of effective synergy in partnerships, leading to the leverage of resources, policies or new initiatives at country/regional level?</li> <li>• Does FAO efficiently and effectively communicate on climate action, both internally and to external partners and stakeholders?</li> </ul>	<ul style="list-style-type: none"> <li>• 2.1. Country case studies and assessments of thematic areas</li> <li>• 3.2. Identification of successful FAO assistance to Members to leverage resources, policies or new initiatives at country or regional level</li> <li>• 3.3. Assessment of areas with the greatest potential for transformational change and of partners to create synergy</li> <li>• 3.4. Development of overall recommendations for processes and delivery models, future operating strategies and collaborations with Members and other development partners</li> </ul>	<ul style="list-style-type: none"> <li>• Size and type of resources leveraged by Members thanks to FAO support</li> </ul>



<p>3.3. <i>Is FAO forging and embracing new, innovative partnerships to support SDG 13 (for example, in financing, know-how, technologies, research and advocacy) and are these showing concrete results?</i></p>	<ul style="list-style-type: none"> <li>• Is FAO deepening and diversifying its partnerships above and beyond its Members and other development partners, such as with the private sector, research institutions or CSOs?</li> <li>• What are the concrete outcomes or early effects on climate action generated by these innovative partnerships?</li> </ul>	<ul style="list-style-type: none"> <li>• 2.1. Country case studies and assessments of thematic areas</li> <li>• 3.2. Identification of successful FAO assistance to Members to leverage resources, policies or new initiatives at country or regional level</li> <li>• 3.3. Assessment of areas with the greatest potential for transformational change and of partners to create synergy</li> <li>• 3.4. Development of overall recommendations for processes and delivery models, future operating strategies and collaborations with Members and other development partners</li> </ul>	<ul style="list-style-type: none"> <li>• Number and description of examples of non-conventional partnerships (other than Members, development agencies, NGO and bilateral or multilateral donors) showing concrete results in support of climate action</li> </ul>
<p>3.4. <i>Is FAO using its internal implementation modalities to effectively achieve globally agreed climate action targets by sharing knowledge, best practices and experiences and by adapting, replicating and scaling up CCAM technologies?</i></p>	<ul style="list-style-type: none"> <li>• What efforts have been made to scale up or replicate FAO-initiated climate action initiatives or outcomes? Who undertook them?</li> <li>• Are there examples of FAO successfully achieving levers of transformational change (capacity, finance, structure, society)? What implementation modalities were used to achieve this?</li> </ul>	<ul style="list-style-type: none"> <li>• An outline of FAO's resources related to climate action</li> <li>• 2.1. Country case studies and assessments of thematic areas</li> <li>• 2.2. Global survey</li> <li>• 2.4. Review of the FAO Climate Change Strategy</li> <li>• 3.3. Assessment of areas with the greatest potential for transformational change and of partners to create synergy</li> <li>• 3.4. Development of overall recommendations for processes and delivery models, future operating strategies and collaborations with Members and other development partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of documented examples of transformational change for climate action, including a description of the reasons for success, focusing on FAO's implementation modalities</li> </ul>

# Appendix 4. Matrix of findings, conclusions and recommendations

## EVALUATION QUESTIONS

1. Is FAO making a relevant and effective contribution to globally agreed Climate Action related targets?

2. Is FAO fit for purpose to significantly contribute to globally agreed Climate Action targets?

3. Partnerships on Climate Action towards impact

## FINDINGS

## CONCLUSIONS

## RECOMMENDATIONS

7. FAO mainstreamed gender issues and worked with indigenous peoples, pastoralists, migrants and youth, but inclusion of other societal groups is not uniform. FAO focuses particularly on SIDS.  
15. Women-specific initiatives have largely been successful. Few yielded transformative results. Most addressed participation/inclusion and produced sex-disaggregated data but did not address gender gaps.  
16. There are isolated examples of the inclusion of marginalized and vulnerable groups in FAO's work on CC, including indigenous peoples/pastoralists, extreme poor and refugees.  
21. Focus on women, youth and indigenous peoples is in FAO's CC Strategy. At corporate level, "leaving no one behind" in climate change interventions is not clearly defined, understood, or being implemented by all units.  
39. FAO produced a number of CC knowledge products on gender and youth, and conducted training and awareness-raising.

1. FAO supported policies that have been translated into national DRR plans and contributed to DRR/M on agreed climate action targets, in line with SDG 13, the Paris Agreement and the Sendai Framework.  
14. FAO produced evidence-based policy support on DRR/M investment. Pathways for upscaling and resilience outcomes need to be developed.  
2. FAO provides tools, databases, guidance and learning material to enhance national capacities to design, implement and report actions in line with global climate agreements. FAO's products used in UNFCCC, IPCC and policy dialogues.  
17. FAO has contributed to major UNFCCC decisions and to put fisheries and aquaculture on the global climate agenda.  
38. FAO's knowledge products, normative tools and guidelines are highly valued; knowledge and GHG monitoring tools widely used by countries and partners. Internal use and dissemination are limited. No systematic assessment of impacts of these assets.

6. FAO supported to mobilize public climate financing for climate action, in particular from GCF and GEF.  
4. UN-REDD/REDD+ is a successful example of FAO's contribution towards achieving SDG 13. It uses FAO's tools and methods and mobilizes large-scale, results-based payments, among other results.  
5. FAO aided GHG emission reductions by preventing deforestation and forest degradation and promoting low-emission approaches in agriculture and livestock. To monitor and report on emission reductions, FAO has developed methods and tools.

1. FAO has made relevant contributions to SDG 13, Paris Agreement and Sendai Framework by enhancing national capacities for adaptation and resilience to CC, through knowledge products, tools, guidance and by mobilizing climate finance.  
2. FAO was key to inclusion of agriculture in global negotiations on CC and instrumental in linking agriculture to NAPs and NDCs.  
3. FAO has contributed to emissions reductions through avoided deforestation. Emissions reduction through CSA, livestock, energy and fisheries is promising, but not yet systematically monitored and reported.  
13. FAO's knowledge products and monitoring tools are widely used for climate action. No clear strategy to monitor the uptake of its tools, and no plan to scale up its actions.

4. FAO should improve the way it quantifies and reports its positive contributions to SDG 13 by planning, tracking and reporting on the GHG impact of programmes, operations and facilities.  
5. To strengthen the monitoring and reporting of climate action work and for more accurate reporting on climate financing, FAO should improve and make mandatory climate-change labelling of its project portfolio.  
7. FAO should mainstream the "leave no one behind" core principle of the 2030 Agenda into all its climate change-related work.  
8. Strengthen FAO's Indigenous Peoples Unit; link Indigenous Peoples and pastoralists to climate action work, and value solutions that they can bring to climate action

8. FAO's work targeting other SDGs has CCAM co-benefits, but CC is not yet explicitly and strategically mainstreamed. Key-CC achievements remain unreported.  
13. FAO is updating its Environmental and Social Management Guidelines (ESMGs) to include climate risk safeguards, which are not yet being systematically applied.  
27. OECD policy markers improve monitoring and reporting, and are opportunity to mainstream CC into project cycle. Lack of governance and quality assurance leads to inappropriate tagging and inaccurate reporting on climate financing.

18. FAO's Strategic Framework targets are aligned with SDG 13; guidance is more advisory and aspirational than operational. FAO's work in CC is mostly driven by governments, donors, statutory committees and international documents.  
19. New organizational structure and establishment of OCB are opportunities to reposition and elevate CC within FAO, and stimulate mainstreaming/coordination.  
30. FAO lacks a global communications strategy to raise awareness and send clear messages on agriculture, food systems and climate action.

4. Progress on gender equity in climate actions but unclear results at country-level. Women-specific initiatives relatively effective, but few yielded transformative gender results. Inclusion of indigenous peoples and youth is lacking.  
5. FAO has not yet mainstreamed its work on climate action. Little alignment of portfolios and no systematic dealing with trade-offs. Root causes and solutions to climate change impact are not being coherently addressed.

3. FAO should systematically mainstream climate action into all offices, divisions and levels, and include coordination and guidance to embed procedures in the project cycle, quality assurance and learning mechanisms.  
1. FAO should develop a corporate narrative on CC and agriculture and food systems. It should be reflected in the new FAO Strategic Framework (2022-2031), guide the new CC Strategy and permeate FAO.

9. There are synergies between climate action and other goals in FAO's portfolio. Coherence between OCB and other divisions is limited.  
24. Other strategies and plans in FAO target CC. FAO has a role in CC in UNSDCFs. Some regional agendas and CPFs include climate action and guide work, but these are not always aligned or coordinated.  
25. Climate action is an emerging corporate priority. Lack of clear focus, suboptimal communication on the SOs and limited internal coordination on climate agenda result in gaps in systemic approach to CCAM and missed opportunities.

20. FAO's CC Strategy is aligned with SDG 13 and refers to the Paris Agreement. It is FAO's general framework for CC work, planning and reporting, and it's useful  
22. FAO's CC Strategy is poorly aligned with the 2030 Agenda. It lacks a Theory of change, does not address climate risks and food systems nor explicitly refers to trade-offs. Weak outcome indicators and targets. Reduced Strategy's utility, visibility and viability for communication.  
23. CC Strategy is not well known internally and lacks sufficient guidance for work, which is steered by global processes, NDCs and regional/national priorities.

6. Direct assistance is effective at local level, but must be articulated in policy processes (including NDCs and NAPs) and incorporated into programmatic approaches. FAO's normative work in climate action shows results.  
7. FAO's Strategic Framework and Medium-Term Plan (2018-2021) are aligned with SDG 13 and the Paris Agreement and the SFDRR. Creation of OCB reflects strategic focus on integration.

12. FAO should become a global ambassador for integrated approaches to CCAM in agriculture and food sectors and integrated land and seascape management. It should develop a communications strategy to support the corporate CC narrative and the CC Strategy.  
2. FAO should formulate a new CC Strategy aligned with the 2030 Agenda and its transformational features. The new Strategy must be fully embedded in the new FAO SF; it should include a theory of change. It should be operationalized through a 5-year Action Plan.

10. DRR/M and CCAM are fragmented at global level in FAO. Initial cooperation on governance between the two areas is promising.  
11. Work on food systems links entry points to complex vision and actions in CCAM. References to CC in FAO's work on food systems are not yet visible at operational level.  
12. There are important trade-offs between climate action and economic-social agendas.

3. FAO's project approach to support countries in climate action, including piloting technical options, has local impact, but has not yet been mainstreamed nationally.  
26. Little evidence of operational coordination within FAO for climate action mainstreaming. This includes institutional mechanisms, formal coordination or communication on CC across FAO divisions/offices, levels and areas.  
28. FAO's competent staff, excellent tools and resources at country level are valued, but lack of human and financial capital limit expansion and impact of work.  
29. FAO approach of individual grant-funded projects and lack of a programmatic approach hampers the achievement of long-term, transformative impact.

8. The CC Strategy does not align with the 2030 Agenda and is not integrated into FAO's decision-making to support coordinated, cross-sectoral work. FAO does not have a long-term vision of its leadership role in climate action. Sectoral strategies, regional plans and CPFs are effectively guiding FAO's climate action in often uncoordinated directions.  
9. FAO's governance does not yet reflect a clear and strategic focus on its mission on climate action. Working groups and new climate risk assessments are good recent steps.

6. FAO should adopt a coherent, sustainable and inclusive, low-emissions and climate-resilient food-systems approach. It should include climate induced risks, benefits and trade-offs. The COVID-19 pandemic and the green recovery should help FAO to promote action to transition.  
9. To move away from fragmented, short-term projects by individual divisions with limited geographic and thematic reach, FAO should invest in a strategic, long-term, programmatic approach for climate action.

31. FAO does not capitalize its potentially unique comparative advantages (technical capacity and field presence) that could help to mainstream climate action in the agriculture sectors.  
32. FAO influenced key government decisions and draws legitimacy from its role as a neutral, factual and technical partner, but it's not meeting its full potential to guide, coordinate and inform crucial discussions on CC and agriculture.  
33. FAO uses its convening power to partner with multiple stakeholders on CC. Little evidence of FAO long-term, strategic partnerships involving CSOs, vulnerable groups or the private sector.

34. FAO's potential for integrative climate action work with multilateral donors is hampered by competition for funding, and by slow pace and the smaller scale of projects.  
35. Initiatives that could sow transformational seeds: FAO collaboration with national partners (NDCs, NAPs), promotion/participation in international/global agendas and partnerships on climate action.  
36. FAO forged few strategic partnerships with IFIs and national development banks, private sector, NGOs/CSOs in a mostly piecemeal, fragmented approach. This limits FAO's capacity to expand, adapt, replicate and scale.  
37. FAO's partnerships with the private sector are insufficient for climate impact. This is a key opportunity for transformative change as well as a key limiting factor.

10. FAO has strong human and financial capacity in climate action at all levels. Uneven distribution of resources and lack of coherent planning and coordination limits proactivity at decentralized level. Resources must be optimized.  
11. FAO collaborates effectively on climate action with main development partners building on knowledge, expertise and convening power. FAO needs to capitalize more on its comparative advantage by engaging more on cross-sectoral issues, synergies and trade-offs.

11. FAO should do a capacity needs assessment to identify gaps, needs and opportunities in climate action and promote adjustments in staff, funding and inter-office communication across all levels.  
10. FAO should deepen existing multi stakeholder partnerships and develop new, innovative ones, in particular with the private sector. This should be based on parties' comparative strengths, rather than competition for themes, institutional prominence or funding.

Colors	Conclusions	Recommendation priority
<span style="display:inline-block; width:15px; height:15px; background-color: #f4a460; border:1px solid #ccc;"></span>	Not satisfactory	Immediate
<span style="display:inline-block; width:15px; height:15px; background-color: #f1c232; border:1px solid #ccc;"></span>	Medium	Medium term
<span style="display:inline-block; width:15px; height:15px; background-color: #a8d8a8; border:1px solid #ccc;"></span>	Satisfactory	Long term

## Appendix 5. Summary of country case studies

1. As part of the Evaluation of the Food and Agriculture Organization of the United Nations (FAO) support to climate action (SDG 13) and the implementation of the FAO Strategy on Climate Change (2017), 13 country case studies were conducted to assess FAO's climate change work at field level and collect field-level experience and best practices. Specifically, the country case studies aimed to: i) identify best practices relevant to climate action; ii) explore opportunities, challenges and limitations related to FAO's climate change relevant work at country level; and iii) find opportunities for strengthening FAO's partnerships and collaboration in support to SDG 13. The case studies were used to triangulate other primary and secondary information from internal and external interviews, sector level studies, surveys and meta-analysis.
2. To overcome the limitations imposed by COVID-19, national consultants were recruited to conduct country visits (virtual where in person visits were impossible) to assess different climate change projects/initiatives and their alignment with country/regional programs of FAO and with policies and strategies of Members and development partners.
3. The criteria for country selection include:
  - i. representativeness of the climate change situation in the region;
  - ii. regional balance;
  - iii. balance in terms of degree of economic development;
  - iv. presence of initiatives (projects) of different evaluation thematic areas (e.g. forestry, fisheries, livestock, etc.);
  - v. participation in regional initiatives;
  - vi. presence of climate action initiatives by other development partners;
  - vii. coincidence with SDG 2 evaluation;<sup>53</sup>
  - viii. feasibility to include transversal themes (gender, indigenous peoples, human rights); and
  - ix. availability of in-country consultants.
4. 13 countries were selected to evaluate FAO's work on climate change, covering the following regions: Asia and the Pacific (Nepal, Fiji, Bangladesh, Viet Nam), Africa (Uganda, Senegal, Kenya), Latin America and the Caribbean (Ecuador, Honduras, Uruguay and Haiti), Europe and Central Asia (Turkey) and Near East and North Africa (Jordan). Each country study includes a complete list of documents reviewed and persons interviewed.
5. The table below presents a summary of main findings of FAO's work on climate change from the 13 national case studies.

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<sup>53</sup> FAO conducted the evaluation of FAO contribution to SDG 2 in 2019/2020 and both evaluations had synergies in terms of methodologies and cost-effectiveness.

### Main findings of country case studies

Country	Is FAO making a relevant and effective contribution to globally agreed climate action targets at country level?	Is FAO fit for purpose to significantly contribute to globally agreed climate action targets at country level (comparative advantage)?	Does FAO optimally engage partnerships that leverage the effect of its work on climate action towards impact generation at country level?
<b>FAO Regional Office for Africa</b>			
<b>Kenya</b>	FAO had many activities that directly or indirectly contributed to climate change action in Kenya. FAO has been contributing directly to SDG 13 through specific projects: Integrating Agriculture in National Adaptation Plans (NAP-Ag) programme, <sup>54</sup> National Land Monitoring and Information System for a transparent Nationally Determined Contributions reporting, Agricultural Climate Resilience Enhancement Initiative (ACREI), <sup>55</sup> and the Restoration Initiative (TRI). <sup>56</sup> Some of the projects contributed indirectly to SDG 13 through other SDGs: Increasing Smallholder Productivity and Profitability Project (ISPP) <sup>57</sup> and Increased productivity and profitability of small holder farmers through promotion and upscaling of good agricultural practices (GAP) and conservation agriculture (IPP-GAP).	FAO has unique organizational experience in the country to tackle projects aimed at climate change action in agriculture. FAO is strategically positioned to further leverage Kenya’s political commitment to climate change adaptation and mitigation. Specifically, FAO’s experience in knowledge generation and its convening power puts it in a strategic position to take advantage of the commitment and support provided by high level political leadership.	Partnerships with other organizations at national, sub-national and public levels build trust and improved action at scale at country level, making it possible for FAO to have a lasting impact, beyond the duration of the projects. However, FAO has not been able to demonstrate its direct quantifiable contribution to the reduction of SDG 13 climate action targets in the country.
<b>Uganda</b>	Many of FAO’s projects include strong elements of climate-smart approaches. FAO Uganda has made noteworthy efforts to ensure gender transformative climate change adaptation/mitigation actions. Highly recognized relevance of FAO is cited in supporting national capacities to establish guidelines and measure	FAO in Uganda is a well-respected partner, valued for being a convener, coordinator and mobilizer who is also in good standing with the Government. FAO has the technical capacity, experience and expertise with a wide knowledge base to support the nation’s institutional and	FAO has collaborated with many partners within the United Nations (UN) agencies and other bilateral and multi-lateral partners. Where technical expertise is missing internally, FAO has sought for support from the regional offices and the center, headquarters. This engagement has created

<sup>54</sup> Integrating Agriculture in National Adaptation Plans (NAP-Ag) programme webpage

<sup>55</sup> Agricultural Climate Resilience Enhancement Initiative (ACREI) webpage

<sup>56</sup> Restoration Initiative (TRI) webpage

<sup>57</sup> Profitability Project (ISPP) webpage

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	targets for nationally determined contributions (NDCs) and carbon emissions.	governance development framework to adapt and adopt climate change into the government planning and operational framework.	the necessary impact for leverage in addressing climate change action.
<b>Senegal</b>	There are seven FAO projects on SDG 13. SDG target 13.1 "strengthen resilience and adaptation" and SDG target 13.3 "strengthen adaptation and mitigation capacities" dominate the FAO portfolio in the country with five projects. The priorities of vulnerable groups are taken into account by the majority of projects. Women, youth and agro-pastoralists are the most targeted social categories. The majority of projects contribute to building the adaptive and resilience capacities of vulnerable groups. Meanwhile, a few projects contribute to the reduction of greenhouse gas emissions.	FAO's comparative advantages are based on the experience in the agro-sylvo-pastoral and fisheries sectors and on traditional assets such as capacity building, knowledge support, policy dialogue and development, and promotion of good governance. Also, FAO has credibility with the Government of Senegal and the technical capacity to make proposals and mobilize financial resources from donors.	FAO's partnerships with sectoral ministries, civil society organizations, farmers' organizations, universities and research institutes are very dynamic in the implementation of field projects. Nevertheless, there is a lack of partnership between FAO and the private sector and the low level of partnership with UN agencies and other technical and financial partners is regrettable.
<b>FAO Regional Office for Asia and the Pacific</b>			
<b>Nepal</b>	FAO Nepal contributed to Paris Agreement and SDG 13 targets mainly through forestry and agriculture activities, including UN-REDD, Climate Smart Agriculture and the Forest and Farm Facility programmes. FAO's support to climate action in Nepal is based on few medium size projects and more small projects and technical support, and activities include both mitigation and adaptation activities.	FAO's projects and programmes had activities for enhancing technical and institutional capacity, preparation of national priority framework for action on climate change and disaster risk management, preparation of district level management plans, and demonstration of risk reduction and adaptation practices. These activities match with the FAO's comparative advantages in the agriculture and forestry sectors.	FAO has a long working relationship with the Ministry of Agriculture and Livestock Development and Ministry of Forests and Environment. Also, FAO has effective collaboration with the United Nations Development Programme (UNDP) in the NAP-Ag programme and the United Nations Environment Programme (UNEP) in the REDD program. With UNEP it collaborated to support the REDD programme in the past which does not exist now and with UNDP in NAP-Ag programme. Private sector involvement is very scattered.
<b>Fiji</b>	FAO is implementing projects and initiatives in Fiji that are integrating climate change and	FAO comparative advantages include its presence in the country, the technical	FAO's work in Fiji has been underpinned by the good partnership that it has with the

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	<p>disaster risk management, focusing on the adaptation and resilience in the agriculture, forestry and fisheries sectors. These efforts are directly contributing to a number of SDGs, including SDG 13, and the Paris Agreement. These efforts are contributing to improve land use practices, including better planning, enhanced cooperation and working together in communities with the support of external agencies (government and non-government organizations), and the use of sustainable technologies and practices.</p>	<p>capacity, information and knowledge gained over many years of work at the global level, its independence, global reach and its ability to mobilize resources.</p>	<p>Ministry of Agriculture. Also, FAO's partnerships with non-governmental organizations (NGOs), which are involved in projects and initiatives, are being established and enhanced. Furthermore, the good partnership that FAO currently has with government allows it to mobilize expertise from various government ministries to assist the NGOs in delivering their work. This, in turn, reinforces new partnerships between the NGOs and the relevant government ministries.</p>
<b>Bangladesh</b>	<p>FAO has contributed substantially towards achieving SDG 13+ targets, mainly through projects at the national level in the forestry and the environment sector and less so in fisheries and aquaculture or climate smart agriculture. FAO's initiatives on climate action are well-aligned with national priorities, strategies and policies of Bangladesh. REDD+ initiatives appear to be at the top of the list of activities in Bangladesh largely implemented through the Ministry of Environment, Forest and Climate Change.</p>	<p>FAO enjoys several advantages in comparison to other UN agencies and/or partnering organizations in technical capacity, knowledge creation and dissemination, project development and implementation, leadership, local presence, partnerships and, data generation and creation. FAO's comparative advantage was recognized particularly on FAO's ability to deliver quality development services based on its localized technical expertise and global knowledge.</p>	<p>FAO's collaboration with state partners and development/multi-lateral partners has been effective in leveraging climate action at country and at global level. Initiatives undertaken in collaboration with the Ministry of Environment, Forest and Climate Change with funding support from the United States Agency for International Development (USAID), UNDP and other partners are quite visible and effective. FAO Bangladesh still has the strongest partnership with the national ministries for implementation of initiatives.</p>
<b>Viet Nam</b>	<p>FAO Viet Nam contributes to SDG 13 mitigation/adaptation targets mainly through several forestry and agriculture activities. The climate action is given priority in all FAO's projects and technical support programs in Viet Nam. The prioritisation of climate action in the Country Programming Framework (CPF) also encouraged to prioritise climate in programs. All</p>	<p>FAO is well-recognised in Viet Nam more for its expertise and experience in agriculture and forestry sectors, and is considered champion in these fields. From the past several years, it has been engaged in addressing climate change issues in the agriculture and forestry sectors and has also generated impacts.</p>	<p>FAO has strong partnership with the Ministry of Agriculture and Rural Development and the Ministry of Natural Resource and Environment. It also has a strong partnership with the sub-national governments. FAO has effective collaborations with UNDP and UNEP. With UNEP, FAO collaborated to support Viet Nam REDD program and with</p>

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	agriculture and forestry programmes of FAO have highlighted risks related to climate change and specific impacts to these sectors and the activities were also developed to address these threats.	The Government of Viet Nam has been working closely with FAO in many of its activities like strategy development, supporting NDCs, land use survey, institutional capacity enhancement and supporting National Adaptation Plan development process.	UNDP, the NAP-Ag. There are scattered examples of innovative partnerships with private sector and financial institutions. FAO has started working with civil society organizations and community-based institutions which is also very innovative and effective.
<b>FAO Regional Office for Latin America and the Caribbean</b>			
<b>Ecuador</b>	FAO works towards the adoption of low carbon development pathways and the achievement of climate-resilient development directly but also indirectly through initiatives that target climate action. The vast majority of FAO's work on agricultural production, animal husbandry, fisheries, forestry or food systems is related to climate adaptation and/or mitigation. Important cross-cutting themes such as gender equality, nutrition, good governance, indigenous peoples and human rights also interact with climate action in various ways.	FAO's competitive advantage is well recognized by governmental partners and external partners. It has been the basis of a solid productive institutional relationship about climate action with UNDP as well as with the Ministry of Environment and Water and the Ministry of Agriculture and Livestock. In supporting climate action, there are scattered examples of innovative partnerships of FAO Ecuador beyond the 'traditional' government agencies, farmers' organizations and NGOs.	FAO's main partner in Ecuador is the national government, particularly the Ministry of Agriculture and Livestock and the Ministry of Environment and Water. The main development partner of FAO in Ecuador is the UNDP with whom they have developed the UN REDD joint program (also with UNEP), the PROAmazonia <sup>58</sup> project and the NDCs. FAO has been working with NGOs for project implementation under Operational Partners Implementation Modality (OPIM) arrangements with NGOs.
<b>Honduras</b>	FAO has significantly contributed to results in climate action through two different types of initiatives: institutional development and knowledge-based management, for example the REDD+ program and, direct assistance to stakeholders and farmer organizations. The analysis of FAO's project portfolio in Honduras shows the importance of climate action in the shared agenda of FAO and the Government. These projects address the needs of the rural population in vulnerable zones, like the dry	Technical capacity is the most notorious advantage of FAO in the country. FAO has supported conventions and protocols, and has aided the measurement, reporting and dissemination of information related to climate change, forest statistics, and food security. These are knowledge products used and validated by the government. Another strength is its reputation and recognition for convening diverse actors linked to climate action.	FAO has a good relationship with relevant government entities like the Ministry of Environment, National Institute for Conservation and Forest Development, Protected Areas and Wildlife (ICF), the Secretariat of Agriculture and Livestock, and the Presidential Office of Green Economy. There is also a strong link with NGOs. FAO is actively looking for partnerships. In addition to the interaction with UN programs, important experiences such as the alliance

<sup>58</sup> Proamazonia website.

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	corridor and support actions in poverty reduction and food emergencies, nutrition of the vulnerable population and agricultural extension.		with the government of Canada in the PROMUCLIMA project, and frequent collaborations with the European Union. The project "Assistance to vulnerable livelihoods in the drought-affected areas of the Dry Corridor", in partnership with the World Food Programme (WFP), UNICER, IOM, PAHO, and 18 associations of local governments or municipalities represent another example of partnerships.
<b>Uruguay</b>	FAO has developed relevant work in the country when it comes to climate action. It has assisted the country in the development of these actions since 2010. 50 percent of FAO's 2016–2020 portfolio operations supports activities directly (29 percent) or indirectly (21 percent) directed towards accomplishing SDG 13 goals. These actions go in line with the national priorities. Livestock is an extremely valuable activity for the country. Increasing livestock production with decreasing emission intensities is a challenge to which FAO has substantially contributed.	FAO has played a vital role in providing the technical capacity, tools, surveying and reporting methodologies, and technical and institutional support to access to financing. Besides, FAO has developed innovative alliances with academia, the private sector and specialized offices of the government.	FAO has an active alliance with relevant ministries and has developed a good relationship with academia, particularly with universities. FAO, the Global Environment Facility (GEF), UNEP and the National Agency of Investigation and Innovation are some of the financers. An alliance facilitating the interaction with the private sector, as well as the surveying of their needs and demands, is the one established with the Federate Agricultural Cooperatives. Another environment of cooperation is that established by FAO with the Southern Agricultural Council.



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<b>Haiti</b>	<p>FAO Haiti adopted a programmatic approach that involves a poverty reduction and zero hunger component and a climate action component to position itself better in the climate action arena.</p> <p>Also, FAO Haiti has implemented several SDG 13-related projects to combat desertification, build national capacity for adaptation (NAP-Ag) and disaster risk reduction, train farmers on agricultural good practices and promote agroforestry. In particular, agroforestry projects build economic capacities to be self-financed and sustainable.</p>	<p>FAO's clear and effective strategies are the base of the organization's comparative advantages, making FAO a main partner of the Ministry of Agriculture and the Ministry of the Environment in Haiti. Indeed, FAO comparative advantages are based on providing evidence through data collection systems and implementing evidence-based initiatives. FAO is recognized as a neutral and honest broker for policy dialogue and policy assistance regarding agriculture and climate change issues.</p>	<p>FAO Haiti interventions are based on closed, working relationships with the Ministry of Agriculture and the Ministry of the Environment as the two main long-term FAO partners. For instance, FAO has provided support for the creation of the Office of Climate Change at the Ministry of the Environment. FAO also collaborates with other UN agencies: the International Fund for Agricultural Development (IFAD), WFP, the United Nations Children's Fund (UNICEF), UNDP and the World Health Organization (WHO). Besides, FAO and UNDP are working together in a project funded by GEF on sustainable management.</p>
<b>FAO Regional Office for Europe and Central Asia</b>			
<b>Turkey</b>	<p>FAO Turkey has several projects related to mitigation activities (food loss and waste activities) and adaptation to climate changes (especially GEF-funded projects). But climate change has not been mainstreamed across all FAO's project portfolio in Turkey. Humanitarian action projects dominate the UN project portfolio, including FAO.</p>	<p>FAO Turkey is considered by stakeholders both from UN agencies and from public institutions as a high-capacity technical agency. FAO's core mandate and successful project implementation background are referred by key informants. NGOs also appreciate FAO's systematic work, technical capacity and mediation role between civil society and government.</p>	<p>FAO's partnership is appreciated by government institutions (the Ministry of Agriculture and Forestry is the key and primary stakeholder in the country), UN Agencies and NGOs. FAO's partnership is highly appreciated by UN agencies and public authorities.</p>
<b>FAO Regional Office for Near East and Northern Africa</b>			
<b>Jordan</b>	<p>FAO Jordan facilitated the formulation of the new National Agricultural Strategy 2020-2025 which included climate adaptation and mitigation measures. Besides, FAO is implementing ten projects in Jordan, most of which are of relevance to climate change. However, there is</p>	<p>FAO Jordan has skilled and knowledgeable personnel, an excellent working relationship with the Ministry of Agriculture, and it is highly regarded by stakeholders due to its credibility, responsiveness and flexibility.</p>	<p>FAO succeeded in building partnerships with national institutions, donors, UN organizations and NGOs such as the Ministry of Agriculture, Ministry of Environment, Ministry of Water and Irrigation, Ministry of Planning and</p>

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	no direct mention of climate change in the priorities of the CPF.	Furthermore, FAO is in an excellent position to mainstream climate action due to its mandate and its reputation of impartial and honest broker. FAO responses are tailored to the requests, needs and demands of the national stakeholders.	International Cooperation, National Agricultural Research Center, National Energy Research Center, European Union, GCF, GIZ, UNDP, UNICEF, OXFAM among others. FAO has also built good working relations and networks with the private sector, farmers organizations, media, universities and dealers.

# Annexes and case studies

## Annexes

Annex 1. Terms of reference

<http://www.fao.org/3/cb3629en/cb3629en.pdf>

Annex 2. Synthesis of FAO climate change-related evaluations from the SDG perspective

<http://www.fao.org/3/cb3399en/cb3399en.pdf>

Annex 3. Assessment and interpretation of the Global Sustainable Development Report database subset availed to FAO

<http://www.fao.org/3/cb3319en/cb3319en.pdf>

Annex 4. Portfolio analysis

<http://www.fao.org/3/cb3501en/cb3501en.pdf>

Annex 5. Climate change policy markers analysis

<http://www.fao.org/3/cb3320en/cb3320en.pdf>

Annex 6. Global surveys

<http://www.fao.org/3/cb3389en/cb3389en.pdf>

## Case studies

1. Sector level study in Agriculture

<http://www.fao.org/3/cb3316en/cb3316en.pdf>

2. Sector level study in disaster risk reduction/management

<http://www.fao.org/3/cb3741en/cb3741en.pdf>

3. Sector level study in fisheries and aquaculture

<http://www.fao.org/3/cb3321en/cb3321en.pdf>

4. Sector level study in forestry and climate change with special focus on REDD+

<http://www.fao.org/3/cb3322en/cb3322en.pdf>

5. Sector level study in gender and social inclusion

<http://www.fao.org/3/cb3323en/cb3323en.pdf>

6. Sector level study in livestock

<http://www.fao.org/3/cb3730en/cb3730en.pdf>

7. Executive Summary of the Final Evaluation of the project "Integrating Agriculture into National Adaptation Plans Programme (NAP-Ag)"

<http://www.fao.org/3/cb3827en/cb3827en.pdf>

8. Assessment of FAO's niche in the climate action space

<http://www.fao.org/3/cb3410en/cb3410en.pdf>

9. Global Environment Facility study

<http://www.fao.org/3/cb3718en/cb3718en.pdf>

All annexes and case studies are available to download from:

<http://www.fao.org/evaluation/evaluation-digest/evaluations-detail/en/c/1378891/>

Office of Evaluation  
[evaluation@fao.org](mailto:evaluation@fao.org)  
[www.fao.org/evaluation](http://www.fao.org/evaluation)

**Food and Agriculture Organization of the United Nations**  
Rome, Italy